

# Tasmanian Seafood Covid-19 Roadmap to Recovery

## A new 'post covid' journey for Tasmanian seafood

May 2020

### Introduction

The Tasmanian seafood industry first felt the impact of the Covid-19 Pandemic on the 23 January 2020. This is when China essentially shut down, and demand for Tasmanian seafood disappeared overnight.

Two months later, the Australian government announced the closure of pubs, clubs, and restaurants as part of the Covid-19 response strategy. This had a major impact on the entire Tasmanian seafood community, with both domestic and export demand for seafood products essentially non-existent.

A downturn in domestic and international passenger travel, combined with other freight and logistics barriers, combined with other impacts of Covid-19, has created issues in all parts of the seafood supply chain. The result is a Tasmanian seafood industry (wild catch, seafood processing and marine farming; as well as the subsidiary businesses that rely on seafood) that has in large been out of work for an extended period.

State and Federal Governments have announced a diverse range of small and medium business stimulus measures, many of which have benefited the Tasmanian seafood community. This includes waiving most Government fisheries fees and licences for the 2020/21 renewal period.

To support its members, the TSIC Board waived the TSIC levy for all members for the 2020-21 renewal period.

The preliminary 'Covid-19 emergency response' has in large come and gone. It is now time to start planning and delivering medium to longer term strategies that will support the Tasmanian seafood community recover from the Covid-19 pandemic.

This document represents the medium to longer term Tasmanian Seafood Industry Council (TSIC) Covid-19 Recovery Plan for the Tasmanian seafood industry.

### Fundamental Principles of Covid-19 Tasmanian Seafood Industry Recovery

- Covid-19 has and will continue to redefine how the Tasmanian (and Australian) seafood community operates and trades.
- Recovery from Covid-19 will allow positive changes, that may not otherwise have been possible. TSIC plans to take this opportunity to 'build back better'.
- This recovery plan will look to protect and strengthen the Tasmanian seafood industry, and ensure that its people, the communities it operates in and the Tasmanian seafood brand remains strong and is more resilient to future disruption.
- Recovery will be a collective and collaborative effort involving all parts of the Tasmanian seafood industry, including wild catch, marine farm, seafood processing, subsidiary businesses, wholesale, retail and the food service sector.
- Seafood consumers will require specific and significant focus and attention, as increased consumption of seafood supports all aspects of the Tasmanian seafood community.
- An inclusive, industry driven recovery plan will create industry ownership, which in turn will help build industry resilience now and in readiness for future disruption.
- Alignment of seafood industry, Government and research recovery plans will maximise outcomes.
- Recovery will be an evolutionary process, so this plan must be reviewed and modified to keep its relevance and currency in an unpredictable and ever changing world (recovery).

# Tasmanian Seafood Roadmap to Recovery

## 1. OPPORTUNITY FOR TSIC

TSIC will play a major role in the recovery of the Tasmanian seafood community from the Covid-19 pandemic.

### 1.1 TSIC as the accepted and respected peak body

TSIC has worked hard to establish itself as the accepted and respected peak body for seafood in Tasmania. A show of support from the seafood Sector Associations, key government departments and politics shows that TSIC has positioned itself as the 'go to' peak body for seafood.

#### *The Challenge*

Covid-19 has (and will continue to) place significant financial and mental strain on TSIC members and broader seafood stakeholders.

It is vital that TSIC further cement's its position as the 'go to organisation' for politics, research and seafood stakeholders to ensure the best possible outcomes for Tasmanian seafood.

#### *The Opportunity*

TSIC can strengthen its position as the accepted and respected peak body for seafood in Tasmania if it can lead the Tasmanian seafood industry back from the Covid-19 disruption.

#### *Expected Deliverables*

- Implementation of this Recovery Plan
- Excellent 2-way communication with members and broader seafood stakeholders.

### 1.2 TSIC Capacity and Capability

The current TSIC staff (team) provides a great balance of skills, enthusiasm, and passion for both TSIC and the Tasmanian seafood community. Although the TSIC Board decision to waive the TSIC Levy for the 2020-21 period was the right decision for TSIC members, it will also create significant financial challenge for the organisation over the next 24 months.

#### *The Challenge*

Retention of the current TSIC staffing capacity and capability will be integral to TSIC's ability to provide maximum opportunity and support to the Tasmanian seafood community as it recovers from Covid-19. A greatly reduced income will create challenges.

#### *The Opportunity*

TSIC has developed excellent relationships with all key seafood stakeholders. We will utilise these political, government and broader stakeholder relationships to explore external funding opportunities to support TSIC over the next 24 months.

- State Growth – explore opportunities for financial support to deliver a robust Communications and Marketing strategy.
- Federal Government Support – we will explore opportunities for financial support from the Covid-19 Relief and Recovery Fund (<https://www.regional.gov.au/regional/programs/covid-19-relief-and-recovery-fund.aspx>).
- Workforce Development funding opportunities – TSICs working partnership with well-known and respected demographer, Lisa Denny, will open up grant opportunities.

#### *Expected Deliverables*

- Retention of current TSIC team.
- TSIC budget supported by external grant opportunities.

### 1.3 Tasmanian Seafood House

Over the last three years, TSIC has been progressing the establishment of a Tasmanian Seafood House. In its simplest form, this would involve housing all seafood sector Association's under the one roof or location. On two occasions, TSIC was close to finalising a solution, but each opportunity unfortunately fell through.

In recent weeks, TSIC has discussed the concept of a Tasmanian Seafood Cluster with StateGrowth and DPIPWE. Similar concepts exist or are proposed in other parts of the world (e.g Norway - [http://www.seafoodinnovation.no/article/322/Developing\\_an\\_Innovation\\_Supercluster](http://www.seafoodinnovation.no/article/322/Developing_an_Innovation_Supercluster); Canada - <http://www.ic.gc.ca/eic/site/093.nsf/eng/home> ; and Iceland - <http://www.sjavarklasinn.is/en/about/>).

#### *The Challenge*

The waiving of the TSIC levy for the 2020-21 renewal period has impeded TSICs short-term ability to progress a Tasmanian Seafood House. Other sources of finance are now essential to progress the concept.

#### *The Opportunity*

Source external funding support from State and / or Federal Government's to allow the development of a Tasmanian Seafood House in support the Tasmanian seafood industry recovery from Covid-19.

Engage with StateGrowth around the opportunity to be involved with a Tasmanian Seafood Cluster!

#### *Expected Deliverables*

- Establishment of a seafood house with external financial support

## 2. OPPORTUNITY AND SUPPORT FOR TSIC MEMBERES

### 2.1 Supporting seafood business survival

On the 22 January 2020, the Chinese Government implemented several restrictions to control Covid-19. This created a virtual closure of the Chinese export market for both rock lobster and abalone. This also led to a dramatic decrease in demand in domestic live fish trade, which is largely reliant on Chinese communities in Australia. This rapid and significant decline in seafood demand had a significant impact on Tasmanian seafood businesses.

Australian Government implemented restrictions in March created further barriers for domestic seafood trade, as well as impacts on export freight and logistics, and by late March, the entire Tasmanian seafood supply chain was significantly impacted by Covid-19.

Seafood businesses required urgent financial assistance to support their survival.

#### *The Challenge*

The preliminary challenge was to lobby both State and Federal Government's for financial support, but as the only impacted industry (Jan – March 2020).

With the increasing closure of Australian due to Covid-19, which bought with it massive job losses, the challenge was for seafood needs to be heard in amongst the growing Covid-19 pandemic catastrophe gripping Australia and the world.

#### *The Opportunity*

For TSIC to lobby both state and federal governments for immediate assistance to provide financial / cash flow support to Tasmanian seafood businesses.

### *Expected Deliverables*

- Lobby state and federal governments for Financial Assistance (COMPLETED & ONGOING)
- Lobby state government for waiver of all seafood fees and levies (COMPLETED)
- Lobby state government for reimbursement of any already paid levies (COMPLETED)
- Support for skills and training opportunity
  - Renewal and extension of the Seafood Pledge (IN PROGRESS)
  - Other training and skilling opportunities including the Train Me Fund (ONGOING)
- Support industry with freight and logistics issues (COMPLETED & ONGOING)
- Support industry with issues as they arise (ONGOING)
- Lobby for ongoing financial (grants and loan schemes) support.
- Sharing information with TSIC members and the TSIC Board
  - Weekly TSIC Update Newsletters (COMPLETED & ONGOING)
  - Sector Groups engagement with information (COMPLETED & ONGOING)
  - Be accessible to members - open door & open phone policy (ONGOING)
- Fortnightly meetings of the TSIC Board (ONGOING)
- Develop and deliver a wide scale “marketing and promotions” strategy based around #eatmoreseafood (see addendum 1).

### **2.2 Supporting TSIC member’s longer-term business viability**

Covid-19 provides the opportunity for the Tasmanian seafood industry to ‘build back better’.

As the Tasmanian seafood industry recovers from Covid-19, it is important that TSIC supports each sector by exploring opportunities that can lead to positive change and support long-term seafood sustainability, business viability and consumer access to quality Tasmanian seafood.

Covid-19 has highlighted many deficiencies, red-tape and barriers for seafood, from industry structure and regulatory barriers; to our reliance on Chinese markets. If one part of the seafood supply chain falls apart, it can impact the entire seafood supply chain.

It will be important to review the the regulatory and operational aspects of each sector of the Tasmanian seafood industry to determine what worked and what didn’t work pre Covid-19 and during the Covid-19 pandemic. This will provide the baseline knowledge and understanding that we can use to drive change, which in turn will help future proof Tasmanian seafood from future disruption.

### *The Challenge*

Diversity within the TSIC membership and the seafood supply chain create significant complexity and at times contrasting needs.

Furthermore, there may not be the appetite for change within industry and/or government, even when outcomes could improve the industry. And in many (if not all) instances, TSIC will be reliant on sector and/or government organisations to support and drive change.

Although these challenges may appear to be too large an obstacle, it is vital that TSIC at least explore all levels of potential impact on seafood regulation and operation, for opportunities that could lead to positive change for the seafood community and the Tasmanian consumer.

### *Expected Deliverables*

- Conduct a review (‘environmental scan’) of each sector within the fishing, marine farming and seafood processing sectors. Will include industry level operations as well as regulatory barriers. The review will include an evaluation of:
  - what works well in that sector
  - what does not work – where are the challenges!
  - What could be changed in the interests of industry?
  - Who is responsible for this change?
  - How can TSIC support that sector?

- A full review of current 'non-transferable' endorsements in the Scalefish fishery, with the view of making these a transferable licence.
- A review of the ITQ system of management, and the tabling of alternative management options that would provide greater certainty to the catching sector.
- Develop an operational plan to deliver key priorities identified in the review process.
- Analyse what is required to change the regulatory framework and Lobby the Government to implement regulatory change that benefit the wild catch fishing, marine farming and seafood processing sectors.
- Ensure Digital Transition project deliverables - notably digital catch and quota returns – align with industry needs.
- Explore opportunities for market diversification and product value adding.

During the Covid-19 crisis, one of the key barriers to the delivery of support for the Tasmanian seafood industry was the overarching regulation – the Living Marine Resources Management Act 1995. This Act is now 25 years old and is outdated relative to the modern seafood industry. It's prescriptive nature is a considerable hinderance to many aspects of managing our marine resources.

- Lobby the Government for a review of the Living Marine Resources Management Act 1995.

### 2.3 Support the Tasmanian seafood community to better future-proof itself from future disruptions

Covid-19 showed how a break in any part of the supply chain (trade demand, freight logistics, domestic demand in restaurants etc) creates chaos and issues for the entire seafood supply chain. Even when demand was present, it was at times impossible to get that product to market. It is important we have a holistic exploration of the seafood supply chain to determine what changes could create a greater buffer against future inevitable disruption for the Tasmanian seafood industry.

#### *The Challenge*

Diversity within the TSIC membership base, as well as in the seafood supply chain create significant complexity and at times contrasting needs.

Driving change within business structures and government regulations will be challenging.

Although these challenges may appear to be to large an obstacle, it is vital that TSIC at least explore at all levels of the supply chain for opportunities that would lead to positive change for the seafood community.

#### *Expected Deliverables*

- A comprehensive review of how different parts of the Tasmanian seafood supply chain performed during Covid-19. Key parts of the supply chain to explore include:
  - Freight and logistics – domestic and international
  - Diversification of markets
  - Fuel security in Tasmania
  - Value adding
  - Cold storage
  - Promotion and marketing to broader community (see addendum 1)
- An operational plan to drive change in the key priority areas identified above.
- Lobby government to support / implement change.

## 3. SUPPORTING THE TASMANIAN COMMUNITY / SEAFOOD CONSUMER

The Tasmanian seafood industry currently supports the Tasmanian community in a diversity of ways including (but certainly not limited to):

- Food on the plate
- Employment (in regional communities)
- Financial return into the community (licence rentals, business purchases etc)
- Generation of new export dollars into Tasmania (and regional communities)

Continued community support for our Tasmanian seafood industry is essential as it provides our social licence to operate. Tasmanian seafood should explore opportunities to better support the Tasmanian community.

The most important part of the seafood supply chain is undoubtedly the consumer. It is important that TSIC support current and future consumers, local and tourists alike, connect with Tasmanian seafood and the Tasmanian seafood industry.

### *The Challenge*

A portion of the broader Tasmanian community perceive Tasmanian seafood as one or more of the following:

- 1) Too expensive
- 2) All exported / not available to locals
- 3) Unsustainable

As Tasmanian's return to post Covid-19 life, TSIC and the Tasmanian seafood industry can re-educate and recalibrate the broader Tasmanian community's understanding of and perception towards the Tasmanian seafood industry.

### *Deliverables*

- Clear messaging (mythbusting) to the broader Tasmanian public
- Development and delivery of educational resources for Tasmanian teachers and their classrooms
- **Development and delivery of an #EatMoreSeafood Marketing and Communication Plan** (See more detail below).

# EatMoreSeafood Marketing and Communication Plan 2020

## EXECUTIVE SUMMARY

#EatMoreSeafood is the Tasmanian Seafood Industry Council flagship marketing and communication strategy to support its members (Tasmanian seafood industry) recover from COVID-19.

The Plan provides an overview of potential media that will be considered to promote the #EatMoreSeafood campaign.

A desktop study of available and relevant seafood consumer research was analysed to help identify consumer trends and attitudes to seafood. This data was used to help develop the #EatMoreSeafood campaign options.

A Segmentation, Targeting and Positioning model (STP) was used to analyze the #EatMoreSeafood marketing potential.

## Segmentation and Targeting Summary

| Segment  | Characteristics   | Size   | Spending       | Scope and scalability  |
|----------|---|--|----------------|--|
| <b>A</b> | Is made up of young married couples, who are primarily interested in affordable, eco-friendly seafood that is locally sourced for at home or eat out.                                 | Mid size segment.<br>Example: Number of young couples without children: 10,787           | Mid spenders.  | Potential for growth in this segment. Sporadic spenders, don't plan for seafood in their basket, influenced by sales and promotions at the counter. Scope to convert them to planned spenders. |
| <b>B</b> | Consists of middle-class families, who want healthy, quick, family-friendly seafood that make it easy and fun at the dinner table.  | Large size segment.<br>Example: Number of couples with children: 51,083                  | Mid spenders.  | High potential for growth in this segment. Planned spenders, set weekly budgets, looking for consistency.  |
| <b>C</b> | Comprises upscale retirees, who are looking for luxury dining and high-end seafood in well-known restaurants and for at home cooking.   | Large size segment.<br>Example: Number of older couples without children at home: 23,911 | High spenders. | Potential for growth in this segment. Planned seafood consumers and restaurateurs but also influenced by new product offerings and sales   |
| <b>D</b> | Consists of pensioner/low income retirees who are looking to reminisce on their seafood occasion memories with cheap, affordable seafood that is easily accessible and local to them. | Mid size segment   | Low spenders.  | Low potential for growth. Planned spenders on specific occasions, set budget.  |

## Market Size Distribution in Tasmania Summary

| Tasmania - Total persons (Usual residence)     | 2016           |              |                  |
|--|----------------|--------------|------------------|
| Service age group (years)                      | Number         | %            | Greater Hobart % |
| Babies and pre-schoolers (0 to 4)              | 28,445         | 5.6          | 5.8              |
| Primary schoolers (5 to 11)                    | 43,909         | 8.6          | 8.7              |
| Secondary schoolers (12 to 17)                 | 36,768         | 7.2          | 7.1              |
| Tertiary education and independence (18 to 24) | A 41,828       | 8.2          | 8.8              |
| Young workforce (25 to 34)                     | A and B 57,835 | 11.4         | 12.8             |
| Parents and homebuilders (35 to 49)            | B 94,085       | 18.5         | 19.1             |
| Older workers and pre-retirees (50 to 59)      | C 72,765       | 14.3         | 13.6             |
| Empty nesters and retirees (60 to 69)          | C and D 67,608 | 13.3         | 12.0             |
| Seniors (70 to 84)                             | D 53,994       | 10.6         | 9.7              |
| Elderly aged (85 and over)                     | 11,763         | 2.3          | 2.4              |
| <b>Total number of people</b>                  | <b>509,000</b> | <b>100.0</b> | <b>100.0</b>     |

## #EatMoreSeafood Messaging and Positioning Summary

### High level messages:

- Eat more seafood
- Seafood is healthy
- Seafood is quick/easy
- Seafood is sustainable
- Something for everyone, every budget, every taste

### Segment specific key terms/phrases:

- A- Health, local, community, sustainable, easy, protein position against other meat, jobs
- B- Nutrition, parenting, health, home cooking, safe, easy, quick, protein position against other meat, jobs
- C- Travel to Tasmania, special, family, impress your friends, jobs
- D- Fish and chips, fishing, community, local, remember the old days,

|                           | TSIC Email Newsletter | Website TSIC-EatMoresEafood | Media Release | TSIN | Google Ad | Facebook | Instagram | Influencer Online | Newspaper paid ad | TV Commercial | Promotional Event – guest chef | Partner branded event | In store flyer/poster | Billboard/Signage | Bus | Snapchat Ads | WeChat |
|---------------------------|-----------------------|-----------------------------|---------------|------|-----------|----------|-----------|-------------------|-------------------|---------------|--------------------------------|-----------------------|-----------------------|-------------------|-----|--------------|--------|
| <b>Consumer Segment</b>   |                       |                             |               |      |           |          |           |                   |                   |               |                                |                       |                       |                   |     |              |        |
| A                         |                       | Y                           |               |      | Y         | U        | Y         | Y                 |                   | U             | Y                              | U                     | Y                     | Y                 | Y   |              | Y      |
| B                         |                       | U                           | Y             |      | Y         | Y        |           |                   | Y                 | Y             |                                | U                     | Y                     | Y                 | Y   |              | Y      |
| C                         |                       | Y                           | Y             |      | Y         | Y        |           | U                 | Y                 | Y             | Y                              | U                     | Y                     | Y                 | Y   |              |        |
| D                         |                       | Y                           | Y             |      | Y         | Y        |           |                   | Y                 | Y             |                                | U                     |                       | Y                 | Y   |              | Y      |
| <b>Other Stakeholders</b> |                       |                             |               |      |           |          |           |                   |                   |               |                                |                       |                       |                   |     |              |        |
| TSIC Members              | Y                     |                             | Y             | Y    |           |          |           |                   |                   |               |                                |                       |                       |                   |     |              |        |
| Seafood Businesses        |                       | Y                           |               |      | Y         | Y        | Y         | Y                 |                   | Y             | Y                              | Y                     | Y                     |                   |     |              |        |



## #EatMoreSeafood Delivery Timeframes

|                              | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Jan-21 | Feb-21 | Mar-21 | Apr-21 | May-21 |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| At Home                      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| This Christmas               |        |        |        |        |        |        |        |        |        |        |        |        |        |
| This Easter                  |        |        |        |        |        |        |        |        |        |        |        |        |        |
| Generic                      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| In Tasmania (Seafood Trails) |        |        |        |        |        |        |        |        |        |        |        |        |        |
| At AWBF                      |        |        |        |        |        |        |        |        |        |        |        |        |        |
| FRDC Fish and Chips campaign |        |        |        |        |        |        |        |        |        |        |        |        |        |
| State Growth event in Sydney |        |        |        |        |        |        |        |        |        |        |        |        |        |

## #EatMoreSeafood Delivery Options (Budget Scenarios)

| <b>Ultimate (with State Growth support) \$80k ++</b>                    | <b>Budget</b>       |
|---|---------------------|
| • Hire expertise from advertising agency for select number of campaigns | 10,000              |
| • Series of TV ads over 12 months                                       | 18,000              |
| • Regular print media   | 10,000              |
| • Regular social and google placement for each campaign                 | 5,000               |
| • Monthly hosted influencer events over 12 months                       | 10,000              |
| • Key showcase event with partners                                      | 20,000              |
| • Billboard and Bus advertisement placement for each campaign launch.   | 20,000              |
| • Digital and physical asset brand kits                                 | 15,000              |
| • Other flyers/posters physical assets                                  | 5,000               |
|   | <b>\$113,000.00</b> |

| <b>Mid-range (TSIC funded with some external support) \$30-60k</b>                   |                    |
|--|--------------------|
| • Focus on one TV ad campaign over 6 months  | 10,000             |
| • Less focus on print media, occasional placement scheduled around campaign launches | 2,000              |
| • Regular social and google placement for each campaign                              | 5,000              |
| • Carefully selected influencer scheduled events                                     | 5,000              |
| • Partnership events with local businesses   | 5,000              |
| • Some bus advertising   | 10,000             |
| • Digital asset brand kits and some flyers/posters                                   | 2,000              |
|  | <b>\$39,000.00</b> |

| <b>Low budget (TSIC funded with no external support) \$5-10k</b>                             |                    |
|--|--------------------|
| • Regular social and google placement for each campaign                                      | 5,000              |
| • Occasional print media placement – media release   | 0                  |
| • Carefully selected influencer scheduled events   | 1,000              |
| • Reliance on seafood businesses to 'do their own thing' and cross reference #eatmoreseafood | 1,000              |
| • Digital asset brand kits   | 1,000              |
| • Support for existing seafood events  | 2,000              |
|  | <b>\$10,000.00</b> |