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## Communications Audit

Bureau of Seafood & Aquaculture Marketing

FDACS Division of Marketing



Center for Public Issues Education  
IN AGRICULTURE AND NATURAL RESOURCES

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## Background

After the 2010 Deepwater Horizon oil spill, the Florida Department of Agriculture and Consumer Services (FDACS) received an estimated ten million dollars from British Petroleum (BP) to conduct a marketing communications campaign, aimed at restoring consumer confidence in Gulf-caught seafood. FDACS' Division of Marketing and Development was given authority to implement the campaign and the Bureau of Seafood and Aquaculture Marketing, within that division, initiated the *Gulf Safe* campaign, among other marketing materials.

The Center for Public Issues Education (PIE Center) was contacted in November 2011 by Dan Sleep, a marketing supervisor within the FDACS Division of Marketing and Development, and requested to compose a bid for conducting an evaluation phone survey of the Florida *Gulf Safe* campaign. The PIE Center contacted the Florida Survey Research Center (FSRC), also based at the University of Florida, to prepare a bid, working directly with the Bureau of Seafood and Aquaculture Marketing. The phone survey was ultimately conducted in December 2011.

In a joint meeting, held in February 2012 with FDACS, PIE Center and FSRC, the PIE Center was asked to put together a proposal for more in-depth research into the Bureau's campaign. The proposal included a communications audit of the campaign as well as focus groups to assess targeted consumer perceptions and conduct message testing of potential message strategies related to retooling FDACS' *Gulf Safe* campaign. The research should enable FDACS to focus more directly on a specific target audience consistent with the campaign objectives. This report examines the methods, findings and recommendations of the communications audit.

## Methods

To conduct the communications audit, the PIE Center requested and received a representative sampling of print, promotional and sponsorship materials used by the Bureau of Seafood and Aquaculture Marketing with in FDACS' Division of Marketing to communicate about seafood. The Bureau's websites were also audited, as well as social media sites, all of which were listed in a comprehensive marketing campaign index received from the Bureau. These materials were reviewed and analyzed for consistency, usability, messaging strategies, and effectiveness. The following communications materials were reviewed and analyzed:

### Web Materials

1. *Florida Gulf Safe* website: <http://www.myfloridagulfsafe.com/>
2. Florida Seafood website: <http://fl-seafood.com>
3. Florida Division of Food Safety – Seafood Testing: [http://www.freshfromflorida.com/fs/seafood\\_intro\\_2011-03-28.html](http://www.freshfromflorida.com/fs/seafood_intro_2011-03-28.html)
4. *Fresh from Florida* blog: <http://www.freshfromfloridablog.com/>
5. *Fresh from Florida* Twitter: <http://twitter.com/#!/freshfromfl>
6. *Fresh from Florida Seafood* Facebook: <http://www.facebook.com/floridaseafood>

### Print Materials

7. Lifestyle magazine advertising: *Coastal Living*, *Southern Living*, *Garden & Gun*, *Florida Trend*, *Gulfscapes* and *Guy Harvey Magazine*
8. Culinary magazine advertising: *Culinary Trends*, *National Chef Magazine*, *The National Culinary Review*

9. Industry publication advertising: *Florida Agriculture Promotional Campaign Magazine*, *Florida Fish & Wildlife Conservation Commission's Saltwater Regulations*
10. Newspaper articles: *USA Today*
11. Logos: Fresh from Florida Seafood, Florida Gulf Safe

### **Promotional Materials**

12. T-Shirts
13. Boat flags
14. Puzzles
15. Water bottles
16. Bumper stickers

### **Point of Purchase**

17. Brochures
18. Posters
19. Calendars

### **Sponsorships**

19. Sunshine Showdown, head football and basketball coaches of six Florida universities
20. Seafood festivals, Boston Seafood Show
21. NSACR: Sprint Cup and Nationwide Race cars
22. Guy Harvey, Gulf Safe Saltwater Fishing Team
23. Tourism Day Street festival
24. Supermarket incentive and promotional programs, Gulf Wild gill tagging program

### **Broadcast Media**

24. Cable TV and Radio, head football and basketball coaches of Florida universities
25. NW Florida local TV buys
26. SMART FAPC tie in coop buying program
27. Radio

## **Findings**

The *Gulf Safe* campaign was initiated in response to the Deepwater Horizon oil spill disaster in April, 2010. FDACS received an estimated ten million dollars from BP to conduct a marketing communications campaign, aimed at restoring consumer confidence in Gulf-caught seafood. In reviewing the four provided *BP Marketing Plan Quarterly Updates*, it is clear that the FDACS' Division of Marketing and Development was given authority to implement the campaign based on its "success in marketing Florida agriculture – including seafood." Therefore, the campaign that evolved appears to combine general seafood marketing, using conventional elements like seafood festivals, supermarket incentives and promotions, point of purchase (POP) and image advertising, along with more specific messages focused on the restoring consumer confidence concept, such as the initial "enjoy with confidence" message and the Florida *Gulf Safe* logo.

However, since preliminary formative research was not conducted to evaluate the campaigns message concepts or logos, both have undergone some revision and transformation over the life of the campaign, leading to the current brand-within-a-brand positioning of situating gulf seafood within the *Fresh from Florida* brand. From the reports and the communications elements provided, the Bureau also seems to have shifted the campaign's focus over time, and several elements have been updated/changed. These changes are recounted in the most recent quarterly update, most notably the logo and the SMART Seafood Marketing Tactics plan which has been designed to stimulate co-op ad buys in the Miami/Florida Keys area.

Campaign shifts over time often lead to lack of consistency in messaging. For example, the lifestyle magazine and cable TV buys continue to focus on brand image and are targeted towards enhancing seafood consumption, but other elements such as outdoor billboards and sponsorships remain focused on the *Gulf Safe* positioning. Therefore, it is assumed conversion to new campaign elements is underway. However, from the materials and the budget data provided, it appears that multiple target audiences exist, ranging from commercial and recreational fishers, retailers and wholesalers to consumers. With respect to consumers, the campaign includes several sports sponsorships, which are significant factors in the budget. These elements tend to skew toward men, which, depending on the campaign goals and objectives and the degree to which these might focus on seafood purchase and consumption in the home (typically a female target), may need to be considered by the marketing team.

The most significant issues within the Bureau's campaign, based on a review of campaign materials, is the difficulty in determining the campaign's objectives, audience, key messages and specific call to action. If the objective was to reassure consumers and increase consumer confidence regarding the safety of Gulf seafood products, the strategies and tactics used focus more on generic image advertising. In addition, the campaign, other than the Gulf Wild gill tagging program, does not directly address the potential issue of consumer confusion with respect to identifying seafood caught in the Gulf. Generally, consumers are unaware of the origin of seafood they purchase, whether that is a grocery store/market or at a restaurant and they may not know how to identify the difference between seafood available in the Gulf and seafood caught in the Gulf (i.e. farm raised seafood).

### Brand Salience

Brand salience is the degree to which a brand is thought about or noticed when a customer is in a buying situation. Strong brands have high brand salience and weak brands have little to no salience. If consumers do not think about your brand at the moment of purchase, the brand is going to be unnoticed. There are many components of overall brand salience and a few components are evaluated below.

### Messages

When looking specifically at the messaging within the campaign, it was evident that the Bureau used a variety of different message themes in support of the Gulf Safe branding. When viewing the print advertisements used within the campaign, messages used include "Aw shucks," "Wise Crack," "Go Fish," and "Pinch Me." Though each of these message themes may be intended to attract audience attention, if the objective of the campaign is to communicate that Gulf seafood is safe, plentiful and unaffected by the oil spill, this approach may be of limited effectiveness. In addition, these messages do not include a direct call to action for the audience.

### Target Audience

The campaign's target audience seems very broad, lacks segmentation and with some elements appealing to men and others to women. The visual appeal and design of materials, especially on the web sites, is not contemporary and thus seems to target an older audience. However, some the image messaging seems to target household food purchasers, while some sponsorships (i.e. NASCAR) target a male dominated audience and others target Floridians more broadly. In addition, the magazine image advertising focuses somewhat on female audiences. The campaign is also unclear as to the geographic target audience.

### Logos

Several different iterations of logos and accompanying branding elements were featured in this campaign. At least three versions of the *Fresh from Florida* logo have been used in print advertisements. One version of the logo is the standard *Fresh from Florida* logo (see Table 1: Logo E), while another version of the logo includes an illustration of an unrecognizable fish species (see Table 1: Logos C and D). In addition to the *Fresh from Florida* logo, a specific Bureau logo with several different versions was also used (Table 1: Logo A and B). The design of this logo is very reminiscent of the Guy Harvey brand, one of the sponsorships in the campaign (see Table 2).

Table 1: Logos found on communication materials provided by the Bureau of Seafood and Aquaculture Marketing.



Logo A



Logo B



Logo C



Logo D



Logo E

Table 2: Examples of the Guy Harey brand and logos.



## Web Materials

### Florida Gulf Safe website

#### Branding

The Bureau’s *Gulf Safe* campaign website prominently displays the *Gulf Safe* Logo B surrounded by three different species of fish. However, the *Fresh from Florida* seafood (Logo D) is also used. Use of two different logos may be confusing to viewers. In addition, while the main text on the homepage states, “Florida Gulf Seafood is rigorously tested in state food safety laboratories,” the pictures on this page are incongruent with this theme, instead displaying various seafood items and recipes (see Image 1).

#### Layout

The navigation tabs are very awkwardly placed. Typically, people read documents from left to right. Therefore, the navigation on a website is usually placed on the left side of the viewing screen instead of the right. Essentially, the page design for the site was based on an adapted template that is out of date and inconsistent with modern standards for web site design and navigation (see Image 1).

#### Content

Currently, the tabs direct the viewer to seafood safety, recipes, multimedia, a survey and a search engine to locate specific seafood varieties. If the overall message of the campaign was “Florida Gulf seafood is rigorously tested in state food safety laboratories,” as stated in the subheadings and text, the navigation tabs should reflect this message. In addition, two of the six navigational buttons direct the visitor off of the MyFloridaGulfSafe website to the FL-Seafood website, demonstrating that minimal content exists on the MyFloridaGulfSafe site. Since no connection has been made between the two sites, in

content, message or aesthetics, visitors will likely be confused by the change and the bounce rate for the website is likely to be high. A bounce rate represents the percentage of visitors who enter the site and quickly leave the site rather than continue viewing other pages within the same site.

Overall, the outdated page design and inconsistencies between content, images and messages would be confusing to a viewer and affect the potential impact of the website.

Image 1: Screenshot of MyFloridaGulfSafe.com with critique.



## Florida Seafood website

### Branding

Very little branding of this site exists. But, only one logo was used (Logo D), as opposed to two, which makes the branding clearer. The names of both the Commissioner of Agriculture and the Division Director are listed at the top, clarify that the site is managed by a governmental entity. However, the font is small and almost illegible. Lastly, typing in the URL of the Florida Seafood site (FL-Seafood) could lead to typographical errors because of the inclusion of the dash and is therefore not user friendly.

### Layout

The site has an extensive set of navigation tabs across the top and along the side of the page (see Image 2). Upon first glance, this could be very overwhelming to the viewer. In addition, this site does not adequately use the space available and is centered on the page instead of spread out left to right. The site is also an adapted template that is out of date and inconsistent with modern standards for web site design and navigation (see Image 2). The site also uses images of seafood items and prepared recipes, which do not make a connection to the brand and do not make a personal connection with viewers.

**Content**

The Florida Seafood website displays a wealth of information about various seafood varieties and recipes. However, the site displays little information about consumer confidence that Florida Gulf seafood is safe and available for purchase. In addition, a lot of the content on the site is outdated. For instance, a news release has not been posted since September, 2011, and Bureau activities are only available for Fiscal Year 2007-08. Overall, the content of the site focuses on lists and links of information, but without clear organization, visitors will not be find relevant information leading to a high bounce rate.

Image 2: Screenshot of FL-Seafood.com with critique.



**FDACS Division of Food Safety – Seafood Testing website**

**Branding**

Very little branding of this site exists. But, only one logo was used (Logo D), as opposed to two, which makes the branding clearer, but it's not clear the connection between safety and the logo and seafood and the logo. The names of both the Commissioner of Agriculture and the Division Director are listed at the top, to clarify that the site is managed by a governmental entity. However, the font is small and almost illegible.

### *Layout*

The site offers only text, lists, and links to PDFs as well as charts. No pictures or images are offered on the site. The lack of pictures and images make development of interest in the site difficult and makes the text overwhelming. In addition, the centered format of the site is outdated and does not use space efficiently. The site is also based on an adapted template that is out of date and inconsistent with modern standards for web site design and navigation (see Image 3).

### *Content*

The site contains a chart showing statistics that Florida Gulf seafood has been confirmed by laboratories as safe to eat. Though the site demonstrates the right message, it is not user friendly. The average consumers who visit this site will not be interested in reading large portions of text and charts with statistics that they may not be able to comprehend or have the time to understand. Therefore, this site would most likely have a high bounce rate.

Image 3: Screenshot of FDACS Division of Food Safety – Seafood Testing website with critique.

Poor use of space/layout

Extensive navigation

Logo without seafood branding

Text heavy layout

Incomprehensible chart

Florida Department of Agriculture and Consumer Services  
**Division of Food Safety**  
 Adam H. Putnam, Commissioner - Dr. Tiffiani J. Onifade, Director

**Laboratory testing confirms that Florida seafood is safe!**

The Florida Department of Agriculture and Consumer Services (DACs) is responsible for testing seafood harvested from the Gulf of Mexico to ensure it is safe to eat. Laboratory testing shows that Florida seafood products are plentiful, safe and have not been affected by the oil spill.

Between August 2010 and March 30, 2012, the Department's Division of Food Safety has screened 1359 seafood samples, including 726 finfish, 129 shrimp, 246 oysters, 127 crabs, 104 clams and 27 lobsters for possible oil contamination from polycyclic aromatic hydrocarbons (PAHs). Except for finfish (at least 1.0 lb fillet), samples represent a composite of multiple organisms (10 crabs, 15 oysters, 0.5 lbs shrimp). All findings are well below the FDA's levels of concern. See Table 1.

With \$10 million in additional funding, the DACs Division of Food Safety has enhanced its laboratory capabilities to conduct seafood inspections in an effort to further restore public confidence in the safety of Gulf of Mexico seafood. In addition to PAH analyses, samples have been screened for the dispersant diocylsulfosuccinate (DOSS) since March, 2011. All findings for dispersant are also well below the FDA's levels of concern.

Current analyses include PAH analyses using the liquid chromatography fluorescence screening or gas chromatography mass spectroscopy and analysis of the dispersant, diocylsulfosuccinate (DOSS) by liquid chromatography mass spectroscopy. Continued testing will assure the safety of Florida's seafood for several years to come. As additional analyses are completed, detailed summaries will be posted. See Tables 2a & 2b, 3a & 3b and 4.

Table 1: Summary of DACS Seafood PAH and DOSS Analyses

Completion Dates: 8/1/2010 - 3/30/2012	Number of Samples			Number exceeding LOC*	Range of Findings (mg/kg)
	Total	Number without Detections	Number with Detections		
Finfish	726	681	45	0	ND - 0.072
Shrimp	129	124	5	0	ND - 0.030
Oysters	246	232	14	0	ND - 0.0052
Crabs	127	126	1	0	ND - 0.005
Clams	104	94	10	0	ND - 0.023

## Social Media

### Fresh from Florida blog

The Fresh from Florida blog is more contemporary in design and uses page space more efficient than any of the other websites. However, the blog does not make any reference to Florida's Gulf seafood. The message displayed, "you might not grow it, but you eat it," sends a message beyond the logo, but does not necessarily connect to seafood. Instead, the blog focuses mainly on vegetables, and features various different recipes using Florida's vegetables. With this focus, this blog also has a limited reach because the target audience seems to focus on food purchasers, homemakers or potential "foodies." Blog comments are minimal, but share buttons to other social media platforms are well positioned to encourage engagement.

### Fresh from Florida Twitter

The Twitter page uses the *Fresh from Florida* brand as its identifier and tweets about all facets of Florida agriculture, from fruits and vegetables, to agricultural literacy. However, seafood is rarely mentioned.

### Fresh from Florida Seafood Facebook

The Facebook site utilizes part of the *Fresh from Florida Seafood* logo (Logo D) as the profile picture and features a picture of a prepared seafood meal as the page's cover photo, clearly focusing on general seafood marketing. By using these

images, there is consistency between this social media page and other campaign materials used in magazines, MyFloridaGulfSafe website, and POP materials. However, this page contains no pictures of personal relevance to viewers.

The Facebook page has regular posting, in a professional, but casual tone with relevant information and is linked, on the about page, to the Fresh from Florida blog. In addition, the *Fresh from Florida Seafood* page has liked other *Fresh from Florida* Facebook pages, linking them together. This page also has a lot of ‘likes’ considering it is a relatively young page (less than a year old), but, when reviewed, the page had few people talking about it and it was difficult to tell all of the pages *Fresh from Florida Seafood* had ‘liked.’ This page and content focus on general marketing of seafood as opposed to the “restoring consumer confidence” strategy.

## Advertisements

### Print Media

#### Lifestyle Magazines

*Coastal Living, Southern Living, Garden & Gun, Florida Trend, Gulfscapes and Guy Harvey Magazine*

The majority of advertisements in these publications consisted of generic water scenes displaying different types of seafood found in the Florida Gulf, accompanied by a catchy phrase such as “Say awe,” “Go fish” or “Aw shucks.” While visibly appealing, none of the advertisements portrayed consumers or member of the target audience partaking in the experience of eating seafood and therefore may not convey a call to action for the reader. Without visible evidence of people consuming seafood, the viewer has no frame of reference, personal relevance or connection and therefore will be less likely to be influenced by the ad to make a purchase decision. Although the advertisements are accompanied by catchy phrases there is no established call to action or obvious reason as to the purpose of the advertisement itself. The catch phrases stand alone and don’t push the viewer to a decision.

The *Fresh from Florida* logo was consistently used in these publications. However, the combination of this logo and the lack of any words mentioning the Florida Gulf or the safety of seafood is a potential weakness. Lastly, there is an inconsistent use of logos within the lifestyle magazines: the *Florida Gulf Safe* logo was used, but on a separate page from the main advertisement the *Fresh from Florida* logo was used on a few occasions. The presence of the two logos and messages could be considered unrelated to a reader.

#### Culinary Magazines

*Culinary Trends, National Chef Magazine, The National Culinary Review*

The audience of these publications includes executive chefs and foodservice personnel. While the audience does purchase food and prepare food for restaurants, they may not be seafood specific purchasers. It is unclear what campaign objective is being met by targeting this audience.

#### Industry Publications

*Florida Agriculture Promotional Campaign Magazine, Florida Fish & Wildlife Conservation Commission’s Saltwater Regulations*

The audience of these publications includes mostly government officials and employees. This group of people have more access to seafood safety information than the general public. Therefore, communicating about safety with this audience could be considered redundant. It is unclear what campaign objective is being met by targeting this audience.

### Newspapers

#### *USA Today*

The large print advertisement in USA Today was the most up front and direct advertisement as it not only addresses the oil spill but also states the safety of Gulf seafood and even encourages consumers to partake in the consumption of it. The advertisement also discusses the continual safety standards maintained by FDACS.

The use of the Florida *Gulf Safe* logo instead of the *Fresh from Florida* logo was evident in the newspaper publication. Additionally, this publication identified the Florida Department of Agriculture and Consumer Services as a messenger. Nonetheless, the advertisement lacks any human appeal by simply displaying food, missing the opportunity to showcase other fellow consumers taking the advice of the key messages in the advertisement.

### Outdoor Media

FDACS continued a partnership with the Department of Transportation (DOT) within the Bureau of Seafood and Aquaculture Marketing campaign through the use of billboard advertising. This advertising used Florida *Gulf Safe* branding with appropriately large fonts and graphics, which would be easy to read from a long distance, and directed viewers to “Enjoy Seafood.” While this is more of a call to action than other messaging, it is not clear to the viewer how to enjoy seafood, especially when the viewer may not recognize the fish species used in Logo B. In addition, typical billboard advertising is only moderately successful at creating meaningful impressions unless part of a large, broad campaign that includes widespread broadcasting.

### Broadcast Media

The majority of the television commercials (MyFloridaGulfSafe.com multimedia tab) display the same overall look as the advertisements provided in the print materials. Each commercial displays a coastal scene and then zooms in to a different seafood meal. The videos then end with the same catch phrases used within the print advertisements such as, “Say awe,” “Go fish” or “Aw shucks.” Though the phrases are catchy, they do not bring about a call to action. In addition, these commercial are very reminiscent of the Corona beer commercials.

The remaining videos provided show various different sports coaches, such as Billy Donovan, Will Muschamp and Jimbo Fisher, promoting different Florida seafood varieties. Once again, though these videos are catchy, they may raise awareness, but do not support an overall campaign message aimed at influencing favorable attitudes and stimulating behavior.

## Promotional Materials

The lack of consistency in branding is evident throughout the promotional materials provided for the Florida *Gulf Safe* campaign. Promotional campaign materials analyzed include T-shirts, boat flags, puzzles, water bottles, and bumper stickers.

The Bureau materials provided included four T-shirts, each displaying different logos and graphic designs. Two shirts displayed Logo A, the plain blue and white *Gulf Safe* logo, while one shirt displayed Logo B, with three different fish species. The fourth shirt provided displays the Fresh from Florida Seafood logo, showing the land, the water, the sun and an unrecognizable fish. This inconsistency in logos on the T-shirts makes the Florida *Gulf Safe* brand difficult to identify.

Boat flags and water bottles were provided, all displaying different logos, as well. Logos A and B were used on these flags and Logo A was used on the water bottles. Once again, this lack of consistency in the logos used makes the Florida *Gulf Safe* brand difficult for consumers to identify.

In addition, boat flags and water bottles as promotional materials only appeal to one specific target audience: fishermen and sportsmen. This audience most likely has more knowledge and consumption of Gulf seafood and using these types of promotional materials might not be the most effective tools for achieving marketing objectives.

## Point of Purchase

### Brochures

The brochures used in the campaign feature Florida prepared seafood recipes. Each particular brochure displays a prepared seafood meal for a different Gulf seafood item, such as mullet, blue crab, lobster, snapper and rock shrimp. The brochures all display the *Fresh from Florida Seafood* logo, but give no indication of being part of the Florida *Gulf Safe* campaign. Once again, a call to action is missing.

### Posters

Similar to the issues presented in the print advertisements as well as those associated with the calendar (see below), the posters analyzed show a lack of a call to action. Although attractive to the eye, a food purchaser would most likely have no idea that the message is associated with the campaign and therefore would not be led to purchase Florida *Gulf* seafood. In addition, there are no pictures of people or families consuming the prepared seafood meals, creating a disconnect between viewers and the message behind the campaign. If people consuming Florida *Gulf* seafood were more visibly evident in the posters, consumers would have a frame of reference from which to make a decision to purchase.

### Calendar

The calendar provided is very reminiscent of the advertisements used by Florida *Gulf Safe* that have been placed in the lifestyle and culinary magazines such as *Coastal Living*, *Southern Living*, *Garden & Gun*, *Florida Trend*, *Gulfscapes* and *Guy Harvey Magazine*. The calendar displays a different type of seafood every month and offers a recipe to go along with that particular food. Though the calendar displays many “tasty” seafood options, there is no call to action. The message concept that Florida *Gulf* seafood is safe to eat and readily available for purchase is not demonstrated.

## Sponsorships

Sponsorships constitute a fairly large segment of the Florida *Gulf Safe* campaign budget. While sports sponsorships can generate high reach, especially among men, it is harder to achieve message congruence and salience. Target audience characteristics vary according to the sponsorship property, and although use of the campaign logo on a wrapped race car or a boat flag may generate recognition, it is difficult to know if this translates to more favorable attitudes and purchase behavior, especially if messages and logos differ across communication elements. In addition, some of the sponsorship reach include a high proportion of out of state audience members. If the objective is to increase consumption of seafood in Florida, purchasing national or regional sponsorships increases the cost of an impression per Floridian.

## Conclusions

After reviewing all of the Bureau's campaign materials, it is evident that a clear audience for the campaign has yet to be defined. Currently, the campaign appears to be targeting multiple groups of consumers including those inside and outside of Florida. Additionally, at least five different logos are being used within the campaign. This large number of logos will negatively impact the brand recognition and loyalty among the target audience due to a lack of consistency. In addition, the Florida *Gulf Safe* logos and televised commercials have a similar look and feel to other, more popular brands (i.e. Guy Harvey and Corona). Therefore, consumers are unable to identify the campaign as significant and specific to *Gulf Safe*. The lack of a clear target audience combined with branding inconsistencies creates messages that lack palatability with consumers.

The campaign objectives and goals are unclear. Based on the *BP Marketing Plan Quarterly Updates*, it is clear that the objectives and goals have changed over time; however, for consumers there was no clear beginning and end to each phase of the campaign. As such, all portions or segments of the campaign have likely blurred together in the consumer mind. Initially, messages of "enjoy with confidence" and "Gulf safe" were, in theory, used to boost consumer confidence in the safety of Florida Gulf seafood after the Deepwater Horizon oil spill. However, those messages may have elicited more thoughts of unsafe seafood and discouraged confidence by suggesting Florida Gulf seafood was ever unsafe or not to be trusted. For instance, a consumer may not think about how the 2010 oil spill affects seafood purchases in 2012 until they see *Gulf Safe* and are reminded of the spill which may have contaminated the seafood, making it unsafe. This reminder may decrease their likelihood to purchase Florida Gulf seafood.

In addition, the current messaging strategies provide little connection between Gulf seafood safety and Gulf seafood consumption. The messaging also does not allow for a consumer to identify the difference between seafood caught in the Gulf versus another salt water body or to determine if the seafood was caught in Florida versus another Gulf state. The lack of association between messaging also relates to the lack of connection between social media pages and websites. There appears to be very little information flow between the overall *Fresh from Florida* branded sites and the Gulf seafood branded sites.

There are also inconsistencies in the use of social media. For instance, *Fresh from Florida* has a Twitter page and a blog but not a Facebook page. On the other hand, *Fresh from Florida Seafood* has only a Facebook page. It's hard to relate and connect social media pages when the brands do not have access to the same social media platforms.

Throughout all communications materials, on websites, print, POP, promotions, social and broadcast media, the campaign does not achieve personal relevance with consumers. Personal relevance is lacking because there are no pictures of members of the target audience with Gulf Seafood. Research shows that a message without something for the consumer to connect to (i.e. a family dinner), lack relevance to that consumer and the message, as well as the brand, becomes unmemorable. In addition, the communications materials also lack a call to action. Without a call to action, consumers have no responsibility to change their purchase behavior making the communication ineffective.

## Recommendations

In order to accomplish the original campaign objectives it would first be necessary that a cohesive message be developed explaining that Gulf of Mexico seafood is safe, plentiful and unaffected by the oil spill. This message should be displayed through all campaign materials and should bring about a call to action for consumers to have confidence in the purchase of Florida's Gulf seafood. However, two years after the spill, it might also be the case that the original campaign objective could be modified to focus more on stimulating consumption and purchase generally, as opposed to the need to restore consumer confidence. The following recommendations assume a modification from the original consumer confidence campaign to a campaign focused on increasing consumption and purchase of Florida Gulf seafood.

### Top Tier

- Consider what campaign objectives are most important to focus on two years after the DWH oil spill. Objectives should be clear and specific and include goals on how to achieve those objectives and how to benchmark progress or other deliverables.
- Use an integrated marketing communications approach to coordinate and integrate of all marketing communication tools, avenues, functions and sources within the Bureau into a seamless campaign that maximizes the impact on consumers at a minimal cost. This management concept is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work in isolation.
- One specific logo should be chosen to represent the campaign. It is suggested that the *Fresh from Florida Seafood* logo (Logos C and D) be used on all Bureau of Seafood and Aquaculture Marketing campaign materials. This use of one, specific logo makes for a much more cohesive and recognizable campaign. In addition, the *Fresh from Florida Seafood* logo does not look ore feel like other recognizable brands like Guy Harvey or Corona and supports the overall FDACS brand.
- A specific target audience should be established. It is recommended that the target audience for this campaign be primary food purchasers in the home. This encompasses adults, 18 and older, who make the primary food decisions within their homes and also determine where to eat when dining out at restaurants.
- Further audience segmentation will be needed to maximize the ability to use media and target consumers effectively. The said target audience should be recognized and established in order to go about preparing materials

to be used for promotion. This would avoid spreading the campaign too thin in an attempt to market to multiple audiences.

- Identify messages that appeal to the segmented target audience that go beyond the current image based campaign raising awareness. Conduct research with target audience members to identify messages that resonate with them and focus on the campaign's objectives. By conducting research before launching new messages, an organization can better understand its audience and improve the success of the messages and overall campaign.
- Update the mix of media used for the campaign. Reduce the focus on sponsorship and promotional materials in order to increase the focus on other media. Sponsorships in particular can be a large proportion of a budget, but may not yield high quality impressions. Instead, use more local broadcast media in Florida's major media markets instead of cable television.

## Second Tier

- Establish a call to action, which supports the campaign's objectives, to be used throughout the campaign in all communications materials. In general, the more repetitive a call to action, the more likely it will achieve salience with the consumers.
- Use more images and messages that incorporate consumers or members of the target audience to generate personal relevance throughout communications. Currently, the campaign images of prepared seafood recipes and seafood items that accompany print advertisements have no human interest appeal and display no family or restaurant presence. By including human interaction and satisfaction in the photographs, consumers will be able to self-identify and make informed decisions (i.e. families eating seafood for dinner at home or in a restaurant).
- Modernize all websites under the Division of Marketing or Bureau of Seafood and Aquaculture Marketing's control, including updating URLs to reflect new messaging strategies. Other updates should include tiered navigation structures. Tiered navigation is more appealing than flattened sites that display all navigation levels at once. Tiered navigation allows users to find focal points and keywords that encourage click through and minimize the bounce rates.
- Provide better linkages between all Florida Gulf seafood social media, websites and other relevant web pages (i.e. FDACS' Division of Food Safety's seafood safety page). Linking the sites and pages presents a clearer connection to the different aspects and objectives of the campaign including, safety and educational information, as well as where to buy and how to prepare Florida gulf seafood.
- Increase social media presence. Using social media to help consumers understand how to identify Gulf caught seafood, as well as where it is marketed and sold, could instill confidence in consumers to buy Florida Gulf seafood.