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Check it out lovely people my annual Italian issue of @JamieMagazine is out NOW! This month two epic Italian food LEGENDS Antonio Carluccio & @gennarocontaldo join me for a very special cover shoot with my @davidloftus. We have some cracking recipes including some meat-free Italian classics, chicken recipes to feed the family, regional cheese dishes that celebrate the country's diverse food

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merib123

You guys! Crackers! Lol. Always fun hey ☺☺



piyalij866

Beautiful!!!



claming81

Love them all @lgavril25



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rikkam

On my list!!

A post a day keeps the competitors at bay

Camilla Roberts

2014 AgriFood Skills Australia International Fellowship

An ISS Institute Fellowship sponsored by

AgriFood Skills Australia

Cover image: Image from Jamie Oliver's publicly accessible Instagram account



**International
Specialised
Skills
Institute**

ISS Institute
Level 1
189 Faraday Street
Carlton Vic
AUSTRALIA 3053

T 03 9347 4583
E info@issinstitute.org.au
W www.issinstitute.org.au

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I. EXECUTIVE SUMMARY

This Fellowship report is targeted at the agriculture, food and beverage and tourism industries in Australia. It was identified that Australia's food products and experiences were deficient in how they were marketed online, particularly through social media. By harnessing the power of social media, Australian food business can reach more, targeted consumers that would result in increased sales and more sustainable businesses.

The report poses challenges and solutions to a number of key areas in social media including the most effective approaches with minimal time and financial investment, the best way to achieve reach, engagement and impact on the bottom line and the best way to manage potentially damaging online brand conversations.

The Fellow travelled to Europe to study best practice social media marketing for food businesses and spent time interviewing some of the most successful food businesses (both small and large). The majority of the Fellow's time was spent in London where the Fellow worked as the Marketing Manager for the Jamie Oliver Food Foundation.

This opportunity was incredibly valuable to the Fellow and made it possible for her to study a Masters in Food Communication at the University of Gastronomic Sciences in Italy and to secure her role with Jamie Oliver where she works with large food businesses across the globe.

Many tangible benefits will result from the recommendations in this report but are reliant on dissemination of the information and practical training to be supported or supplied by government bodies in agriculture and tourism, industry associations and educational institutions. The recommendations are in the best interests of the food businesses as well as the aforementioned larger groups giving them a greater chance of being implemented and achieving tangible results for food businesses across Australia.

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II. ABBREVIATIONS/ACRONYMS

CPC	Cost Per Click
EU	European Union
ISS Institute	International Specialised Skills Institute
PPC	Pay Per Click
PR	Public Relations
SEO	Search Engine Optimisation
SEM	Search Engine Marketing
TAFE	Technical and Further Education (providers)
VET	Vocational Education and Training

III. DEFINITIONS

Agritourism

The Australia Regional Tourism Research Centre offered its explanation of agritourism: “Agritourism can be characterised as a business or activity that invites visitors to come on-farm or into a rural community to enjoy agriculture, its produce and the natural environment in which it exists. Agritourism is generally an additional enterprise added to the farm, integrating tourism into agri-business.”ⁱ

Food business

For the purposes of this document the term food business relates to food and drink retailers, producers and events of any scale. This would include but is not limited to restaurants, chefs, farmers, supermarkets, food trucks, market stalls, bloggers and tourism operators offering food and drink experiences.

SEM - Search Engine Marketing

A form of internet marketing that promotes websites through offering increased visibility in search engine result pages. SEM methods include: search engine optimisation (SEO) and paid placement (contextual advertising, digital asset optimisation, and paid inclusion).

On a search page there are two types of listings: SEO and PPC pay-per-click / CPC cost-per-click. SEO listings show up as Organic / Natural Listings. These listings appear in a search engine and are unpaid. The higher up the natural listing / ranking the more relevant or valuable the search engine deems the website to be according to the search term the user has searched for. Paid Search / CPC / PPC Listings are paid search ads that appear on search engine result pages and are next to or above the natural listings. These are advertisements. If a user is interested enough in an ad, only when they click on that ad and are taken through to the advertiser’s website does the advertiser pay, that is they pay per click.

Other SEM categories include contextual advertising where an ad appears on another website and the ad served is based on its relevance to the context of the website and digital asset optimisation which optimises other content on a website such as video, audio or images.

SEO - Search Engine Optimisation

SEO is a methodology of strategies, techniques and tactics used to increase the amount of visitors to a website by obtaining a high-ranking placement in the search results page of a search engine including Google, Bing, Yahoo and other search engines. SEO helps to ensure that a site is accessible to a search engine and improves the chances that the site will be found by the search engine.

Social Media

Social media and digital content may include and or interact with but is not limited to: Facebook, Twitter, Google Plus, Blogs, Youtube, Vimeo, Pinterest, Flickr, Instagram, Search Engine Optimisation (SEO) and Search Engine Marketing (SEM).

1. ACKNOWLEDGEMENTS

Camilla Roberts thanks the following individuals and organisations that have generously given of their time and their expertise to assist, advise and guide her through this Fellowship program.

Awarding Body – International Specialised Skills Institute (ISS Institute)

The International Specialised Skills Institute (ISS Institute) is an independent, national organisation. In 2015 it is celebrating twenty-five (25) years working with Australian governments, industry education institutions and individuals to enable them to gain enhanced skills, knowledge and experience in traditional trades, professions and leading edge technologies.

At the heart of the ISS Institute are our individual Fellows. Under the Overseas Applied Research Fellowship Program the Fellows travel overseas. Upon their return, they are required to pass on what they have learnt by:

- Preparing a detailed report for distribution to government departments, industry and educational institutions
- Recommending improvements to accredited educational courses
- Delivering training activities including workshops, conferences and forums.

Over 300 Australians have received Fellowships, across many industry sectors. In addition, recognised experts from overseas conduct training activities and events. To date, 25 leaders in their field have shared their expertise in Australia.

According to Skills Australia's 'Australian Workforce Futures: A National Workforce Development Strategy 2010'.

Australia requires a highly skilled population to maintain and improve our economic position in the face of increasing global competition, and to have the skills to adapt to the introduction of new technology and rapid change. International and Australian research indicates we need a deeper level of skills than currently exists in the Australian labour market to lift productivity. We need a workforce in which more people have skills and knowledge, but also multiple and higher level skills and qualifications. Deepening skills and knowledge across all occupations is crucial to achieving long-term productivity growth. It also reflects the recent trend for jobs to become more complex and the consequent increased demand for higher-level skills. This trend is projected to continue regardless of whether we experience strong or weak economic growth in the future. Future environmental challenges will also create demand for more sustainability related skills and knowledge across a range of industries and occupations.

In this context, the ISS Institute works with our Fellows, industry and government to identify specific skills and knowledge in Australia that require enhancing, where accredited courses are not available through Australian higher education institutions or other Registered Training Organisations. The Fellows' overseas experience sees them broadening and deepening their own professional knowledge, which they then share with their peers, industry and government upon their return. This is the focus of the ISS Institute's work.

For further information on our Fellows and our work see <http://www.issinstitute.org.au>.

Camilla Roberts also thanks the CEO (Bella Irlight AO) and staff (Ken Greenhill and Paul Sumner) of ISS Institute for their assistance in planning and development of the Fellowship and completion of this report.

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Bella Irlight AM, CEO

Jon Onley

Alisia Romanin

1. ACKNOWLEDGEMENTS

Fellowship Sponsor and Supporters

AgriFood Skills Australia is the Industry Skills Council for the Agrifood industry: the rural and related industries, food processing (including beverages, wine and pharmaceuticals), meat, seafood and racing. The Fellow would like to thank them for providing funding support for this Fellowship.

Supporters

- Maggie Beer AM, Chef, Cook Book Author and Owner of Maggie Beer Products Pty Ltd.
- Arthur Blewitt, CEO, AgriFood Skills Australia
- Anita Nelving, Global PR Manager, Tourism Australia
- Sue Fairlie-Cunningham, Past Executive Editor, Vogue Food & Entertainment and Stylist & Director of chef Neil Perry's books.
- Robert Green, CEO, Louis Dreyfus Commodities
- Michael Keogh OAM, Executive Director, Australian Farm Institute
- Natalie O'Brien, CEO, Melbourne Food and Wine Festival
- Rosemary Richards, Executive Officer, Australian Grain Exporters Association and Owner & Director, Bowman Richards & Assoc.

Peak Organisations Impacted by the Fellowship

Government

- AgriFood Skills Australia
- National Tourism Organisation, Tourism Australia
- State Tourism Organisations such as Destination New South Wales, Tourism & Events Queensland, Tourism Northern Territory, Tourism Victoria, Western Australia Tourism, Tourism South Australia, Tourism Tasmania.
- Regional Tourism Organisations such as Outback Queensland, Australia's Golden Outback, Australia's South West etc.

Industry

- Mudgee Wines
- Bacchus Beef
- Westfield Augers
- Food Connect

Professional Associations

- Australian Marketing Institute
- Australia's Interactive Industry Media Association
- Organic Federation of Australia
- Future Farmers Network
- Young Agribusiness Professionals

1. ACKNOWLEDGEMENTS

- Royal Agricultural Societies
- National Farmers' Association of Australia
- Australian Farm Institute
- The Regional Institute Ltd.
- Victorian Food and Wine Tourism Council
- Wines Victoria
- Victorian Farmers Market Association
- Markets of Melbourne
- Hereford Society
- Angus Society
- Australian Egg Corporation Limited
- Australian Banana Growers Association
- Queensland Dairy Farmers Organisation
- Australian Pork Limited
- Meat and Livestock Australia
- Australian Olives Association
- Free Range Egg & Poultry Australia
- Australian Chicken Meat Federation
- Pulse Australia
- CANEGROWERS
- Almond Board Australia

Education and Training

- TAFEs, universities and private colleges with agribusiness, food or tourism business courses.

Community

- Slow Food Movement Local Convivia across Australia.

2. ABOUT THE FELLOW

Name

Camilla Roberts

Employment

Marketing Contractor

Professional Achievements

- National Finalist for the Australian Marketing Institute's Awards for Excellence, 2014
- Fellow of ISS Institute – Agrifood award, 2014

Qualifications

Tertiary

- Master of Food Communication (Magna Cum Laude), High Quality Products, University of Gastronomic Sciences, Italy, 2014
- Bachelor of Business, Marketing Major, Queensland University of Technology (Dean's List for Academic Achievement), Australia, 2005

Short Courses

- Hootsuite University Certified Professional
- Google Analytics Academy: Digital Analytics Fundamentals

Memberships

- Australian Marketing Institute
- Slow Food Australia

2. ABOUT THE FELLOW

Biography

Since graduating with a Business Degree majoring in Marketing from Queensland University of Technology, the Fellow has gained 10 years practical experience in marketing and communications. The Fellow has worked for private and public businesses and government organisations. Starting out at the Publicis Groupe (one of the top five advertising firms in the world), the Fellow was then invited to work as the Marketing Manager for QPIX, a not for profit, government funded film production and training organisation.

The Fellow then became the Marketing Manager for the largest privately owned recreational vehicle operator in the world, Apollo Motorhome Holidays, where she was responsible for the marketing of five international brands in the tourism industry. In this role she created many regional tourism campaigns with regional, state and national tourism bodies - one of which was nominated as a National Finalist in the 2014 Australian Marketing Institute's Awards for Marketing Excellence.

The Fellow graduated Magna Cum Laude with a Masters in Food Communication from the University of Gastronomic Sciences in Italy and went on to work as the Marketing Manager for Jamie Oliver's charities in the UK and Australia.

3. AIMS OF THE FELLOWSHIP PROGRAM

The overarching goal of this study was to improve the sustainability of food businesses in Australia by enabling the sector to capitalise on the many and free benefits that social media offers. This was achieved by documenting best practice techniques and filtering, highlighting those that would be the most valuable to a resource poor, small to medium food business owner.

While the goal was to help all Australian food businesses, during the course of the research social media was identified as being most useful to food businesses with a unique selling point. For example, businesses with products that are organic, appeal to a niche market, are high in quality or offer a unique experience.

Five clear aims were set in order to achieve this:

1. Identify best practice social media techniques of food businesses that draw on the unique qualities of a product
2. Identify best practise techniques for achieving maximum engagement with consumers and reach on social media
3. Identify best practice techniques in preventing and managing negative online sentiment on food issues, products or experiences
4. Develop a draft list of recommendations for online community management, crisis prevention and crisis management
5. Develop a strategy for business owners to apply to their unique businesses to reduce the complexities of social media and give businesses the best return for their time investment in social media.

To obtain the necessary knowledge, interviews were conducted with:

- Small food businesses, especially those that have had success with social media and/ or alternative distribution or funding platforms, to determine success factors, social media challenges and solutions to those challenges
- Large food businesses to learn from their larger time and financial investment in social media to identify successful and transferable techniques for smaller producers
- Attendees of Salone Del Gusto, the world's largest food expo, that focuses on artisan style products from across the globe.

4. THE AUSTRALIAN CONTEXT

Australia's physical isolation makes social media even more valuable for Australia to be competitive internationally and even domestically with many international brands selling to Australians. Australian food businesses, particularly producers, are increasingly cash poor and time poor so marketing is not generally high on their agenda. However leaders in Australian Agriculture are vocal about Australia's weakness in this area.

CEO of the Australian Farm Institute, Mick Keogh recently said, "There are many reasons Australians and overseas consumers should actively seek out and purchase Australian grown products. They (the reasons to buy Australian grown products) are not promoted to consumers in any meaningful way, which means consumers are not given reasons they should select 'brand Australia'. This is a major deficiency for Australian agriculture in both domestic and international markets".ⁱⁱ

Former Federal Agriculture Minister, Joe Ludwig, ensured there was budget in the National Food Plan "to better brand Australian food exports", thereby acknowledging the current deficiency in agriculture's international marketing efforts.ⁱⁱⁱ

Social media offers a free platform to reach masses of people but it is not generally used strategically. As a result it is perceived as time consuming with intangible benefits. Despite this, it is one solution to better marketing Australian products. So rather than discount it through lack of understanding, the Fellow recorded best practice techniques including time efficiencies so that Australian businesses embrace social media and reap the benefits.

Social media's obvious benefits are that it reaches millions of people, across geographical borders, for free. In addition to this, social media also allows food businesses to have a direct relationship with their customers and to diversify their risk through alternative, online, funding and distribution platforms.

The modern food system has contributed to the increased physical and relational distance between producers and consumers, weakening the strength of a food brand and its sustainability. Large wholesalers and retailers offer farmers the security of significant, long term, purchase commitments that can be borrowed against; however as with any financial investment it is wise to diversify risk. Therefore to increase sustainability Australian food brands need a stronger identity, a closer and more direct relationship with their customers and alternative distribution and funding methods. Social media provides this.

Producers are under considerable pricing pressures and bare most of the financial risks of producing food. Many factors are out of their control such as the weather or retailer buying power. Sometimes producers struggle to set prices that cover their costs so it is important for them to explore alternative distribution and funding channels to diversify and reduce risk.

Many consumers might not be aware of how low cost in store prices impact the farmer because their relationship with the producer is so distant. Alternative distribution and funding methods offer diversification and a more direct relationship between producer and consumer. These opportunities are increasingly online and supported by social media.

Farmers markets also enable producers to have a direct relationship with customers and diversify their revenue streams; however not all producers can access them or have time to run a stall and sales are limited to what can be brought to the market. Online markets however can provide endless scope. Online shopping has been identified as a key growth industry in Australia.^{iv} Globally online grocery shopping has grown by 24.1 per cent since 2009 and is set to grow by another ten per cent by the end of 2015.^v Food businesses with a strong online community through social media will have a much larger base to sell to when they begin selling online and social media enables the producer to interact with their potential customer base keeping the brand top of mind when people are ready to purchase.

4. THE AUSTRALIAN CONTEXT

Social media now also directly benefits website traffic. A website's Google rank is also positively impacted by high engagement measures on social media. Included in Google's algorithm for ranking a site were the authority of the person tweeting, the number of Facebook shares, Twitter re-tweets and Google Plus ones a website has.^{vi} This means that a company with high engagement levels on social media attracts more traffic and potentially sales to its website through direct referrals from social media but also through the Google algorithm.

Algorithms aside, social media is also a valuable story telling platform. In the weekly grocery shop often the main measures for value are convenience and price, where the cheapest is often interpreted as the best value. Social media provides food businesses with the perfect platform to showcase other measures of value that are increasingly being demanded for example healthy, traceable, seasonal and/or pesticide, cruelty or preservative free products. Through photos, videos and driving traffic to the producer's website for more information, consumers have the knowledge to determine value based on these other important elements as well as price. In this new (or old but reinvented) value equation, consumers can see the value in paying more or a fair price for quality food. This helps in building a more sustainable agriculture industry.

There are challenges to the adoption of strategic social media in Australia. Internet speeds and phone reception in rural areas have represented an obstacle in the adoption of online solutions. Australia has been ranked relatively low (40th in the world) for internet connection speeds with an average of 4.3 megabits per second.^{vii} Speeds are even slower in regional and rural Australia. Some states in the US have comparably slow internet speeds. The US website the ModernFarmer.com described what speeds like these meant in practical terms using the example of an online cattle auction,

Video of the livestock might lag well behind the audio feed of the auctioneer. Or both video and audio may suddenly drop out. "It only takes 20 to 40 seconds to auction a cow or bull," says Brett Spader, director of operations for DV Auction. "If that drop-out comes when the animal you want is on the block, you might miss it".^{viii}

In addition to this, Australian producers are further hampered by limited mobile internet coverage with only twenty five per cent of Australia's landmass covered.^{ix} The Australian Government has acknowledged that Australia's internet coverage is uncompetitive with the rest of the world. They have committed over \$72 billion (AUD)^x to the National Broadband Network (NBN) which intends to bring 100 megabits per second internet speeds to ninety three per cent of Australian homes and businesses.^{xi} In the years to come many of these physical barriers to the adoption of online solutions will be greatly reduced. Therefore it is considered that the mental barrier in adopting social media is the larger challenge.

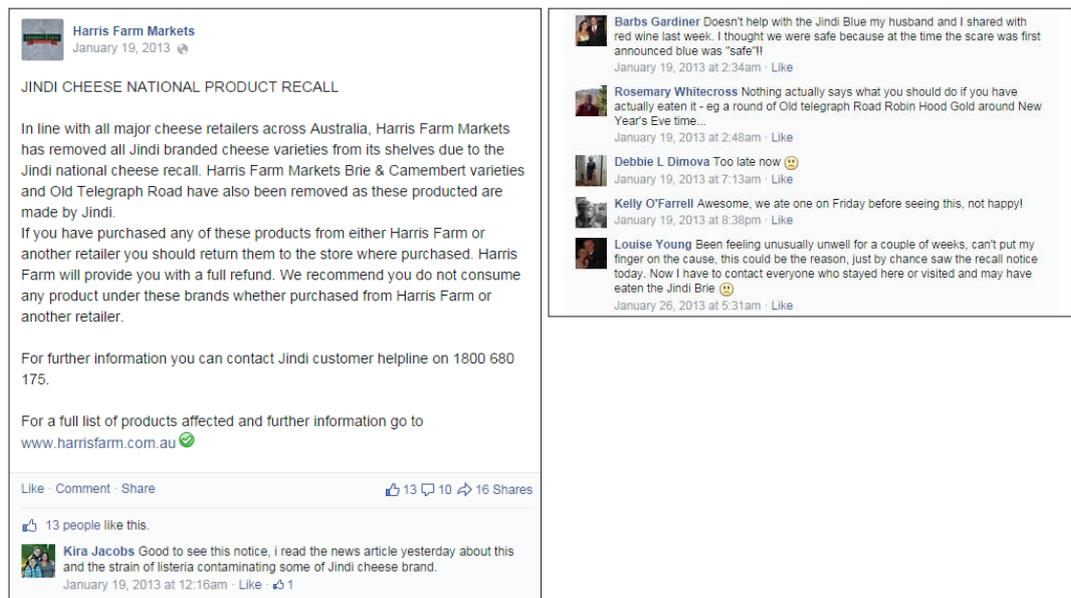
This mental barrier is the product of a number of factors in agriculture such as the aging population of farmers and that of all occupations farmers (along with the unemployed) had the lowest internet usage in Australia.^{xii} Australia's agriculture industry has the "dubious title of the most 'mature occupation in the nation'".^{xiii} On top of this its workers also 'lack digital confidence'.^{xiv} Therefore it was really important to focus on demystifying and simplifying social media so that producers are more willing to try it. Much of social media is trial and error so a willingness to try is key. If the industry as a whole is more visible on social media it will go a long way to attracting young workers to the industry (a significant problem for agriculture in Australia at present).^{xv}

With the increased complexity of the global food system products are imported from across the globe resulting in complicated supply chains. Emerging economies where food is created cheaply there are fewer regulations and as a result there have been an increase in global food security scares. While Australia has been relatively lucky in avoiding major scares, it is important for food businesses to understand how to manage food security scares or negative online sentiment to reduce the negative impact or avoid it altogether and in some cases even benefit from a crisis as Waitrose did during the 2013 UK horse meat crisis.

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If an understanding of managing negative online brand sentiment is not improved then sales will suffer. Many producers have been apprehensive about investing in social media. One of the major issues for those the Fellow has spoken to in Australia, was the perceived risk of opening the brand up to negative sentiment online. The logic was that if the business did not have a social media account then there was nowhere for angry customers or trolls to post negative comments. Unfortunately there will always be the potential for negative comments about a business to be online so it is better to manage it than let it run wild.

In 2013 Jindi Cheese, a large, quality cheese producer in Australia, had a *Listeria* outbreak and recalled a line of cheeses. At the time (January, 2013) Jindi Cheese did not have an account on Facebook. Local stores that sold Jindi Cheese posted on their social media accounts to inform their customers of the recall but people on social media were critical that they had not been told sooner or in enough detail (See Image 1 below). The newspaper story was printed the day before but Jindi could have disseminated the information on social media immediately rather than losing critical time in waiting for the paper to be printed and delivered.



The image shows a Facebook post from Harris Farm Markets dated January 19, 2013. The post is titled "JINDI CHEESE NATIONAL PRODUCT RECALL" and contains the following text:

In line with all major cheese retailers across Australia, Harris Farm Markets has removed all Jindi branded cheese varieties from its shelves due to the Jindi national cheese recall. Harris Farm Markets Brie & Camembert varieties and Old Telegraph Road have also been removed as these products are made by Jindi.

If you have purchased any of these products from either Harris Farm or another retailer you should return them to the store where purchased. Harris Farm will provide you with a full refund. We recommend you do not consume any product under these brands whether purchased from Harris Farm or another retailer.

For further information you can contact Jindi customer helpline on 1800 680 175.

For a full list of products affected and further information go to www.harrisfarm.com.au

The post has 13 likes and 16 shares. Below the post are several user comments:

- Barbs Gardiner: Doesn't help with the Jindi Blue my husband and I shared with red wine last week. I thought we were safe because at the time the scare was first announced blue was "safe"!! (January 19, 2013 at 2:34am)
- Rosemary Whitecross: Nothing actually says what you should do if you have actually eaten it - eg a round of Old telegraph Road Robin Hood Gold around New Year's Eve time... (January 19, 2013 at 2:48am)
- Debbie L Dimova: Too late now 😞 (January 19, 2013 at 7:13am)
- Kelly O'Farrell: Awesome, we ate one on Friday before seeing this, not happy! (January 19, 2013 at 8:38pm)
- Louise Young: Been feeling unusually unwell for a couple of weeks, can't put my finger on the cause, this could be the reason, just by chance saw the recall notice today. Now I have to contact everyone who stayed here or visited and may have eaten the Jindi Brie 😞 (January 26, 2013 at 5:31am)

At the bottom of the comments, there is a comment from Kira Jacobs: "Good to see this notice, I read the news article yesterday about this and the strain of *Listeria* contaminating some of Jindi cheese brand." (January 19, 2013 at 12:16am)

Image 1: Jindi Cheese Product Recall on Harris Farm Markets' Facebook Page

If Jindi Cheese had their own Facebook account they could have spread the word faster. By communicating their management plan they would have diffused people's fears and nipped the conversation in the bud before it spread further or was exaggerated through misinformation. They also could have reached out to the most vocal critics and made them allies to help sales and brand reputation rebound faster. Instead, one of their retailers copped all the negative brand sentiment and as they could not respond on Jindi's behalf negative comments were left uncontested in the public domain, damaging Jindi's good name.

Managing social media communities also brings other benefits. For example, a food business can also identify and reach new audiences through these trends. It is much easier to do this online and on mass than it is to do through traditional advertising or research.

Another area that would benefit from social media is food events and particularly regional events that might be isolated from their consumers by distance prior to the event. Tourism Research Australia

4. THE AUSTRALIAN CONTEXT

recently conducted research discovered that eighty per cent of people who attended a regional event used social media and thirty per cent engaged with the event prior, during or after it occurred.^{xvi} The *Get social and improve your event tool kit* released by Tourism Research Australia was a huge, positive step in the direction of teaching smaller tourism events how to capitalise on social media.

Increasingly, large businesses and organisations are recognising the value of social media in showcasing experiences and products with unique selling points not just nationally but also internationally. Recently Tourism Australia research found that international tourists who have not yet been to Australia only ranked Australian food/ food experiences tenth in the world. Once they visited Australia however, the ranking based on their actual experience of Australian food jumped to third in the world, beaten only by France and Italy.^{xvii}

Seventy eight per cent of international tourists used the internet to plan their trips to Australia.^{xviii} Given that tourist's perception of Australian food is lower than their actual experience of it and internet played such a key role in their trip research, it stands to reason that Australian food is not represented well online. Therefore more food posts that are representative of the standard of its food, need to be shared online.

This was an incredibly exciting finding. Australia's food and produce is considered some of the best in the world. The quality was there but people overseas were just not aware of it because the information was not delivered to them where they consume it – online.

Tourism Australia invested heavily into the Restaurant Australia campaign. This content strategy extended across all their social media (See Images 2 and 3 below) together with a new website www.restaurant.australia.com with heavy social media integration. Larger organisations such as Tourism Australia have the time and money to invest in social media with expert advice from digital agencies. This knowledge is rarely transferred to smaller businesses and producers. If smaller food businesses and producers understood this and knew how to engage with it they



Image 2: Tourism Australia's Facebook page highlighting Maggie Beer's involvement in their Restaurant Australia campaign.

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Image 3: Tourism Australia's Facebook page putting Australia's food front and centre to attract tourists to Australia. Note that it had almost 20,000 likes. These are actively engaged consumer's not passive consumers (for example TV viewers).

it's likely 20,000 people saw the post (therefore 20,000 people have now heard of Yarra Valley Chocolaterie who would not otherwise have been aware of them). Without understanding how social media works, many producers would not have known that it was possible to reach 20,000 people and have Tourism Australia endorse the brand.

could have benefited from reaching Tourism Australia's enormous audience.

Yarra Valley Chocolaterie used the hashtag #RestaurantAustralia in their Instagram post that was liked by 25 people on their channel (See Image 4 below). Because of the hashtag, Tourism Australia saw the post and posted it via their much larger Facebook page a couple of days later. The same post garnered 4,389 'Likes' and 652 'Shares' (See Image 5 below). Assuming twenty five per cent of those engagements by roughly 5,000 people then gained engagements on the engager's walls then



Image 4: Yarra Valley Chocolaterie post on their Instagram account

4. THE AUSTRALIAN CONTEXT



Image 5: Yarra Valley Chocolaterie's post that Tourism Australia reposted on their Facebook page.

Training for food businesses in both photography and social media will increase their reach and engagement if used strategically. Tourism Research Australia's *Get social and improve your event tool kit* goes a long way to getting tourism businesses started on social media but the next step of how to get truly strategic with social media has not yet been addressed and particularly not in the agriculture sector.

There are opportunities for food producers stocked in the major retailers to capitalise on their social media campaigns as well. It is in everyone's interest (including the large retailers) to interact with suppliers in a positive way online. Food businesses need to understand how to attract the larger business to interact with them. The larger business has a massive audience and if it interacts with the food producer's brand then suddenly this brand is exposed to a new and massive audience. This would allow producers stocked in large retailers or through agricultural associations or tourism campaigns to continue to build a direct relationship with their consumers piggybacking off the massive audience numbers of these larger organisations.

Social media is unrivalled in its ability to reach huge audiences globally and interact with them directly and frequently as well as offering the ability to be highly targeted. It is an exceptional opportunity for food businesses that offer a pathway to a more sustainable agriculture industry in Australia.

5. IDENTIFYING THE SKILLS AND KNOWLEDGE ENHANCEMENTS REQUIRED

There are examples of areas in Australian professional industries where there are weaknesses in innovation, skills, knowledge, experience, policies and/or formal organisational structures to support the ongoing successful development and recognition of individuals and the particular sector.

The focus of all ISS Institute Fellowships is on applied research and investigation overseas by Australians. The main objective is to enable enhancement and improvement in skills and practice not currently available or implemented in Australia and the subsequent dissemination and sharing of those skills and recommendations throughout the relevant Australian industry, education, government bodies and the community.

There is an opportunity for Australian food businesses (growers, producers, chefs, restaurants and retailers) to enhance their knowledge of how to use social media effectively. This limitation reduces the competitiveness of Australian food products and experiences both at home and abroad. Three specific areas were identified for this Fellowship study.

Skills Enhancement area one:

Social media was perceived to be complicated and time consuming with questionable returns which has prevented food producers and businesses from engaging with it strategically. If businesses knew how to enter into social media strategically and simply they would be more likely to take advantage of the many benefits that it offered.

Actions

- Identify ways to simplify social media so that the producers (who know what makes Australian products unique and high quality) can share their knowledge online.
- Document case studies of smaller, niche businesses and how they make social media work efficiently for them to identify best practice for small businesses.
- Document case studies of larger businesses and how they make social media work efficiently for them to identify best practice usage.

Outcome

A Social Media Decision Making Flow Chart and a Social Network Guide was created to simplify social media and reduce barriers to entry for producers and food businesses starting out on social media.

Skills Enhancement area two:

Producers did not know what approach to social media would be the most effective use of their time.

Actions

- Identify the most effective way to build reach on social media.
- Identify the most effective way to increase engagement on social media.
- Identify alternative online platforms to raise funds for product innovation.
- Identify alternative online distribution platforms.

5. IDENTIFYING THE SKILLS AND KNOWLEDGE ENHANCEMENTS REQUIRED

Outcome

Based on this research, a draft list of best practice recommendations was developed for producers to better engage in digital online platforms that focussed on free tools that could be implemented with no budget.

Skills Enhancement area three:

Best practice community management was not widely understood and as a result, businesses feared negative backlash online and either did not manage online communities well or avoided going online at all.

Actions

- Identify best practice community management to stay ahead of trends and competitors and build reach and prevent negative online sentiment.
- Identify best practice in management of negative online sentiment.

Outcome

Based on this research, a draft list of recommendations for community management was developed.

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Initially, social media interviews were attempted with Italian producers while the Fellow studied in Italy but unfortunately very few managed their social media strategically. The Fellow realised she would have to travel to London to uncover the global leaders in this area and set up interviews with the Social Media Managers of Waitrose Supermarkets, Pret A Manger sandwich shops and Jamie Oliver Limited.

This initial focus on larger food businesses was to learn from their successes and failures in businesses that had to tackle a range of situations and markets. In the period the Fellow worked for Jamie Oliver in London, examples of smaller businesses using social media strategically also came to light. This report is stronger for having drawn on the experiences of both small and large food businesses because it was able to record the extensive knowledge of the large businesses but ground it in the reality of small to medium sized businesses.

Table 1: Case Study Overview

Waitrose Supermarkets				
Business Vitals	Business Type	Location	Scale	Revenue
		Upmarket supermarket chain	United Kingdom	491 stores, Market share 5%
Contact	Company	Title	Name	
	Manning Gottlieb OMD	Social Media Manager	Peter Durant	
Social Vitals				
Facebook	206,000			
Twitter	158,000			
Instagram	5,719			
YouTube	25,000			

Peter Durant, the Social Media Manager for Waitrose supermarkets at the advertising agency Manning Gottlieb OMD, was interviewed in London. Positioned as the UK's high-end supermarket, Waitrose focuses on high quality products. Their tagline *Share the love of food* was created with social media in mind and was supported by trusted advisors and celebrity chefs such as Heston Blumenthal who share their love of food in both online and offline advertising campaigns.

Durant began by highlighting what he thought was their most important social media network, Facebook. In the UK Durant said that Facebook had a larger audience than all the UK TV channels combined and two and a half times the reach of the UK papers. Analysis of Waitrose's website Google

6. THE INTERNATIONAL EXPERIENCE

Analytics showed that thirteen per cent of people who had clicked on a Waitrose paid Google ad had actually been on Facebook first. This is significant because many people do not think social media can have a direct impact on the bottom line. While social media is a conversation platform, Durant claims it is increasingly important in driving website traffic and online sales.

Durant considers Twitter a 'right time' network which thrives on interacting with live, real-time local and world events. He considered it to be the best platform to capitalise on breaking stories.

Durant saw Pinterest as valuable social platform despite its much lower audience numbers because eighty per cent of the activity related to Pinterest happens on the brand's website rather than on Pinterest. In addition it contributed more referral traffic to the Waitrose website than all the other social networks combined. Food is one of the main verticals on Pinterest so most people interacting with it are there for food content making it especially valuable for food businesses.

Google Plus, a social network started by Google, was seen by Durant as more of a content repository for SEO purposes. Durant commented that the advertising industry was setting up Google Plus accounts but not yet investing in them too heavily. They were not considered valuable right now but it was anticipated that they could be very important in the future because of the huge impact it could have on a site's Google ranking in search. If, for its own self-serving purposes, the Google algorithm gave a heavier weighting to a website with high Google Plus interactions then those brands would appear higher in organic search, increasing traffic to its website.

Monitoring social networks has been really valuable for Durant's team. The 'cronut' craze that sprung from New York and became a Twitter sensation was one example of this. 'Cronuts' were a donut and croissant fusion created by a bakery in New York that was savvy enough to copyright the term. Waitrose developed the 'Yumdough' to pay homage to the Cronut so that they could capitalise on the conversations that were trending around 'Cronut' without infringing on copyright. As a result Waitrose attracted new audiences to its social networking pages. OMD used paid monitoring tools such as Buzz Monitoring and Social Listings to unearth trends they could capitalise on but Durant recommended Google Alerts as a good, free tool that would pick up most brand mentions online.

Once set up, Google Alerts sends an email to the email account every time the nominated brand is mentioned anywhere online. By checking these alerts negative comments can be picked up and dealt with straight away rather than causing damage by leaving them unchallenged in the public domain. Positive mentions of the brand could also be seen and responded to and shared further and prolonging the good news story about the brand online.

Durant's advice for complaints was the tried and tested approach of acknowledging them publicly on the wall and then asking the person complaining to private message the details of the complaint. This kept negative comments on the social networks at a minimum and meant that no private details of the customer were shared publicly. He recommended leaving the negative comment and the company's acknowledgement online because the community liked to know a problem was being resolved and it gave them greater trust in the company because they were transparent in not hiding the criticism.

Larger scale crises require a different approach on social media. In January 2013 the UK was shocked to discover horsemeat had been detected in beef products such as hamburgers and frozen ready meals such as lasagnes. Consumers were outraged and fearful about what else they did not know. Horsemeat is generally safe for consumption but it did highlight the lack of accountability in complex supply chains. Compounding this were fear-mongering news stories about the possibility of the veterinary drug phenylbutazone being in the horsemeat. None was found in the tests but it fanned the flames. In addition, Jewish and Muslim religious groups boycotted buying beef products when the Food Safety Authority announced that eighty five per cent of the beef that tested positive for horsemeat also tested positive for pork.^{xix} The scandal had a tangible impact on sales with a forty three per cent

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decline in UK sales of frozen burgers and a thirteen per cent decline in frozen ready meals.^{xx} While the big retailers were having food tested it left room for much misinformation and unchecked fear online and in social media.

Tesco at the centre of the crisis posted a blanket, public apology on Facebook (See Image 6 below). It is worth noting that this apology appeared in traditional marketing and social media. Social media is best used as part of an integrated marketing plan that would still include traditional advertising channels depending on budget and might include newspapers, magazine, radio, TV and outdoor media. There is the potential for a public apology such as this to open a company up for liability so legal advice would have been sort prior to them posting such a public admission of fault.

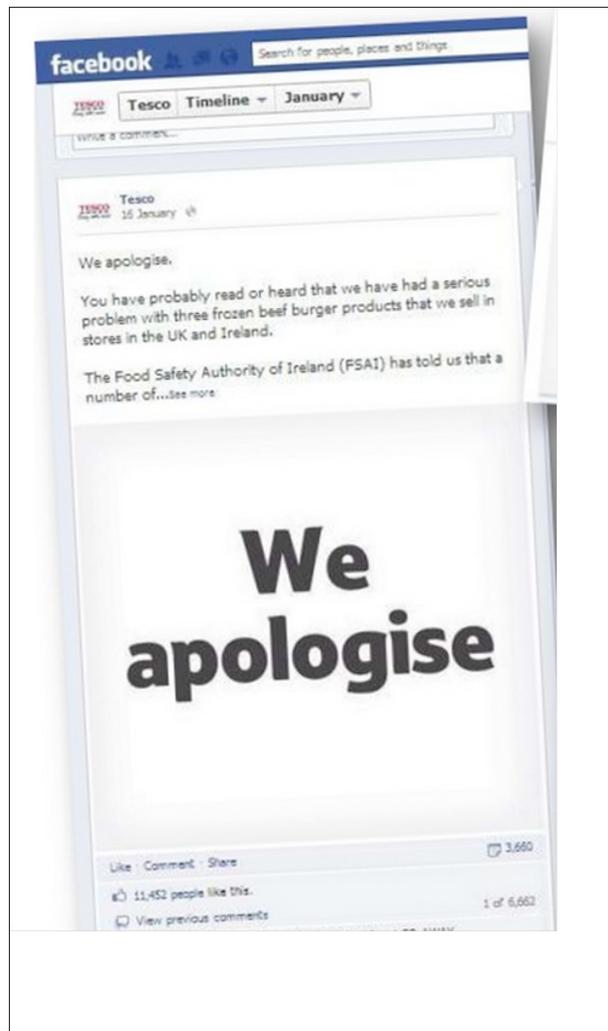


Image 6: Tesco's public apology on Facebook.

then Waitrose would continue to serve them ads related to Chorizo or Chorizo recipes on any site the customer visited after that. This strategy was resulting in high sales conversions.

In terms of the style of content on social media, the Waitrose approach was 'normal and nimble' because social media is supposed to feel spontaneous and "consumers did not want to feel manipulated with glamorous photos shoots of food," highlighted Durant. High quality, everyday imagery was attractive

Waitrose was much more advanced in the traceability of its products and so was able to come out very early on in the crisis confirming there was no contamination of its meat driving more customers through its doors. While sales fell for the dominant UK supermarket Tesco, sales grew for the high-end supermarket chain Waitrose that achieved an all time market share high of five per cent.^{xxi} While actual posts from this time were hard to find for Waitrose, Pret A Manger's approach (detailed in the next section) is a best practice example for managing an online crisis through building trust with its fans.

Durant mentioned that of all the paid advertising they did on social media, the most successful for them had been Promoted Page Posts on Facebook. If they had a particularly popular post that resonated with their audience then they would put some money behind it so that it reached people with the same demographic profile of their own fans but from outside of their normal network; thereby attracting more followers.

Twitter Remarketing was another paid tool Durant's team used. Twitter users that might have clicked on a Waitrose Twitter ad or visited their website had a cookie attached to their Twitter account so Waitrose could see what had interested them. For instance if the ad they clicked on was for Chorizo and

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to the Waitrose audience. Durant did emphasise that quality was still important as was following social media etiquette such as ensuring videos were posted directly to the platform rather than auto pushed from YouTube.

Durant's parting words were that smaller businesses should think seriously before starting a social media account. If a business was posting frequently they would want to be sure they had enough notable things to keep their audience interested. He also recommended taking into account the 4Cs Social Media Framework (Context, Conduct, Contribution and Channel) when developing a social media strategy:

Context

Waitrose considered: the stage of life their target market were in, the times of day they were on social media and the environment they were in when looking at social media. For example they knew that many people considered their dinner plans while commuting home from work so they served easy dinner suggestions at 5pm each day.

Conduct

Waitrose considered their mission and ethics and those of their consumers. This led them to write in a tone and post content that demonstrated their transparency, professionalism and was a little cheeky but not too cheeky.

Contribution

They considered how social media could contribute to their customer's life. For example Waitrose served the information the customer needed when they needed it. Their posts were intended to feel like suggestions from a friend that would make the consumers' lives easier and more wholesome.

Channel

Waitrose considered the channels/ platforms that their target market used and focussed on those channels. As mothers were a key target market and the strongest platform for that stage of life was Facebook, they invested heavily in Facebook.

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Table 2: Case Study Overview

Pret A Manger				
Business Vitals	Business Type	Location	Scale	Revenue
	Highstreet gourmet sandwich shop chain	Worldwide, United Kingdom mainly	323 stores	£443 billion
Contact	Company	Title	Name	
	Dog Balloon	Creative/ Copywriter	Matt Gray	
Social Vitals				
Facebook	98,000			
Twitter	63,000			
Google+	500			
Foursquare	8,000			

Matt Gray from the advertising agency Dog Balloon that managed Pret A Manger's social media was interviewed. He said it was important for a brand to know what it stood for and what its target market cared about and then used language that matched that. In Gray's words, "Pret is just a sandwich shop so they know that and play on the fun. Last summer we let people know we had started selling fresh fruit by posting a photo of a pear in a bikini".

Dog Balloon found the immediacy of social media challenging. For an advertising agency it was difficult to accept that posts had to go up immediately when responding to consumers or news events. Sometimes the posts sounded like they were written for another brand. The constant challenge for their team was to post frequently while still maintaining the quality necessary to keep the audience engaged. When launching new products, Pret made the posts entertaining by being clever with the imagery (See Image 7 below) or linking the product to something topical and related such as a well known sporting event like Wimbledon (See Image 8 below).

Gray advised against direct sales pushes online because fans do not like it and in fact Facebook's new algorithm penalises brands that use a 'Like this' or similar call to action. Instead Pret A Manger would offer free tastings on a unique product they were experimenting with or rather than running competitions, perform 'Random Acts of Kindness'. It kept things exciting for the consumer and was a good way of avoiding complicated competitions with intensive terms and conditions. It was felt this approach inspired a more loyal following which supported their strategy of quality fans rather than a large quantity of unengaged fans. Any member of staff can bestow a random act of kindness where

6. THE INTERNATIONAL EXPERIENCE

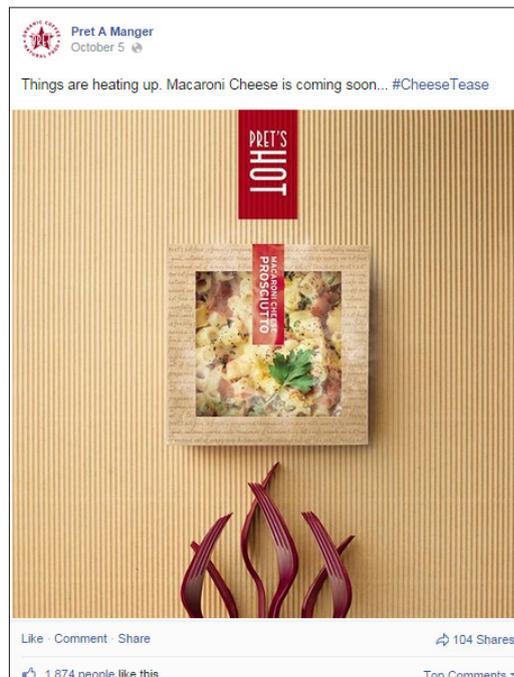


Image 7 (left): Pret A Manger's macaroni and cheese Facebook teaser post.

Image 8: Pret A Manger's pure coconut water launch on Facebook.

they can offer a free coffee or sandwich to someone because they know them or like them or noticed that person doing something kind or in need of help. If they have new flavours or samples to try they often offer them for free on social media for a particular store to inspire excitement and loyalty in their online audience and gain valuable feedback on the new product. This loyalty approach stood Pret A Manger in good stead when the horsemeat scandal hit the UK in January 2013.

Pret had worked hard at building social media loyalty for their brand by being transparent about the provenance of their products. Prior to the horsemeat scandal, the Pret CEO became aware that their sandwiches contained unsustainably-fished tuna. He instructed all Pret shops to take tuna sandwiches off their shelves until they were able to fill their sandwiches with sustainably-fished tuna. Pret apologised to consumers online explaining why tuna sandwiches were not currently available and explained the stance they wanted to take on sustainable fishing. As a result they had built up a great deal of trust with their community before the horsemeat scandal hit, giving them a smoother run through the crisis when other brands suffered.

While companies that were not sure of the origins of their meat waited and did not comment on social media for fear their products might also be affected, companies such as Pret A Manger were able to come out on social media confidently and say they knew their products were uncontaminated and so reduce the negative impact of the scandal.^{xxii} During the scandal Pret only had one horsemeat question raised on social media and the team were ready with a response. Gray said they posted a simple image (see a version of this in Image 9 below) with the copy line 'beef, beef, beef – all beef, no bull'.

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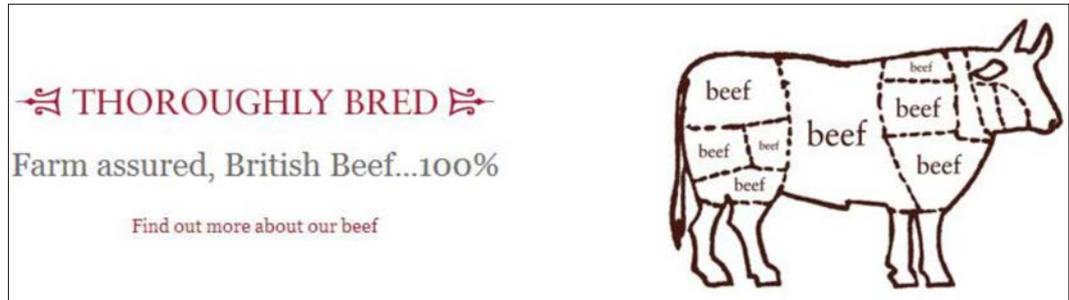


Image 9: Pret A Manger's All Beef Beef^{xxiii}

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Table 3: Case Study Overview

Jamie Oliver				
Business Vitals	Business Type		Location	Revenue
	Celebrity Chef, 56 Restaurants, Food products, Cooking equipment, Food media (TV, book, magazine, online), Charity programmes		Worldwide	£139 million
Contact	Company	Title		Name
	Jamie Oliver Limited	Social Media Manager		Subi Gnanaseharam
	Drinks Tube	Social Media Manager		Greg Burke
	Food Tube	Social Community Manager		Katie Allanson
	Food Foundation US	Social Media Manager		Jo Creed
	Fifteen Apprentice Programme	Social Media Manager		Harriet Cary
	Kitchen Garden Project	Schools Program Manager		Juliane Calouiette Noble
	Ministry of Food	Programme Manager		Rosanna Bluett
	Food Revolution Day	Social Media Coordinator		Nell Fane
	Social Vitals			
Facebook	3.1 million			
Twitter	4.9 million			
Instagram	2.1 million			
Pinterest	46,000			

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Jamie Oliver				
Google+	2.5 million			
YouTube	1 million			

Over the course of the Fellow's work in London, observations were made and discussions were had with the team members responsible for the social media across Jamie Oliver's 100 social media channels. Of all the companies interviewed for this report, Jamie Oliver's social channels had the largest audiences, engagement levels and the most industry recognition. Jamie Oliver's channels have won Best Food Brand (2014 Shorty Awards - the international awards for best practice social media) and Best Original Web Channel (UK Broadcast Digital Awards) for Jamie Oliver's FoodTube that was also one of the top three food channels on YouTube in 2014. With a combined social media reach of nearly 14 million people, these channels have been significant testing grounds for best practice social media for food businesses. Among Jamie Oliver's businesses represented on social media are restaurants, licensed food products and kitchen equipment, charity programmes and campaigns, cookbooks, magazines and TV. This variety of food businesses that shared learnings across departments made it a valuable case study for the report.

In a business of this scale Jamie Oliver's social media accounts are unique because they are still managed in-house. One of the advantages to this approach is that the knowledge is kept within the company giving it an edge over other food businesses.

There are so many accounts across all of Jamie's businesses and his licensees that a set of questions and guidelines was created for each of Jamie's businesses to consider before opening a new social media account. These are valuable questions for all food businesses to consider before opening a social media account:

- *Can you commit to a regular and consistently paced stream of content?*
- *Social media opens a direct conversation with your audience who maybe across international time zones. Will you monitor and respond to posts daily? Will you monitor your posts on weekends and across the day?*
- *What are your goals and does social media contribute to them?*
- *Timing is key – the more 'live' you can be the better. 'Our new winter menu launches today. Check out this video of Gennaro cooking up the Porchetta for our staff tasting'*
- *Give people creative, behind-the-scenes information about how you work*
- *Consider asking your audience for input on decision making where appropriate. For example, 'which do you find more appealing in January: detox or comfort food recipes?' This can be followed up later, 'Here's your January Detox special – thanks to everyone who voted for detox recipes, let us know what you think!'*

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- *Replying and thanking people for their positive messages*
- *Be open, honest and always stick to your area of expertise*
- *If you make a mistake be the first to admit it and put things right*
- *A healthy debate between followers is ok, even if some posts are negative. If comments become offensive, denigrating, personal or appear entirely out of context then they should be moderated.*

Social media can be highly targeted. For example, Jamie Oliver has posted different content for different markets on the same Facebook wall but they remain invisible to countries that are not being targeted. It could mean that if his book was launched in the UK before it was launched in Australia then they could geo-target the book launch campaign to start in the UK but not in Australia.

Even a much-loved personality such as Jamie Oliver has had negative online sentiment. With such a large and global business and Jamie's celebrity it is not surprising. In recent years there have been a couple of flare-ups. In some cases, particularly where associated partners might be at fault, it is difficult for Jamie to respond for confidentiality reasons or because they do not wish to lay blame on a partner.

In general, for posts that triggered passionately-felt beliefs the Jamie Oliver Social Media team would monitor each situation on a case by case basis. Because of the short shelf life of social media sometimes it's best to see if angry posts would cycle through the feeds with little traction. On Twitter that could be as fast as about 18 hours. They found that the longer the issue ran in traditional media the longer it ran on social media so the two were found to be interlinked. This is another reason why social media should always be part of a broad marketing mix that includes PR in traditional media.

For complex issues there is not enough space on most social media channels to explain the situation so the social media team took advantage of other media opportunities to explain Jamie's position on something and then sign posted this larger story to the social media community. For example, following a more detailed radio interview a post could go up saying, 'Thank you everyone. I have read all of your posts. To understand more about the situation listen to this podcast of a recent radio interview I did where we talked about this'. This responded to the social media conversation while directing the fans off the Facebook wall and closing the online conversation.

The Joluf Rice recipe was an example where Jamie's audience were passionately disappointed. They disliked the recipe and this time they called into question Jamie's credibility as a chef. In this instance Jamie responded saying the recipe was not quite right and within days posted an improved recipe and a thank you to his community for giving him honest feedback.

Jamie's Social Media Manager found Twitter and Facebook the most challenging channels for criticism so advised to keep a closer eye on those channels if not a lot of time can be dedicated to social media.

Social media's viral nature can also be beneficial, particularly with campaigning. This year the Jamie Oliver Food Foundation's Food Revolution Day message reached one billion on Twitter alone (See Image 10 below).^{xxiv} This was measured via the hash tag #FRD2014. The message encouraged people to learn more about where their food comes from and to get children to cook to ensure they are empowered to have a healthier future. This is a great example of how the speed and size of the social media network can work in favour of food businesses and campaigns.

6. THE INTERNATIONAL EXPERIENCE



Image 10: Food Revolution Day sample posts

Table 4: Case Study Overview

Cannon and Cannon				
	Business Type	Location	Scale	Revenue
Business Vitals	Artisinal cured meat	United Kingdom	Stores in 3 markets, wholesale, online retail, Carnivore Club, subscription meat service	unknown
Contact	Company	Title	Name	
	Cannon and Cannon		Sean	
Social Vitals				
	Cannon and Cannon	Carnivore Club		
Indiegogo	£10,015 raised in UK	£22,602 raised in the US		
Facebook	392	40,000 inc. US		
Twitter	4,050	5,378		
Instagram	144	1,722 inc. US		

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Nominated for the 2014 Young British Foodie Awards and 2014 Urban Food Awards, Sean Cannon of Cannon and Cannon aims to put Great Britain cured meats on the map. Cannon and Cannon selects and distributes the highest quality charcuterie from across the UK. Initially they started out with a market stall at Borough Markets and while this is still their primary presence they have expanded to two more permanent market stalls and online retailing, including a monthly cured meat subscription service called the Carnivore Club. Their wholesale business has experienced year on year growth of seventy five per cent per month and is now responsible for fifty per cent of their business revenue.

Cannon and Cannon were an excellent case study for this report because they have had great success with alternative funding methods such as crowd funding and for a company of their size they have a strong social media presence.

Cannon expressed dissatisfaction with Facebook but sang the praises of Twitter. He started both accounts at the same time but almost immediately he gained a lot more traction on Twitter. Cannon believes it is because Twitter is largely a business-to-business platform and there is incentive for businesses to be interacting and responding to each other. The more a business shares, tags and retweets other businesses, the more those businesses will reciprocate exposing the brand to a new audience (See Image 11 below). While they are new to Instagram, he has found the audience very responsive and younger so they are attracting a new market. Twitter has also been incredibly valuable for their events. Cannon and Cannon co-hosted an event at Camden Brewery. They made cured meats with beers and Camden Brewer brewed beers to pair specifically with these cured meats. They posted the event to Twitter and it sold out in hours.

6. THE INTERNATIONAL EXPERIENCE



Image 11: Cannon and Cannon's Twitter page B2B love

Cannon does not have formal goals set for the business's social channels; however he can tell immediately if a post has traction through looking at the retweets. When they have time they have tried to post at strategic times of the day but often they find they are too busy to stick to that. He is a big fan of social media because it allows him to talk to thousands of people for free regularly and gives him a platform to define his brand that has built a loyal following.

Their crowd funding trials have been hugely successful. Cannon and Cannon wanted to expand but found they could not manage the mail orders they had started trialling so they approached the US, cured-meat subscription service Carnivore Club to franchise the model in the UK. To start things off they raised £2,500 on Wearethemillion.com, a London-based crowd-funding site. Then with the help of Tim Ray who co-founded the original Carnivore Club in the US and the team from Indiegogo.com, they mounted a larger funding drive on Indiegogo.com. This time they raised over £10,000 and were able to launch the Carnivore Club UK (See Image 12 below).

6. THE INTERNATIONAL EXPERIENCE

The screenshot shows the Indiegogo website interface for a campaign titled "Carnivore Club: We're Coming to Great Britain!". The page features a video player showing a woman in a blue jacket holding a small black animal. To the right of the video, a progress bar indicates that £10,015 GBP has been raised out of a £7,500 goal, representing 134% completion. The campaign is marked as "CAMPAIGN CLOSED" and ended on August 8, 2014. Below the video, there are social media sharing options (Facebook, Twitter, Google+, Email, Embed, Link, Follow) and a section for perks, with one perk listed as "A Meaty Thanks!" for £10 GBP.

Image 12: Carnivore Club UK's Indiegogo project funding page

The valuable advice they were given was to ensure the funding project achieved at least thirty per cent funding in the first week of the project. Indiegogo's site suggested the same thing because the most active campaigns are then featured on their homepage boosting the exposure of that campaign and increasing the perceived legitimacy of the campaign that resulted in the fundraising goal being achieved. Cannon recommended lining up friends, family and loyal customers prior to the launch of the project on the crowd-funding platform to ensure the thirty per cent goal in the first week can be met. He recommended letting people know a month in advance of the fundraising start date on the crowd-funding site and using social media to count down to the launch. After the campaign thanking donors through social media is also best etiquette as it recognises them publicly and builds loyalty.

6. THE INTERNATIONAL EXPERIENCE

Every project offers rewards for increasing levels of funding. For example in the case of the Carnivore Club UK they offered a number of perks (see below):

- £10 Artisan style salami
- £15 'She digs my meat...' T-shirt
- £29 Premier Carnivore Club Box
- £39 Box & T-shirt Combo plus an entry to win a free 12 month membership
- £75 Three month Carnivore Club membership (receive a membership for £25 per month instead of £29)
- £150 Unlimited Carnivore Experience (you and your friend will be treated to a night of cured meat and beer pairing at the Borough Markets in London)
- £300 12 month Carnivore Club Membership
- £400 Six Carnivores Go Wild! (you and five friends can enjoy a meat master class including learning butchery and the art of charcuterie making).

Cannon and Cannon was nominated for an Urban Food Award in London. This awards programme is the initiative of the London Food Link that campaigns for a healthy, sustainable, ethical food system in London. It is funded by the not-for-profit Sustain, an alliance for better food and farming to enhance the health and welfare of people and animals. This organisation is funded by government and charitable grants. The Awards are designed to champion high quality, small, food businesses that strengthen the link between producer and consumer.

Cannon and Cannon believe that the cured meats of their producers taste better because the animals are reared on pasture and are allowed to grow and fatten at a natural pace developing better flavours. The Awards are promoted via social media platforms and websites and the leading producers are tagged encouraging them to respond (to lengthen the life of the positive comment about their business). This online reciprocity helps to build a stronger food community for these smaller producers and creates more demand for their products overall. This is a good example of how the government could support food businesses through social media.

6. THE INTERNATIONAL EXPERIENCE

Salone Del Gusto

A number of informal interviews were conducted in the International Pavilion at Salone Del Gusto, the largest international food expo in the world (see Image 13 below). The sorts of food products that were featured here were niche products made using traditional techniques and ingredients with incredible biodiversity. Frequently these smaller, niche producers (for example, Herderham in Image 14 below) mentioned the strength of Twitter over Facebook in terms of building an engaged audience faster. They believed it was because more businesses were on Twitter so there was motivation for them to be active and respond to Tweets, whereas Facebook fans were generally made up of their family and friends. They would all recommend Twitter because it has expanded their network.



Image 13: Salone Del Gusto Opening Ceremony



Image 14: Carla from Reinders Herderham (Reinder's shepherd's ham) from Holland.

7. KNOWLEDGE TRANSFER: APPLYING THE OUTCOMES

Government

Tourism Australia's Restaurant Australia campaign acknowledged that social media is key in establishing a competitive advantage for Australia as a travel and food destination. It offered basic entry points for savvy producers but the trickle down affect to benefiting small producers might have been much bigger had the producers or food businesses understood the value of such a big social media campaign.

At a regional level, workshops illustrating how to take quality photos of the types of things that Tourism Australia would promote and the importance of tagging and linking in to the campaign would have enabled these producers to have capitalised on Tourism Australia's massive social media audience.

Initiatives similar to the Urban Food Award in London, could be funded by local councils and state governments to champion stand out Australian food businesses online. If this campaign were largely social it would boost the followers of these businesses and create more demand for them. It would support a community of small food businesses making them more sustainable.

Industry

Advertising agencies and businesses that can afford agencies could share their knowledge through pro bono work. Industry leaders could organise events where social media specialists could be paired with food businesses in need of social media help. The business could offer food or food experiences such as farm visits to these generous 'social (media) workers' by way of thanks and to build a stronger, local food community.

Working on pro bono projects would give agencies more experience in social media and keep their teams' skills current for paying clients. Each social media strategy is unique because the channel, tone and responsiveness depends on the type of business. In addition, social media evolves so quickly that even people who work in the advertising industry need to be constantly immersed in it. This approach would allow a little room for experimentation for the agency driving innovation in Australia's approach to social media generally.

Professional Associations

The Australian Marketing Institute (AMI) has begun to match AMI members with employers and mentors. An evolution of this could be to match marketing specialists willing to do pro bono work with food businesses.

Australia's Interactive Media Industry Association (AIMIA) is the digital industry association of Australia. One of their goals is to develop relationships with other associations and with government to promote a wider understanding of the benefits of digital. Together AMI and AIMIA (working with the Government) could create networking events for social media specialists interested in working on food or agricultural projects with businesses that would like marketing and social media help.

This could be marketed to food and agriculture associations such as the Organic Federation of Australia, Future Farmers Network, Young Agribusiness Professionals, National Farmers' Association, the Australian Farmer Institute, grower associations and the Royal Agricultural Societies.

State Royal Agricultural Societies manage Australia's largest agriculture shows. These annual meet ups of city and country folk would provide another opportunity to stage social media workshops and networking events between social media specialists and producers and food business operators.

7. KNOWLEDGE TRANSFER: APPLYING THE OUTCOMES

The Regional Institute Ltd. publishes conference proceedings, books and articles to distribute innovative ideas for sustaining regional communities online so that those living outside of cities can be part of the conversation in developing the solutions. This Fellow's report could be distributed through this site.

Many of the major agriculture in Australia do have a presence on social media but the quality of content and engagement is not as strong as it could be.

Education & Training

While social media basics could be taught in TAFEs and universities, the dynamic nature of social media means content would soon be out of date so industry specialists should be invited in to present current case studies. Strong connections between training organisations and specialists in social media should be built so that accurate information is constantly being fed back into the education sector.

Community

Community members wanting to learn these skills should lobby their local councils for more courses and talks in this area. For those in areas where internet connectivity is challenging, a cheat sheet of solutions to mitigate these connection issues should also be developed by local councils. In areas where after trouble shooting the problems of internet connectivity remains, a social media expert could develop solutions for this. For example, when in a town with good connectivity schedule a series of posts via Hootsuite so that when the Social Media Manager is out of range social media posts will still continue to go out at an even pace.

ISS Institute

Through ISS Institute's innumerable contacts across government, industry, community and professional associations it could highlight the importance of social media to the competitiveness of Australia's food and tourism products nationally and internationally. It is in everyone's interests to seek out and share best practice social media so that both food products and tourism can experience growth through attracting a wider market to Australian products.

8. RECOMMENDATIONS

Social media allows food businesses to form a direct relationship with large audiences across geographic borders without any cash investment. As a result of this, new markets are reached increasing the quantity of sales and current markets are better connected and more willing to pay a fair or higher price because of their increased understanding of what it takes to produce quality food. Added to this is that they know their food's history and path from paddock to plate and therefore have confidence in what they are purchasing.

Social media requires a time investment, frequent monitoring, potential risk of negative comments and is difficult to demonstrate direct return on investment. For these reasons many food businesses have found it daunting and have not taken advantage of it. This is a lost opportunity particularly as social media is only growing in reach and power. This report aimed to reduce the barriers to social media by simplifying the decision making process for a business. The report has then aimed to recommend best practice techniques that would make the best use of the business' time investment in social media.

Addressing skills enhancement area one:

Social media was perceived to be complicated and time consuming with questionable returns which prevented food producers and businesses from engaging in social media in a strategic way. If businesses knew how to enter into social media strategically and simply and more would take advantage of the many benefits that it offered.

In order to simplify social media and make it easier for businesses to implement it strategically three steps were developed. The first was the development of a Social Media Decision Funnel that helps a food business determine whether social media is a good investment for their business. After a business decides to start social media the second step is to consult the Social Network Guide Grid: A Food Producer's Top Six. Once the best social channels for the business have been decided the third step is for a food business to create their social media strategy using the recommendations for building reach and engagement (outlined in Skill Deficiency Two).

Step One – Social Media Decision Funnel

Due to the complex and ever changing nature of social media there must be a member of staff who is interested in social media to sustain the motivation required to continually adjust to the quickly evolving landscape.

Each social network's strengths are easy to identify. For example, Instagram was the first network to celebrate how engaging simple imagery can be with just a simple filter. However every platform has its limitations. Instagram does not allow links in posts like other social networks so it does not offer good referral traffic back to a business' website. Instagram posts can only be made from a smart phone and not through a computer. Each social network has its own quirks similar to these which make it hard to operate with great efficiency and as a result a lot of time can be spent on social media with limited return.

There are ways of cutting corners by auto-posting across all platforms to save time. If a photo is posted to Instagram rather than re-upload it to each network individually they could upload it once to Instagram and 'push' it from Instagram. It can be done but unfortunately although efficient, functionality and credibility is lost in the process. Tagged Instagram users become dead links when auto pushed to another channel so the post is not achieving its highest potential 'reach' as the hashtags are not working. Photos auto posted from Instagram to Twitter do not show as a photo they are just a long boring link that will achieve low engagement rates on Twitter.

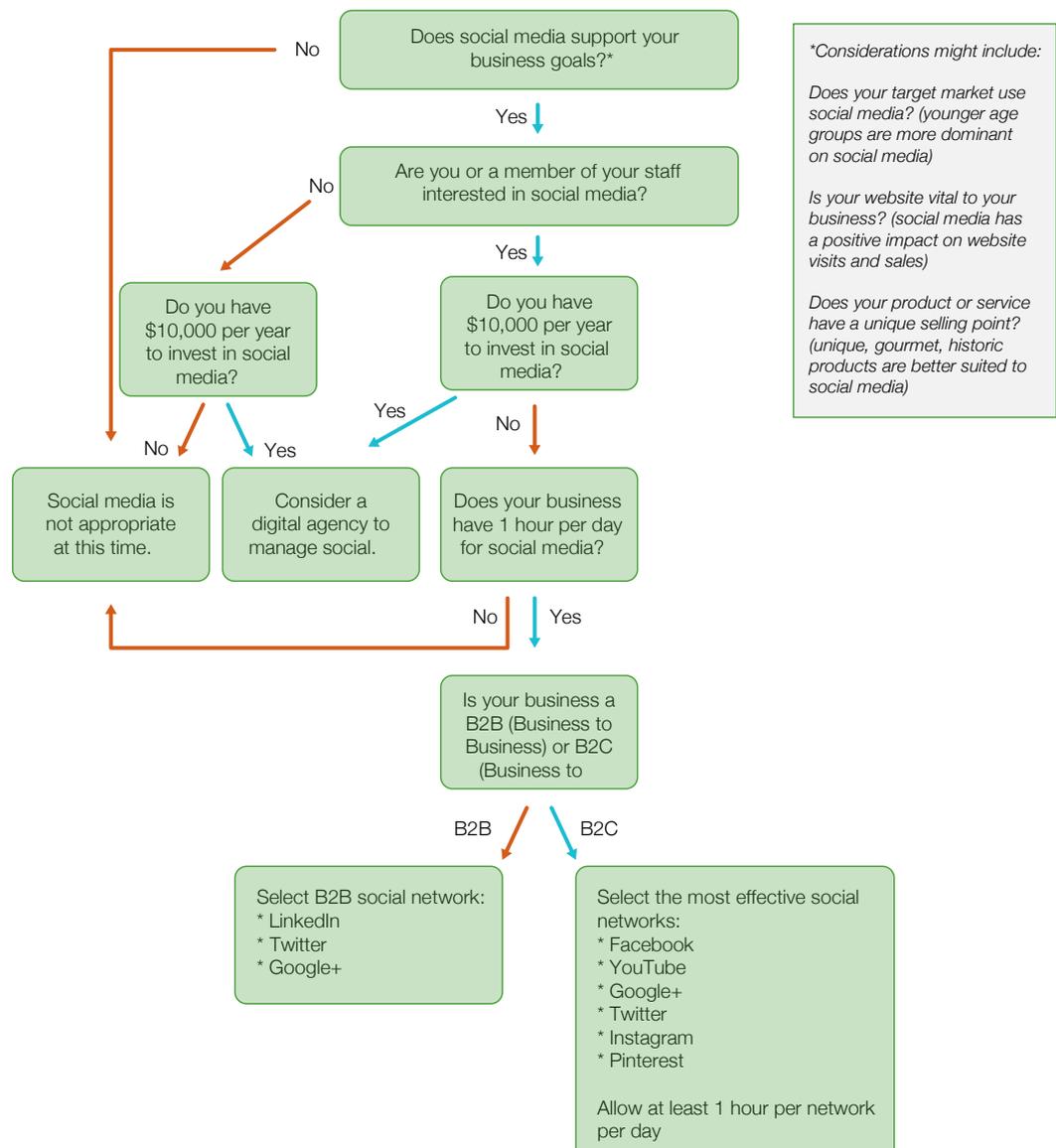
8. RECOMMENDATIONS

It is poor social media etiquette to cut corners like this and regular users can spot it a mile away so it can reflect badly on a brand. If a business is on a network and wants to be respected then it needs to implement best practice for that network. For this reason and to simplify things this report recommends food businesses concentrate on getting one channel right first rather than doing 10 channels badly.

A minimum recommended investment into social media is one hour per day. This is based on how long it would take to do the minimum on a social media channel to make it a worthwhile investment of time. One hour would allow a business to create one or two high quality posts a day, monitor and respond to comments and proactively seek out and engage with relevant audiences on one social network.

The above recommendations are reflected in the following Decision Making Flow Diagram (See Image 15 below). It is intended that food businesses use this flow diagram to determine the appropriate approach to social media for their business.

Step 1: Social Media Decision Funnel



8. RECOMMENDATIONS

Step Two: Choosing social media networks

After deciding to go ahead with social media, the food business can then consider Step Two: A Food Producer's Top Six Networks. This grid highlights the size, strengths, weaknesses and characteristics of each network allowing the food business to match their business with the most appropriate network. This makes the most of their limited time as the better the fit the more likely the food business will experience success on that network.

Ten years ago Facebook and MySpace were the only social media platforms worth noting. Nowadays there are at least 10 major social networks with Facebook leading the pack with over one billion accounts (1,275,000,000).^{xxv} With so many networks it can be difficult to determine which channel is the best use of the company's time. Table 1 below shows the monthly active users by platform and highlights the key information about the recommended top six social networks for food producers in the western world.

Table 1: Social Network Guide: A Food Producer or Business's Top Six Networks

Social Network Guide: A Food Producer's Top 6						
	Facebook	YouTube	Google+	Twitter	Instagram	Pinterest
						
Monthly active users	1,275,000,000	1,000,000,000	540,000,000	255,000,000	100,000,000	70,000,000
About	Provides more space to tell a story. Displays all content types.	video platform	Displays all content but is mostly used for video and to improve search rankings.	News bulletin of social media world. Only up to 140 characters.	Most visual platform	Themed mood boards or more indepth content such as recipes.
Audience is predominantly	Females in their 20s and 30	Males in their 20s	Professionals in their 20s and 30s	Professional females in their 20s and 30s	Males and females in their 20s and 30s	Females in their 20s and 30s
Seeking	Fun, professional and a little bit of information	Entertainment or detailed how to guides	Business networking	Instant news or business networking	Projecting the dream	More information (statistics, recipes)
Age	25-34	16-24	25-34	25-34	16-24	25-34
Gender	58%:42% Female:Male	43%: 57% Female: Male	52%:48% Female: Male	59%:41% Female:Male	53%:47% Female: Male	68%:32% Female: Male
Advantages	Largest audience base. Values hyperlinks in algorithm. Audience more open to commercial messages, competitions or offers.	highly engaging video content. Owned by Google so linked to quality site rankings.	Important for site rankings. Links with YouTube. Can target content to specific user groups that you set up. Expected to increase in importance.	Updates are easy and quick. Great for live dialogue during events.	Great for creative, aspirational audiences. Growing rapidly (soon to pass Twitter)*	Highest site referral traffic. Great way to promote UGC content but creating user boards.

8. RECOMMENDATIONS

Social Network Guide: A Food Producer's Top 6						
	Facebook	YouTube	Google+	Twitter	Instagram	Pinterest
						
Drawbacks	highly monetised increasingly becoming pay to play.	video production is time consuming	very little engagement	very short shelf life (news is old quickly)	Does not allow hyperlinks. Can only be posted from a mobile. Requires high standard of imagery.	Lower audience numbers.
Functionality in platform	All: links, articles, hashtag, photos, videos, storytelling, news updates, copy.	videos, storytelling	All: links, articles, hashtag, photos, videos, storytelling, news updates, copy.	links, articles, hashtag, photos, news updates, copy.	hashtag, photos, copy, short videos, storytelling	photos, copy, articles, storytelling, videos, news updates
Post frequency	1 per day	1 per month**	1 per day	3-5 per day	1 per day	1 per weekday***
Hours per day	1	0.5	1	1	1	1

**This is dependent on time, video skills and resources (camera, editing software). It's really based on how much quality content can feasibly be made.

***This is more based on pinning great content that has been created for other social channels and linking it back to the site.

Sources: Monthly Active Users ^{xxvi}, Audience Age ^{xxvii}, Audience Gender ^{xxviii}, Audience Gender: Pinterest ^{xxix}, Audience Gender Instagram ^{xxx}, Post Frequency ^{xxxi}.

Networks in this table were chosen because they had the highest number of users and therefore the greatest potential pool of customers. Major Asian and Russian networks were not included in this report. The social media network statistics used in Table 1 are based on global statistics and while the relative proportions and rankings remain the same in the western world, other networks dominate in Asia and Russia. For producers with key markets in Asia (such as Australian dairy producers) Social Media Managers should also consider

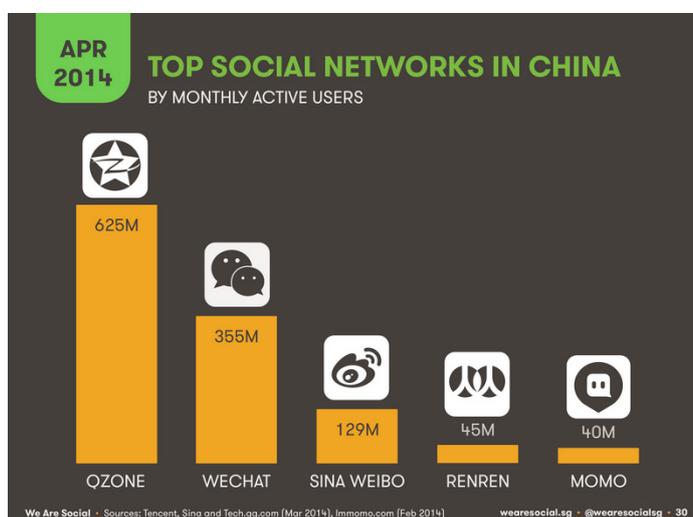


Image 16: Top social networks in China
Source: ^{xxxii}

8. RECOMMENDATIONS

QZone and WeChat, the primary social platforms in China (See Image 17 below). Of course to pursue strategies on these networks an in-country expert would be needed to navigate the huge cultural, language and social platform etiquette differences. It is worth noting that Facebook is still exceptionally strong in Taiwan if not in main land China.

LinkedIn actually has a larger audience than Pinterest, but Pinterest was chosen over LinkedIn as one of the top six networks for two reasons. First, of all the social media networks, Pinterest generates the most referral traffic to websites making it an incredibly valuable free tool for driving new users to a business' website (See Image 17 below). Second, it has a strong female skew

(Refer to Table 1). Seventy per cent of global consumer spending is controlled by women.^{xxxiii} Seventy five per cent of food spending in Australia is controlled by women^{xxxiv} so a social network that caters largely to women and generates a lot of referral traffic to a business' website is incredibly valuable to a food business selling online and is therefore considered more important than LinkedIn in terms of driving customers. LinkedIn is still a valuable tool for recruitment.

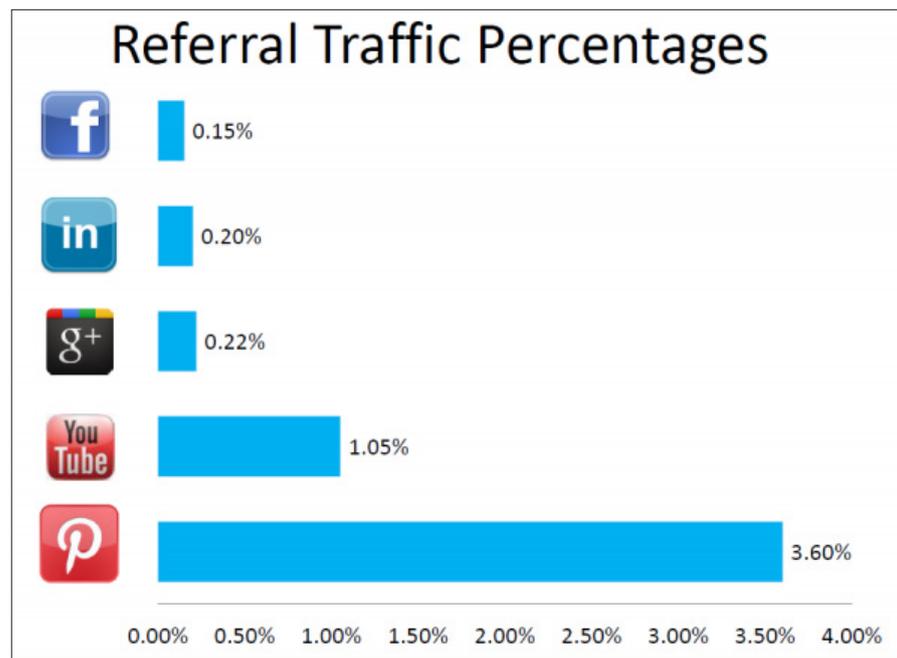


Image 17: Referral Traffic Percentages: Pinterest

Facebook still has the most users globally across any social network so generally it should be the first social network a brand considers (Table 1). However Facebook's new algorithm makes reaching those users for free much tougher. Facebook is still valuable and particularly for those businesses that can invest in paid posts because it offers incredible segmentation tools. Therefore it is smart for a business to assess each of the categories (rows) in Table 1 and not just the number of account users to determine the network that best fits their product and brand.

Instagram has the fastest growth rate of the social networks.^{xxxvi} Its algorithm is still relatively simple because it is not yet monetised to the degree that Facebook is so larger audiences can be reached more easily for free. To really capitalise on Instagram though the food product would have to be a brand match. Based on the categories in Table 1 a highly visual food business representing the foodie idyll, targeting a younger audience would be a great brand fit for Instagram. Whole Larder Love (See

8. RECOMMENDATIONS

Image 18 below) is a good example of a good brand fit for Instagram. Rohan sells the DIY, back-to-nature, foodie dream and in so doing he sells cookbooks, produce from his garden and food retreats via his website.

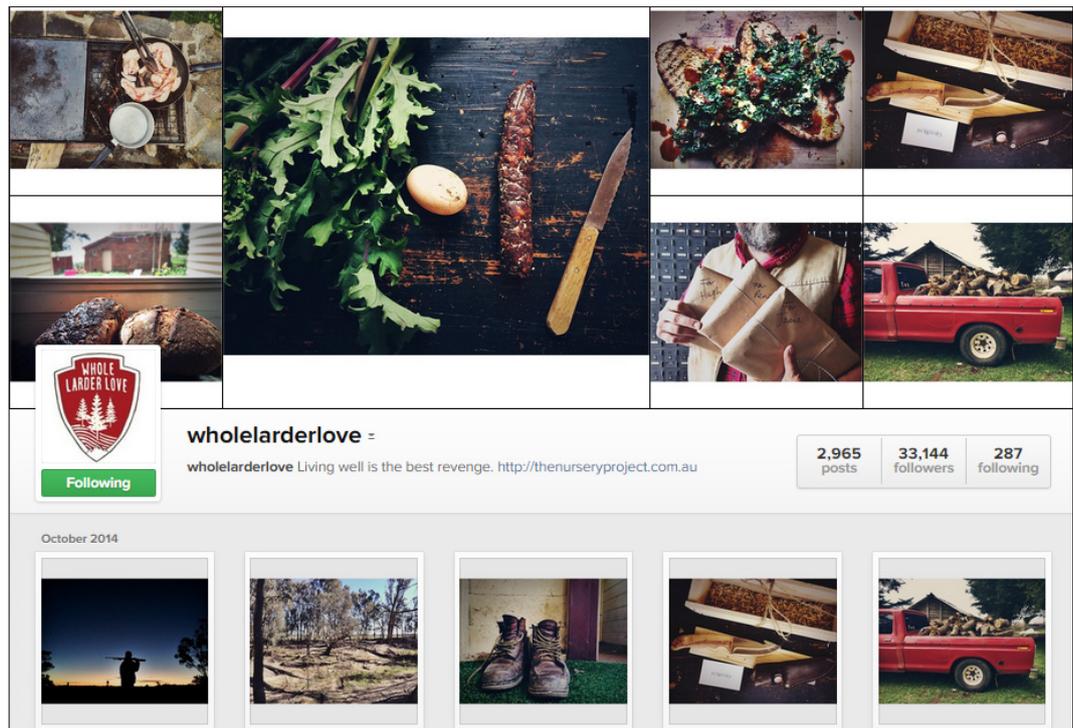


Image 18: Whole Larder Love on Instagram is a good brand fit.

While Instagram is great for visual brands seeking to reach early adopters and influencers, it lacks the functionality that Facebook allows (hashtag searchable, articles, photos, videos, inspiring imagery, website referrals).^{xxxvii} Instagram offers many of these functions but does not yet offer links away to websites nor is there enough space for an article or more detailed story telling.

Instagram will go the same way as Facebook and Twitter in terms of monetising its platform that will reduce the organic (free) reach of posts and push brands towards paying for advertising. It is not all bad news because social media ads can be incredibly targeted and therefore potentially more valuable than traditional advertising. Ads can be served to people who are already fans of the page or in the US fans of a Facebook page in a particular postcode. In Australia Facebook ads and posts can be targeted down to a city or within a radius of a city (See Image 19 below) and Twitter ads can be targeted to a state and region level. Postcode targeting is not yet available in Australia but it is only a matter of time. This is great for growing businesses that are location restricted such as a restaurant or food business that would like to saturate local markets where distribution is easier and target the local area before broadening the geo-targeting.

On the other hand Cannon and Cannon whose wholesale business makes up fifty per cent of its revenue a platform like Twitter might make more sense. Businesses reciprocate tweets, tags and retweets of their brand boosting both businesses in one tweet. This reciprocity works particularly well for business-to-business situations. In addition, because of its immediacy Twitter is really powerful for event promotion and as Cannon and Cannon often partners in events this makes Twitter a key platform for them. This would apply to any kind of business-to-business communication such as fertiliser salesmen, grain buyers or cattle buyers trying to talk with farmers. Facebook load times on mobile are also incredibly slow so in areas of low connectivity it is not the most accessible platform, whereas Twitter loads faster.

These examples show how the different factors in Table 1 can be assessed against the unique needs of each business. It offers food businesses a cheat sheet for assessing the most effective platform to make best use of their limited time.

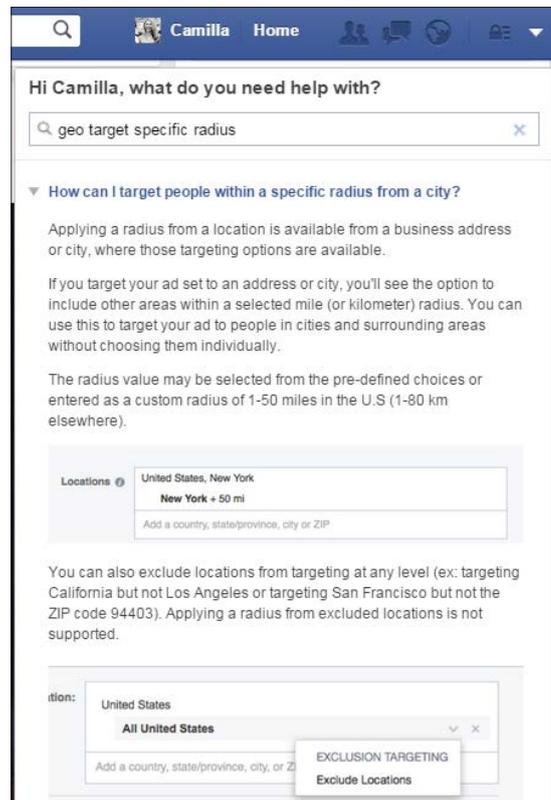


Image 19: Facebook Geo Targeting by city or within a city radius

Addressing Skills Enhancement Area Two:

Producers do not know the most effective approach to social media.

Increasingly, the reach of a social media account is affected by the level of positive engagements with a post. The more engagements, for example retweets, likes, shares and comments, the more people the post will reach. Engagement has a compounding affect. If a Twitter account with 100 followers retweets a tweet then 100 more people will see that post. Because 100 more people have seen the tweet, it's 100 more times likely to be retweeted again. Facebook and Google algorithms also prioritise engaging content so engaging content has a compounding affect of increased reach through people wanting to share a post and increased reach through the platform itself wanting to promote your post to keep its users entertained and staying on the platform longer. It stands to reason then that the most efficient use of a food business' time is to focus on building reach and engagement.

Reach - The most effective way to build reach on social media

Simple tips for improving the reach of a social channel is to build followers and likes by putting the social media handles on all printed marketing collateral such as business cards, flyers, receipts or packaging and on every page of the site (in both the header and the footer). Consider also adding share buttons to any content posted to the site such as blog posts or news articles. Tell people verbally. Incentivise people to follow online: 'If you like these flavours we're looking for taste testers for a new flavour in the next few weeks. We'll post the update to social media so if you like the page you'll see when the post goes out'.

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Within social channels the audience base can be built through tagging people and businesses and including hashtags for popular topics related to the food business. Another technique that works well is 'piggybacking' on the campaigns or posts of larger, related businesses. For example if an ice cream business posts on Jamie Oliver and he 'likes', 'shares' or 'comments' on that post he has effectively endorsed that ice cream business to his fans and suddenly millions of people are paying attention to that company. Similarly with big campaigns such as Tourism Australia's Restaurant Australia campaign, if a business uses the campaign hashtag the post will pop up in Tourism Australia's monitoring and if it is on theme they may repost/ retweet the post exposing the business to millions of people.

The greatest challenge with reach on social media is that even with a large follower base it is increasingly difficult to reach them organically (for free). As audiences get larger and more and more posts are created, social networks begin to curate the content so that users stay interested and stay on the network. Compounding this is that the social networks are monetising. In order to lure businesses to paying for ads on their network it is in the network's favour to make reaching people for free more difficult. Facebook is the most challenging from this point of view.

Facebook's algorithm (also known as Edgerank or Post Rank) determines how many people will see a post. Originally if someone had 'liked' a page then they saw every post that page made. Over the years as more people joined Facebook and more posts were made, people were seeing on average 1,500 posts per day.^{xxxviii} Facebook worried that this would overwhelm people and they would stop signing in to Facebook so they developed a set of rules that ensured only the best twenty per cent of posts appeared in a person's feed. As a result many businesses experienced a substantial loss in post reach because they were not considered to be in the top twenty per cent of most engaging content in that person's feed.^{xxxix}

Facebook's algorithm is calculated by multiplying frequency by affinity by weight by negative feedback. Frequency is how frequently people are engaging with a page. Affinity is the page's relationship with the user (the history of interactions the user has had with the page where more interactions there have been the better). Weight is how much priority a post is given based on the type of post (photos, videos, links, comments). Photos and videos are more engaging so are weighted more favourably followed by links then comments. Weight also ranks interactions with comments weighted the most favourably followed by shares then likes. Negative feedback will hurt a post's reach. A page will be penalised the most for an 'Unlike' and will be a little less penalised for a 'spam' and a little less again for a 'hide' or 'x' button. The fallout from this is that to achieve a high reach the content must be highly engaging in a positive way.

Google's search algorithm ranks websites. The higher the rank the better the traffic Google generates for the site. The details of the algorithm are not known but recently social media engagement has been flagged as a contributing factor to the algorithm.^{xl} These rules completely alter the best way to reach people on social media.^{xli} It means Social Media Managers have to be a lot more strategic with the quality of their content in order to reach the same number of people they did six months ago (See Image 20 below). How to create the most engaging content is outlined in the following pages.

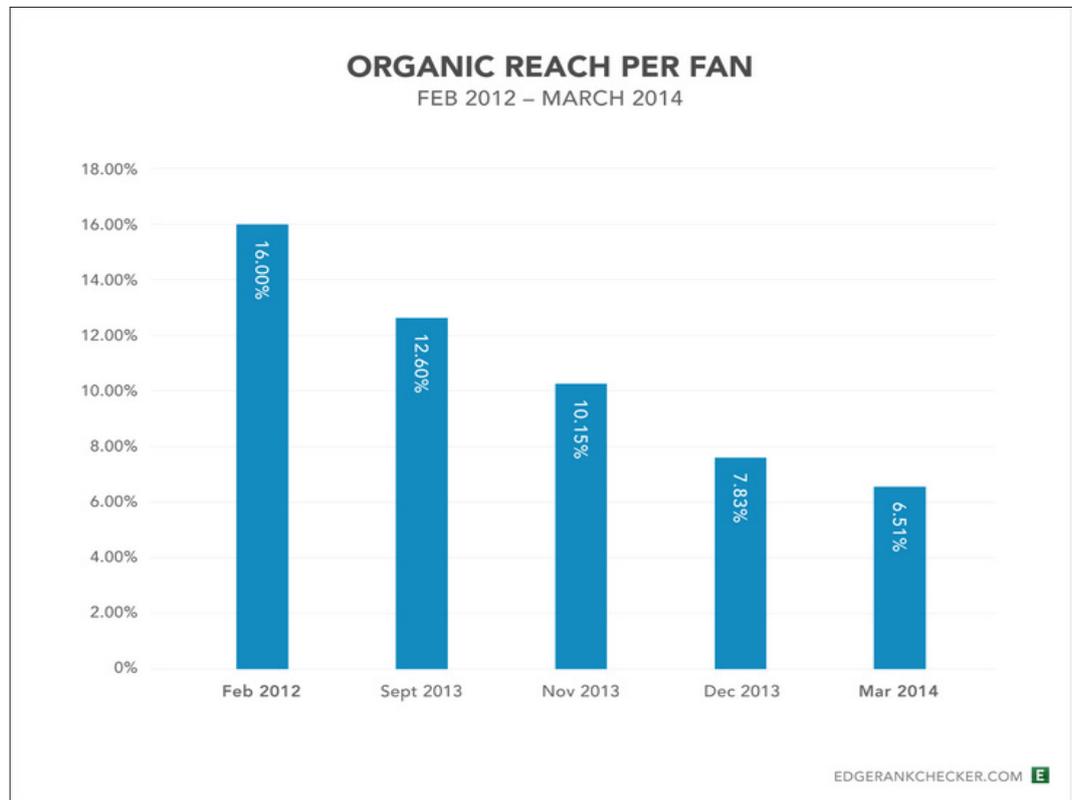


Image 20: Facebook Organic Reach Decline ^{xiii}

Engagement - The most effective way to increase engagement on social media

Engagement: Frequency and Timing

The frequency recommendations in Table 1 are specifically for time poor food producers. Spikes in awareness and engagement on Twitter are seen at three to five Tweets per day and also 11 to 15 Tweets per day.^{xiii} This high Tweet frequency is not recommended for small businesses because it is too time consuming and it is unlikely a small business could generate enough interesting and high quality posts to keep apace and keep their audience engaged. Therefore three to five tweets per day are an effective and realistic goal for a small to medium food business.

Consistency in pace is important to followers. If a company generates a lot of content at one time but cannot maintain that content creation pace then it is better for the company to stagger the content at a steady rate and avoid massive content peaks and troughs.

Timing is a key element of making the most of posts. A tweet reaches its peak engagement at 18 minutes.^{xiv} After that it drops away and is no longer seen, so if a business can only post once per day then they should check the statistics to find out the peak usage time of their target market for that specific social network and schedule their social post to go out then.

One of the major benefits of social media is that it allows a business to react in real time. This means businesses can piggyback on massive global conversations and increase their audience. Food and drink brands are taking advantage of this by linking into major world events. The Football World

8. RECOMMENDATIONS

Cup provided fantastic opportunities for food brands to connect with their customers. Jamie Oliver developed a set of recipes with famous footballers from different countries sharing their favourite traditional dish. The recipes were then released through social media the day of each player's game so fans could eat the food of the country they are watching. Jamie Oliver's Drinks Tube also did the same with beers from around the world (See Image 21 below).

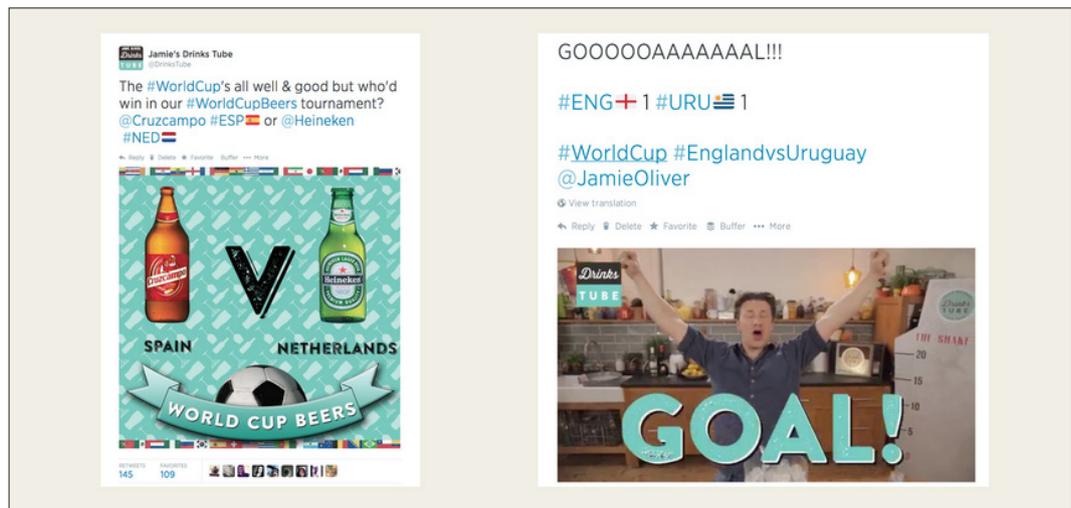


Image 21: Jamie Oliver topical posts: Drinks Tube Twitter posts - new audiences through world events.

Not only does linking to a global event or conversation using hashtags increase reach but it also increases engagement because the content is so topical. Alcohol brand Pimm's also capitalised on internationally recognised events to promote their drinks with unique artwork created for renowned English events such as Wimbledon, the Glastonbury Music Festival and the Royal Ascot Races (See Image 22 below). These key events were a conscious brand alignment selected for their international appeal and because they are recognised as quintessentially British - just like the Pimm's drink is itself.

Engagement: Content

The highest reach and consumer engagement comes from photos, videos and links. Social media is increasingly visual as people consume it mostly on tablets and phones so posts need to be appealing at a glance rather than requiring people to strain to read a text post on a bumpy train ride into work.



Image 22: Pimm's topical posts: Wimbledon

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Of the thousands of posts assessed those posts with the best engagement were always visually very strong. These super posts could be divided into four themes; 'Food Porn' (See Images 23, 23A and 23B below), 'Charity and Campaigning' (See Image 24, 24A and 24B below), 'Behind-the-scenes celebrity and creation' (See Image 25, 25A and 25B below), 'Highly topical' (See Image 26 below) or a combination of all four (See Image 27 below).

Amongst Jamie's highest ever rated posts, was 'food porn' such as Jamie Oliver's layered chocolate cake that received 85,000 'Favourites' (See Image 27 below). 'Food porn' traditionally is imagery of indulgent, decadent food but increasingly it also includes beautiful photos of food in an idyllic, natural setting.

Image 23: 'Food Porn' highest rating posts on Jamie Oliver channels



Image 23A: Jamie Oliver layered chocolate cake



Image 23B: Strawberry & cream cake

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Image 24: Charity and campaigning posts



Image 24A: Jamie's Food Revolution Day



Image 24B: Pret charity car

8. RECOMMENDATIONS

Image 25: Behind-the-scenes celebrity and creation



Image 25A: Jamie and his wife Jools



Image 25B: Behind the Christmas shoot

8. RECOMMENDATIONS



Image 26: Highly topical: Jamie Oliver Christmas magazine post.



Image 27: A combination of food porn, campaign, celebrity and topical: Taylor Swift and Jamie Oliver cook chocolate cake for cancer following the release of her latest number one album.

Different content approaches are needed to achieve engagement on the different social channels. Unfortunately the same post will not get equal levels of engagement on different platforms. Twitter has the shortest post 'shelf life' with posts disappearing from people's feeds within 18 hours whereas posts on Pinterest last much longer so the content created for each channel needs to reflect this.

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Where Twitter might shout 'Goal!' within seconds of a World Cup goal being scored, Pinterest would instead have a broad category such as My Foodie World Cup with recipes because they are relevant for much longer.

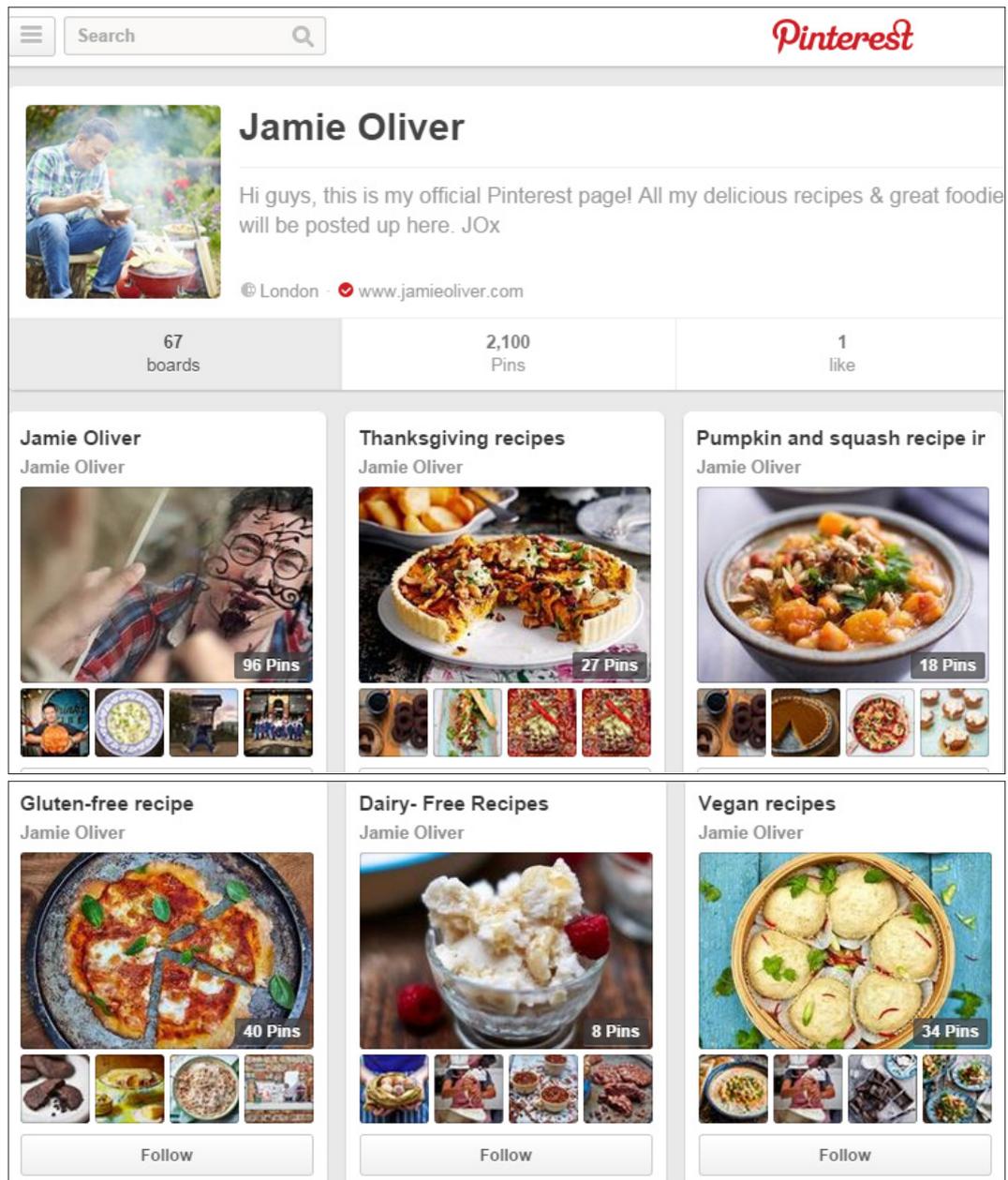


Image 28: Jamie Oliver Pinterest Account

Variety is important. The best way to avoid repetition is to create a quarterly and annual Content Plan plotting out key events that would be relevant for the brand to interact with. Content Plans set the blue print for the year but still allow the business the flexibility to respond spontaneously.

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It is not best practice to post an advertising message in a post. The goal is to engage the audience with interesting information rather than to sell to them from the posts. Advertisements within the social networks can be used but advertising copy should not be in an editorial post. In fact any posts that have advertising messages in them are increasingly being asked to identify themselves as ads in the UK. The hashtag #ad is already legally required in UK social media posts. Advertising posts on a company's page or wall is poor social media etiquette and would not be welcomed by fans so it is best to avoid advertising messages in posts or keep them to a minimum. Promoted posts that are clearly identifiable as paid ads that appear in feeds, on the other hand, are perfectly fine.

Engagement: Monitoring

Free tools can assist with monitoring accounts. Monitoring helps a business to 'optimise' their posts, to weed out the posts that are low on viewers and engagement and to invest more in the content that is really engaging. By analysing successful posts the Social Media Manager will have a better idea of the most effective posts and can generate more of those and less of the weaker posts.

For example, if the social manager of a business knows they will not be able to post during their audience's prime engagement time on their preferred social channel then they can create and schedule a post through Hootsuite months ahead and it will go out automatically at the scheduled time. If a series of posts are scheduled for a three month period then this also helps ensure a consistent pace of posting.

Free monitoring tools include:

- Facebook Insight shows audience demographics and engagement statistics including the business's most popular and engaging posts
- TweetDeck allows the scheduling of Tweets with and without images
- HootSuite allows the scheduling of posts for all social channels in one place. The Pro version gives insight into engagement across all social channels
- Google Alerts sends notifications of a brand name to a business' inbox
- Google Analytics shows social media referral traffic. Once in the Google Analytics dashboard in Audience Referral Traffic: Social, there will be statistics showing how much traffic to the site has come from the different social media channels.

After a couple of months of posts the basic demographics of the business' accounts will become clearer. If a business is monitoring this via Facebook Insights and other free monitoring tools they can adjust their posts to be more relevant to their audience. For example, if the majority of a product's fans are from the UK, then unique UK specific posts could be created.

Monitoring tools can be set up to search for trends by tracking hashtags in conversations across social media to see what's trending and jump in on relevant conversations to increase followers and establish the brand as an expert in this subject matter.

Fundraising platforms - Alternative online platforms to raise funds for product innovation

Crowdfunding platforms offer food businesses alternative funding opportunities increasing their resilience and ability to innovate. Kickstarter and Indiegogo offer a huge area of opportunity to fledgling food businesses, especially as statistics show that food projects are one of the most popular categories to fund on crowdfunding sites.^{xiv} Untapped Pure Maple Syrup raised \$32,707 USD to develop packaging to scale their business up (See Image 29) as did Cannon and Cannon in the earlier case study.

8. RECOMMENDATIONS

According to Indiegogo.com, people contribute to these projects for four key reasons. The first is to support a friend or family member, the second is because they are passionate about the cause the project is supporting (for example improving food education for children), the third is to participate in something larger than themselves (building a community centre in their neighbourhood) and the fourth reason is to receive perks (the cool experiences or products they receive from the project for contributing).^{xlvi}

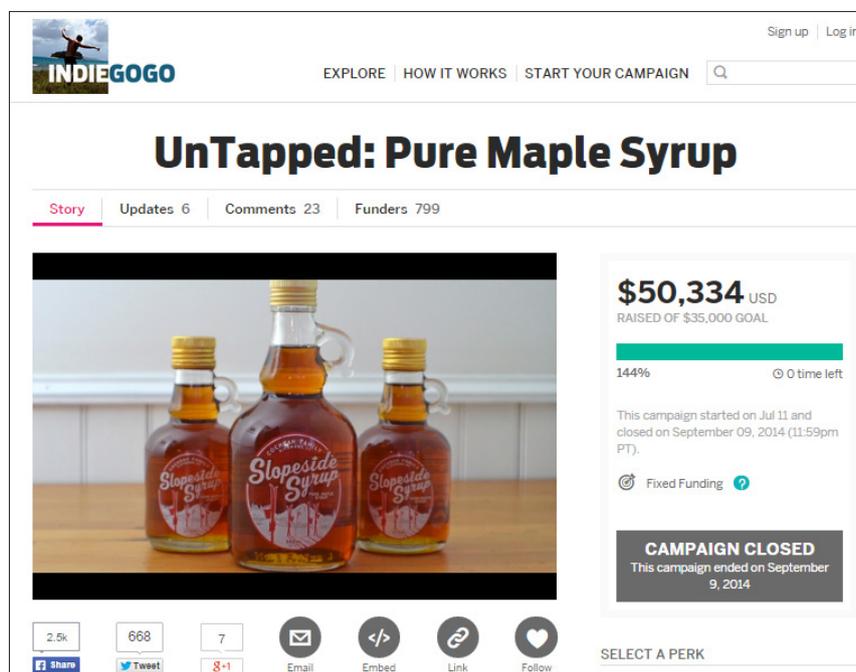


Image 29:
UnTapped: Pure
Maple Syrup's
Indiegogo crowd
funding page.

Campaign support from social media boosts the campaign reach and increases funding to the project. This cash injection into a fledgling business allows it to accrue enough capital to invest in machinery, equipment and ingredients to help kick start things. Research shows that the success of crowd funding projects is increased by regular online communications with its community through social networks, especially in the final week of the project (typically a project funding period lasts six weeks).^{xlvii}

Indiegogo is investing in better social media integration to widen the potential funding base. It already has social share buttons but plans to improve this function by further integrating with Facebook.^{xlviii} The change allows projects to be shared on Facebook more easily so that when a backer shares that they have contributed money to a project this will be visible to their like-minded friends increasing the reach and potential funding for the project.

Distribution platforms - Alternative online distribution platforms

In the USA, alternative retailing of local, high quality product has already taken hold with the launch of Good Eggs (See Image 30). The founder's previous company (social search company Aardvark) sold to Google for \$50million^{xlix} so Good Eggs was aware of the value of social media and in the digital retail space. Claire Hoyt, CEO of Big Dipper Baby Food, which sells its Organic Baby Purée through Good Eggs, commented that, "Being a part of a network of artisan food makers and vendors, I'm able to reach more people, pool resources and learn what works and doesn't".

8. RECOMMENDATIONS

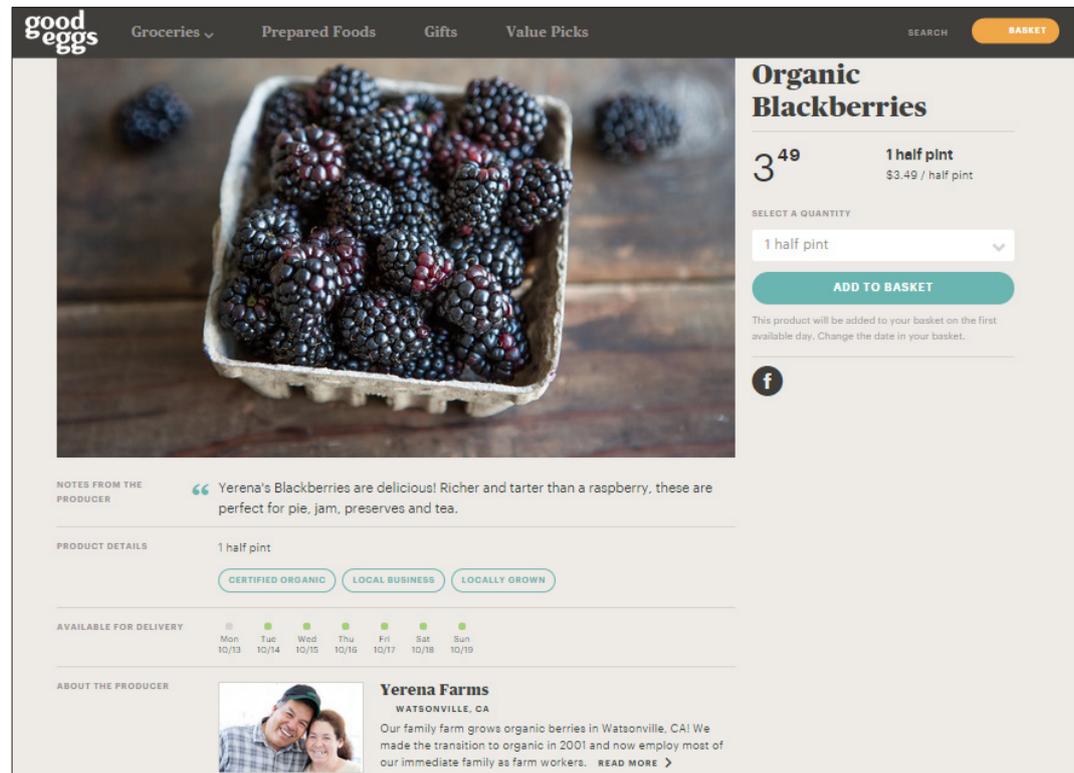


Image 30: Good Eggs market page

While not yet available in Australia this model is easily adaptable. Good Eggs sells mostly perishable goods within a radius of the cities that it is available in. Good Eggs offer a number of pick up points across the city and also offer free delivery of goods city-wide. Customers can nominate a two hour window that they would like their groceries delivered in and this incurs an additional fee.

Skills Enhancement Area Two - Recommendations list:

- Research the most popular time of day to engage with social media for the business' target market and for the social platforms the business has chosen to use and schedule posts accordingly.
- Create a content plan that incorporates:
 - » scheduling a consistent frequency of posts
 - » relevant posts related to key local, national and world events relevant to the business and use hashtags to attract those audiences
 - » create a variety of types of posts (videos, photos and posts with links to blog posts on the site)
 - » incorporate posts from the four most popular food content themes: 'food porn', charity/campaigns, behind the scenes celebrity or food creation photos and highly topical posts.
- Monitor for the most engaging posts and optimise the content and post times based on insights from the monitoring tools
- Schedule posts using tools such as Hootsuite

8. RECOMMENDATIONS

- Crowd funding:
 - » tell people a month out from the launch of the funding project and ask for their commitment early as a project needs thirty per cent funding in the first week
 - » use social media to share update and thank fans and project funders.

Addressing Skills Enhancement Area Three

Best practice community management is not widely understood and as a result business's fear negative backlash online and either did not manage online communities well or avoided going online at all.

This is one of the major deterrents for business' adopting social media. Therefore it was considered essential to record best practice techniques to reduce this barrier to entry for food businesses.

Community Management - Best practice community management to build audience and trust and prevent crises

Community Management is another form of monitoring. Over time the social media audience will grow and will require more community management to respond to questions, complaints and compliments. This two-way conversation, which is a hallmark of web 2.0, also allows the business to identify new audiences. For example, an interaction on Jamie Oliver's Drinks Tube highlighted that the deaf cannot understand his videos. They requested subtitles on all the YouTube videos that Jamie Oliver is now working on in order to reach more people. Other users watch how a comment or a suggestion is treated and if they see that the brand is responsive it builds engagement and trust.

Monitoring is also a useful tool for predicting trends and potentially controversial topics. If a certain topic of online conversation is getting a lot of interest, a company can be prompted to develop an approach to managing that topic if it flares up. For instance the Jamie Oliver team knew that one of their TV shows asked the audience to be more sustainable in a particular way that the business itself was not yet. This was identified as a potential flashpoint on social media so it prompted the business to restructure parts of the business to improve this area of sustainability prior to show airing on TV. A statement was also developed in advance and a content plan was crafted to highlight the positive sustainability measures the company was taking and their intended road for improvement.

The best way to manage negativity is to prevent it just as Pret A Manger did with the horsemeat crisis. They had already done so much work on provenance and improving their supply chain and informing customers of these actions that they already had their social media audience's trust before the crisis hit. So when Pret A Manger said their beef was beef they were trusted whereas other innocent brands whose beef was not contaminated with horse eat suffered unfairly because they had not established trust before the crisis hit.

The best way to establish trust online is to acknowledge the good and the bad and document the business' efforts to improve their weaknesses. If no change is needed from the business then it might be an education piece explaining why no action needs to be taken. This is not likely to work though for a food business that has low standards of ethics compared to the average person. If that is the case, work on those quietly offline and when the business is in a more solid position to withstand a level of scrutiny, begin to embrace social media. Equally no business is perfect so the sooner the business can get on social media the better.

Business reputation aside, if consumers are unknowingly propagating misinformation online it is an industry and personal obligation to educate the consumer. If hysteria reaches a certain pitch it will affect sales industry-wide so it is important that there are trusted voices in food online to nip these

8. RECOMMENDATIONS

situations in the bud. One related example in Australia might be the live trade ban in 2013 which appeased animal rights activists and consumers to a degree but caused huge financial and ironically animal rights issues (as an excess of cattle in drought ridden fields meant the cattle slowly starved). If this action was not as reactionary then both parties could have achieved a fair outcome. The online hysteria might have been mollified if there were voices in agriculture shouting loudly on social media to ensure a balanced point of view that would have tempered the 'swinging voters' in the general public that built the pressure behind the government to force immediate action.

Misinformation might be spread knowingly by companies with a vested interest or unknowingly by companies with complicated supply chains that might want to buy time to find the problem and the solution before responding on social media. Therefore strong voices in food and agriculture in social media are essential in ensuring the consumer has an accurate read of the situation. Engaging in these conversations is risky because it may attract extreme personal views. If a business has built a loyal and trusting social media audience the community itself will begin to moderate themselves retaliating to trolls without the business needing to intervene. It also provides a business with the opportunity to be a thought leader that will build audience and loyalty.

Managing negativity - Best practice in management of negative online sentiment

If a situation cannot be avoided then the following is recommended. If a mistake has been made own up to it, apologise (just as Tesco did with the horsemeat crisis). Then state the plan of action to fix the situation in the short term and then implement a longterm plan that prevents a similar issue occurring again.

Avoid negativity. A healthy debate with strong opinions is fine, but never get drawn into an argument on social media and never be tempted to bad mouth rivals. If the conversation becomes abusive in some way take it off line.

There are situations where the brand has no ability to resolve a complaint. These complex situations require a different response that involves contacting the partner or supplier that is at fault and asking them to address the issue. Allow the conversation to play out but do not fan the flames by responding to negative comments if no solution or explanation can be offered. Monitor the walls heavily by deleting any abusive comments and banning trolls. When the heat in the conversation has died down a little divert attention to something more positive and refer to an article or media interview where the complex situation is explained in the depth that is required that cannot be accommodated on a social media channel.

Strategies for managing an online crisis are very much managed on a case by case basis, but simple complaints where there is a tangible opportunity to make good on a situation should be taken. Where that is not possible the aforementioned examples and recommendations should be taken into consideration with the business' unique situation and legal advice.

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Skills Enhancement Area Three – Recommendation List:

- Monitor the audience to build trust and anticipate flashpoints
- Build trust by listening, responding and showing some action for creating change
- If a potential flashpoint has been identified develop a plan of action and statement even if the flashpoint never eventuates
- Own up to mistakes (provided legal advice supports this)
- Never be negative
- Allow healthy debate but take the conversation offline (delete posts and ban members) if it becomes abusive
- If the negative comments are related to a supplier or partner, ask the partner to respond and distance the food business from the issue.

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