



Delaware Sea Grant Marine
Advisory Service

**Inland Bays Shellfish
Branding**

December 3, 2014

Inland Bays Shellfish Brand Discovery

Topline summary

Overall Conclusions

- *There is a consensus that the brand must be a premium oyster that appeals to consumers, that supports the local culinary and tourist markets, that supports the health of the Inland Bays and has the potential to succeed beyond local markets.*
- *The current competition ranges from Virginia to Canada, but the primary competition is Maryland, and especially, Virginia—particularly Chincoteagues.*
- *The positioning of the brand must initially focus on its local origin in Southern Delaware (but not so that it prevents marketing beyond Delaware.)*
- *The brand must succeed with growers, distributors and restaurateurs as well as with local and visiting consumers.*
- *Current names are primarily location-based, but often with additional descriptors, like “Salts.”*
- *While not widely expressed, it appears there is a strong desire among some to develop an Inland Bays umbrella brand, under which local watermen can market their own brands.*

Topline descriptions of Inland Bays Shellfish

- *The following are recurring themes among the interviewees, most of which concern the first step in the aquaculture agenda—oysters:*
 - *A brand with lots of potential, including for younger consumers; a premium brand*
 - *A nice, plump, high quality oyster with saltiness*
 - *A project that will restore the quality of the Inland Bays*
 - *A brand that supports the local market; but also one that appeals to tourists—and eventually to other markets*
 - *An opportunity to support the brand of the Inland Bays*
- *Additional comments focus on the local nature of the brand:*
 - *It must be described in terms of its native habitat—the same environment that gives it its great taste—crisp, clean with an optimum brininess*

Strengths, weaknesses and opportunities

- **Strengths**—Most of these comments echo what individuals had previously used to describe Inland Bays Shellfish:
 - **Positive local impact on:**
 - The environment of the bay
 - The economic benefits of employment (not just growers, but the tourism industry)
 - The ability of local restaurants to offer a Southern Delaware-sourced product
 - How the Inland Bays themselves are perceived
- **Weaknesses**— Most of these comments identifying weaknesses fell into three categories:
 - The concerns of waterfront homeowners, recreational users of the bay and clambers
 - The lack of overall awareness of aquaculture and oysters in the state (and beyond Delaware, awareness of the state)
 - Possible health concerns with eating raw shellfish
- **Opportunities**— While many of the comments repeated comments from the strengths responses, the most comments in this section addressed the economic impact of a new industry—especially for the culinary industry.

Competition

- The competition is seen as ranging from Virginia to Prince Edward Island. The most mentioned areas were Maryland and, especially Virginia—with Chincoteague being cited several times.
- What would set Inland Bays apart from these competitors:
 - Local, local, local was the overwhelming response to this question.

Potential Customers and Their Perceptions

Many different audiences were identified, from the oyster consumer (especially younger ones) up to the distributor to whom the oyster grower sells. Of particular note are the restaurants:

- Visitors and tourists (including culinary tourists)
 - Eventually beyond the local markets to other markets (like NY)
- Wholesalers
- Restaurants, farmers markets, fish stores

Delaware Inland Bays Shellfish Branding

Interviewees

Ed Lewandowski

Coastal Communities Development Specialist, Delaware Sea Grant Marine Advisory Service,
University of Delaware

Scott Kammerer

President, Highwater Management, Matt Haley Companies

Jenn Jones

Development & Marketing Coordinator, DE Center for the Inland Bays

Sunny Jardine

Assistant Professor, School of Marine Science and Policy, University of Delaware

Maik Kecinski

Postdoctoral Researcher, Center for Experimental & Applied Economics, University of Delaware

David Smith

Agricultural Marketing Specialist, Delaware Department of Agriculture

Scott Thomas

Executive Director, Southern Delaware Tourism

Doris Hicks

Seafood Technology Specialist, Delaware Sea Grant Marine Advisory Service, University of
Delaware

Katy O'Connell

Director, Environmental Public Education, Delaware Sea Grant College Program, University of
Delaware

Joe Baker

Founder, Henlopen City Oyster House

John Ewart

Aquaculture and Fisheries Specialist, Sea Grant Marine Advisory Service, University of Delaware

Steve Friend

Clammer and Oyster Grower

Donny Merrill

Owner/Chef, Skipjack Restaurant

Summary of Comments

What are Delaware Inland Bays Shellfish?

How would you describe Delaware Inland Bays Shellfish?

What is the final expected outcome of this process?

What would you like to see Inland Bays Shellfish become?

What else do you think of when I say Delaware Inland Bays Shellfish?

The following are recurring themes among the interviewees, most of which concern the first step in the aquaculture agenda—oysters:

- ***A brand with lots of potential, including for younger consumers; a premium brand***
 - ***A nice, plump, high quality oyster with saltiness***
 - ***A project that will restore the quality of the Inland Bays***
 - ***A brand that supports the local market; but also one that appeals to tourists—and eventually to other markets***
 - ***An opportunity to support the brand of the Inland Bays***
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- Looking to Virginia and Maryland for policies—but parallel is Rhode Island. Since 1995 they now have 175 acres in 40 farms—about \$4 to \$5 million. Delaware has potential for that.
 - When I go to a restaurant in NYC, I see oysters are marketed to younger people. Oysters at Happy Hours; not just for the old traditional crowd. If the branding could be as successful as Dogfish Head. It will depend on how willing the growers will be to follow a common brand—and to follow guidelines. Consumers want to see where their food comes from. (A picturesque picture—the inland bays).
 - Strong hopes that the inland bays will be recognized as quality area to grow oysters and clams, that it will improve the quality of the bays, and it will be enjoyed and shared by all.
 - Nice, good oyster. How do I want to distribute? More like keeping the brand going. I have been pushing toward the “First State” oyster. Return is important, sure, but importance is restoring the Bays to the way it was in the 50’s and 60’s.
 - It has to speak to local (to both local and visiting enthusiasts). The local food movement is huge. We need to support the urge to eat Delaware-centric. Visitors too. It is accessible; it is supporting the local economy. “Know your farmer’—knowing the person who grows it.
 - Would want to envision something sexy—like Dogfish Head, other brands to be a cool product, not just for wealthier older people, but with younger, hipper crowd. If we can make it cool—to be accepted in Philadelphia or New York, that would be cool; Like high-end beer

- A support for Culinary Coast—like Dogfish Head. Same for shellfish—become associated with Southern Delaware [SoDel-icious or other brands.] Brand Personality: A girl who is a salty and sassy. A bit of wild.
- A premium brand—one that people will want to try—support the locavores. Like Blue Point or Chincoteague, make Inland Bays as recognizable. Have people want them and enjoy them. And maybe a bit more in price.
- Usually we try to go local as possible...It must be clear a local, Southern Delaware oyster. Then look at deep cup size, saltiness and plump. Also important—Ease of opening, brittleness of shell, and total yield.
- Never really had one—not sold now. Hope that it would nice, flavorful, plump salty oyster. Nice to see variations on size, or depth of cup. Just seeing what sates like Massachusetts has done—named for small islands or rivers. Carry four or five at a time. Hope the same is here.
- A great marketing opportunity for the inland bays, to publicize them among several audiences: Sussex residents, and the vacation homeowners and other tourists.
- Tough to tell how many will be successful as waterman. Whoever enters this will experience the taste of success. May have to go to external markets—first outside of Delaware—then further, including exports.
- Good for the water—a natural filter. Hoping it all works all.
- People are not drawn to the name Delaware—but Inland Bays has stronger more attractive name.
- Unknown for most people. I have had some. There may be skepticism. Inland Bays are not known for food production. More recreation, the backbone of the coastal region. Visitors from DC and Northern VA, now even NY and NJ.
- A great project, a great brand.
- Story of Delaware’s “white gold”—long-term residents—it’s a heritage story. And environmental benefits as well. Water quality is better than it was several decades ago, not as pristine as it once was.
- Everybody should have the right to do their own thing. But consensus is the most important. Must be based on a good product. Needs to be good, salty oyster. Good cup. East side of Rehoboth—more salt content than west side.
- Oysters, Clams, "Beachy", Tourism
- Local pride—second restaurant with raw bar; Awesome to be able to offer oysters from down the street.
- Thinking about the inland bays
 - The pirate history runs through my mind. Pirates used areas to hide in Rehoboth Bay after attacking ships.

- Inland Bays are unspoiled relative to other areas; branding it as coastal southern Delaware is important.
- Restaurants need a short name, maybe then a descriptive phrase. [Hollywood Oyster has three different names]
- Inland Bays—as umbrella name, then you could have six or seven varieties, like Thompson Island, Indian River inlet, Rehoboth Salts.
- Artwork is important—for fact sheet to use with staff that tells the brand story.
- Needs to be local, sustainable and good—high quality
- Use a lot of blue points—a good large shell, plump, nice briny taste. Very standard for this area.
- I always like to think that there were times when the oysters kept these bays clean.
- Predominantly the clam business until now (only \$200k so far). Small amount of commercial activity. Maybe a dozen people. And recreational clamming.

How would you describe Delaware Inland Bays Shellfish to others?

If you met someone who had never heard of Delaware Inland Bays Shellfish (for example, at a party), how would you tell him or her about it?

Most of these comments focus on the local nature of the brand:

- ***It must be described in terms of its native habitat—the same environment that gives it its great taste—crisp, clean with an optimum brinness***
- Crisp, clean, salty plump, wild and delicious
- The Indian River Bay and Rehoboth Bay are attractive and unique bodies of water, and produce a good quality product. The restaurants would love to have this—a very high quality oyster from the mid-Atlantic. Adjacent to the sea, with a brine level that is in high demand. Very competitive.
- Probably start with a description of the inland Bays, what they provided in the past. And how oysters will improve the water. How they grow impacts their flavor. Ample space and ample food. Nicely shaped shell, nice cup.
- Delaware known for chickens, it's like that. It is right from here, so it has to be the freshest. And by the way, I know people who actually grow these.
- Shock and astonishment. Experience, how they were presented, tell a story. Press event story—did you know, they are grown by people right here.
- Push the local aspect—[right now] the local brand is Chincoteague and they help the water and they are big and salty.

What would be the strengths of Delaware Inland Bays Shellfish?

Most of these comments on strengths echo what individuals had previously used to describe Inland Bays Shellfish:

Positive local impact on:

- ***The environment of the bay***
 - ***The economic benefits of employment (not just growers, but the tourism industry)***
 - ***The ability of local restaurants to offer a Southern Delaware-sourced product***
 - ***How the Inland Bays themselves are perceived***
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- Potential for growing oysters with pretty shape, bought in local markets, served in local markets. A lot of people would support it. The whole idea is great backbone for the brand. Potential to develop a strong oyster demand in the local restaurants.
 - Product is great, meaty, great texture, balance of sweetness and salty. Brand an extension of why people are here—fine dining is now part of the coastal summer experience. Fun, do with family and friends. Sit by the inland Bays and have a product that supports that atmosphere.
 - Like James River, Blue Points, good medium to large cup, medium brine, but still be able to taste it. And nothing too dirty (muddy)
 - Environmental impact—filtering water. Provide protection from flooding and storms. Habitats for other creatures. It will be a benefit
 - Opportunity to influence the way people see the Inland Bays. The Inland Bays needs to be part of this. Even with recycling shells.
 - Have to bring these different oyster farmers together—get everyone to work together.
 - Actually see the addition of clam aquaculture in the inland bays—but political problems (versus oysters); Eventually cultivate oysters, clams and scallops. Also the inclusion or introduction of triploid species, that grow quicker and maintain their growth through the year (for oysters).
 - Have to wait until it happens. Local waterman are hard working, people like coming here. The environment—clean state, good people. People love to boat and kayak, etc.
 - Our chefs can make the most of these local oysters. Critical mass of high-end chefs in Rehoboth and Lewes.
 - Environmental benefits, local restaurants selling these, drives home the fresh quality. Cool names.
 - Help the state and help tourists. Oysters will spread out as well. Not just a benefit for the state, but for everybody.
 - Local, sustainable and good. Also, name that is easily recognizable. Priced right
 - It will change depending on the brand. Speaks to the local economy and what is unique about this product.

What would be the weaknesses of Delaware Inland Bays Shellfish?

Most of these comments identifying weaknesses fell into three categories:

- ***The concerns of waterfront homeowners, recreational users of the bay and clammers***
 - ***The lack of overall awareness of aquaculture and oysters in the state (and beyond Delaware, awareness of the state)***
 - ***Possible health concerns with eating raw shellfish***
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- No negatives with aquaculture for oysters. They are native.
 - People complaining about view, etc. DNREC wants to have the right of way—require liability and bonding—that other states don’t require. PVC pipes instead of flags. Regulators telling how many will grow—but nobody has done this. Education is 90% is showing the story—not just reading it.
 - Education to the concerned public. Need more public meetings, town meetings. Bit concerning that this very positive program is being opposed by concerned people. Get them excited by the opportunity.
 - Major—size of bays is small, and have multiple uses, including recreational uses—development of waterfront properties. Pushback from them now they have seen regulations—in their “backyards” given the concern of navigation versus PVC pipes sticking out of water.
 - Tradeoffs—taking away from the other (recreational and scenic) uses. Impact property values? They paid for the view, it might impact selling price.
 - Seems that since it is new, it will take patience to get them [different groups] together. No unified excitement—community concerned—people worried that a farm is right off their docks. Clammers also concerned it will affect their clamming areas.
 - That unknown factor—is it safe to eat, since the bays are known to be polluted. People know about areas that are banned for shellfish, forbidden for clamming. They need know oysters clean the water.
 - We have to be careful about the local waterfront homeowners.
 - Health risk—public health concern, DNREC can help monitor. Good safety program will help get around. Also love/hate relationship—some people just won’t eat.
 - Low presence, low awareness low share of mind. Behind the 8-Ball versus Virginia. Avoid confusion with Delaware Bay? Cannot assume knowledge or awareness of inland bays
 - Brand of Southern Delaware is unknown—low awareness. Coastal Delaware has more to offer than the rest of the state, but needs a better identity.
 - Being held accountable if we had problems with them. A negative could reflect badly on the entire region. Don’t have a central figure that oversees the process.

What are the greatest opportunities of Delaware Inland Bays Shellfish?

While many of the comments repeated comments from the strengths responses, the most comments in this section addressed the economic impact of a new industry—especially for the culinary industry.

- Tourism – restaurants; Local shellfish should be a shot in the arm for the culinary industry; Captive audience with visitors—lots of exposure.
- Unique food product that will be new to the community. Not sure about using the environmental argument, since all oysters do that.
- Agricultural is one of biggest industries, oysters can add to that, be a marriage of food and chefs.
- Jobs, income, benefits to local restaurants
- To have a new vibrant coastal industry –supplying the restaurants, and the consumers. Dynamic includes the water-cleaning factor. People who party by the bays will have something they can enjoy from the waters they just enjoyed.
- Oysters grow extremely well here—the quality of the oyster is excellent, salty and good flavor.
- After looking at other states, figure out how to do it. This should be simple—look at how all the other states did it. Eventually scallops.
- Waters are meant to have oysters in them—win/win situation.
- Central authority to oversee oysters/shellfish. Supporting the Center for the Inland Bays. Getting the Bays out there.
- Cool, local brand.
- Branding the shellfish could help the identity of the inland bays; and of Southern Delaware; Build the brand of Southern Delaware—and of the region’s food and culinary heritage.
- A great opportunity for those who want to get started. There is a need for more local products.

Competition?

Whom do you consider to be the principal competition for Delaware Inland Bays Shellfish?

The competition is seen as ranging from Virginia to Prince Edward Island. The most mentioned areas were Maryland and, especially Virginia—with Chincoteague being cited several times.

- Bluepoint (Long Island Sound); Chincoteague
- All current oysters from Cape May, Virginia and Maryland.
- Virginia, (James River, Chincoteague) NY, Connecticut and up to PEI.
- Anything coming out of Virginia
- Virginia, Maryland, New Jersey

- Virginia—strongest local oysters that you see on menus.
- Anything not local—Something from PEI, Maine, Chesapeake, Virginia, Chesapeake even see Pacific
- Virginia is shaping up to be the area competitor; Maryland also.
- Blue Point (Long Island Sound); Chincoteague; Hog Island
- Chincoteague, Virginia, Chesapeake
- 8 different types a day—variety is important. Not all Virginia or Massachusetts.
- Oysters: Any oyster in the region—Chincoteague, New England, Canada [Colder water with better flavor?], West Coast oysters

What would set Delaware Inland Bays Shellfish apart from its principal competitors?

Local, local, local was the overwhelming response to this question.

- Local sourcing will get trial, but flavor will keep it.
- Local aspect. Bay to Table
- They will have their own brininess and flavor. Add to the variety of oysters that people can try.
- Maybe part of a superbrand of Delmarva oysters. Like winery in MaryDel—they refer to Vintage Atlantic Wine Region.
- Saltiness
- Selling to local restaurants and to local seafood vendors.
- Inland Bays are better—Chesapeake Bay is perceived as being more polluted; Inland Bays are pretty.
- It's a high quality oyster—and the demand is still outstripping supply.
- Delaware (a Delaware brand)
- It will be the only local brand.

Delaware Inland Bays Shellfish—Potential Customers and Their Perceptions

Whom do you see as the principal customers for Inland Bays Shellfish? Oyster fanatics? A wider group of oyster-aware consumers?

Many different audiences were identified, from the oyster consumer (especially younger ones) up to the distributor to whom the oyster grower sells. Of particular note are the restaurants:

- **Visitors and tourists (including culinary tourists)**
 - *Eventually beyond the local markets to other markets (like NY)*
- **Wholesalers**
- **Restaurants, farmers markets, fish stores**

- Typical oyster eater, oyster fanatics and young people are latching on to the newness. People who really like them.
- People coming to tour Dogfish and want to try other local foods.
- Restaurants, Farmers Markets, Fish Stores, Supermarkets, Price Clubs
- At the start it will be marketed to a broad mix of people, and then beyond the local markets to other markets (Grand Central Oyster Bar, e.g.)
- Culinary tourist – food traveller
- A big push with tourists, but also local homeowners, and those who come down in summer. Is there a large enough market in the wintertime? How about weekenders. And we see more year-rounders.
- The whole market for seafood, from wholesalers down to the consumer. Selling to outside markets—not just locally
- The wholesalers and the restaurants are the principal market
 - 25 raw bars in the 20 mile area
 - 5 wholesalers; Then add DC (Congressional), Jessup, and Philly (Taylor?)
- Depends on how the distribution works—twofold:
 - Customers demanding Inland Bays oysters.
 - But restaurants will decide what to offer.
- Anybody who eats oysters would love to try them. Local would matter—but Virginia considered local. We try to get as much local as we can.
- A mixed crowd, not just for wealthier older people, but with younger, hipper crowd; Aware shoppers (farmers markets, want to get away from GMOs, etc.); Restaurants who cater to tourists.
- Visitors are number one—they come to the coastal resort area. People with a disposable income. Ready to spend. Must also succeed with the restaurants.

What niches in the oyster market are currently unfulfilled?

- Local offering.
- Oyster beer, starting with 16 mile. Pairing with oysters. Local. Restaurants will promote.
- People have a problem differentiating different oysters; Parallels to craft beers and wines; Location—develop a reputation for oyster

Additional Information

Is there anything you feel that is important for us to know about the Delaware Inland Bays Shellfish that we have not already discussed?

Additional miscellaneous comments:

- Flexibility: Must be extremely adaptable to the:
 - Growers
 - Restaurants
 - Local Promoters, (like tourism)
- Brand would be an umbrella for the growers, like a coalition. But important for them to be individuals as well. They sell to different distributors, so they should not over-regulate.
- Price will always be a factor—will they pay more or pay less. Less for quality of water in bays.
- Branding depends on the audience. Local restaurants would really like to have a product like this. "It is so many miles away, it cleans the water." Talks to locavores.
- Shell program, beer, etc.
- Restaurants are more interested in the flavor and culinary value; but there are a lot of people interested in the filtering of water—the ecological process. People always ask where the oysters are from. We will settle down and succeed.

Keywords

Oyster Descriptors:

Key Oyster Definers:

- Sweetness
- Salinity
- Complexity

Oyster Adjectives:

- Briny
- Buttery
- Clean
- Coppery
- Crisp
- Cucumber
- Deep Cup
- Earthy
- Fruity
- Grassy
- Minerally
- Minerality
- Miso
- Plump
- Salty
- Seaweed
- Smoky
- Soybean
- Sweet
- Sweetness
- Vegetal

Current Oyster Names—Oyster Varieties

Apalachicola	Dosewallips	Johns River
Barron Point	Dragon Creek	Judd Cove
Baywater Sweet	Drakes Bay	Jupiter Point
Beach Point	Drayton Harbor	Kachemak Bay
Beausoleil	Duck Island Petite	Katama Bay
Bedeque Bay	Duxbury	Kumamoto
Belon	Eagle Rock	Kusshi
Blue Point (Great South Bay)	Eld Inlet	Ladies Pass
Bluepoint (Long Island Sound)	Elkhorn	Lady's Island
Blue Pool	Emerald Cove	La Saint Simon
Bogues Bay	European Flat	Lambertini
Bras D'Or	Fanny Bay	Lameque
Broadwater	Fishers Island	Little Skookum
Cape Blue	Flying Point	Malagash Thrumcap
Cape Breton	Forbidden	Malaspina
Cape May Salt	Galveston Bay	Malpeque
Cape North	Gay Island	Martha's Vineyard
Caraquet	Genuine Blue Point	Mecox Bay
Carlsbad Blonde	Glacier Point	Moon Shoal
Chatham	Glidden Point	Moonstone
Chefs Creek	Gold Creek	Mystic
Chelsea Gem	Grassy Bar	Naked Cowboy
Chesapeake	Great South Bay	Naked Roy's Beach
Chesapeake Gold	Great White	Narragansett
Chincoteague	Gulf Coast	Ned's Island
Cold Creek	Hama Hama	New Point
Colonial Cocktails	Hammersley Inlet	Ninigret Cup
Colville Bay	Hawk's Point	Nonesuch
Cotuit	Henderson Inlet	Nootka Sound
Cuttyhunk	Hog Island Atlantic	North Haven
Dabob Bay	Hog Island Cliffside	Northumberland
Damariscotta	Hog Island Kumamoto	Norumbega
Denman Island	Hog Island Sweetwater	Olde Salt
Dennis	Imperial Eagle Channel	Olympia
Dodge Cove	Island Creek	Onset
	James River	Otter Cove

Oysterponds	Snow Creek
Oysterville Select	Snow Hill
Paramour	Steamboat
Pearl Bay	Stellar Bay
Pebble Cove	Stingray
Pemaquid	Stump Sound Single
Penn Cove Select	Summer Ice
Pepper Grove	Summerside
Peter Points	Sweet Petite
Phantom Creek	Tatamagouche
Pickle Point	Taunton Bay
Pipes Cove	Tomahawk
Plymouth Rock	Tomales Bay
Point aux Pins	Tomales Bay Golden Nugget
Pungoteague Creek	Totten Inlet
Quadra Island	Totten Virginia
Quilcene	Umami
Quivet Neck	Watch Hill
Quonset Point	Wawenauk
Rappahannock River	Wellfleet
Raspberry Point	Weskeag
Robins Island	Westcott Bay
Saddle Rock	Whale Rock
Salt Pond Select	Wianno
Samish Bay	Widow's Hole
Scorton Creek	Wildcat Cove
Sea Cow	Wiley Bay
Sewansecott	Willapa Bay
Shelter Island	Windy Bay
Shibumi	Winter Point
Shigoku	York River
Shinnecock	
Ships Point	
Sinku	
Sister Point	
Skookum	



The Inland Bays Shellfish Brand

Brand Development

By developing a brand, we are developing a story that people want be part of.

Having reviewed the research and information from the discovery phase, and based on some of our conclusions in brand analysis, we are prepared to make provisional recommendations to refine your brand and express Inland Bays Shellfish brand experience. As outlined in the proposal, these components include:

Brand Promise

The brand promise puts into words the experience each of your audiences can expect.

Brand Personality

Articulates the brand in human terms that establishes your deepest, most meaningful equity. We use archetypes to explore your rational and emotional sides, then develop a statement that reflects the substance of who you are.

Positioning Statement

A succinct statement that communicates who you are, your target audience(s), what makes you different/better than the competition and the anticipated result.

Brand Messaging

Key points that guide the composition of any content for all of your communication vehicles—including the name.



Brand Promise

What constitute the heart & soul and substance of Inland Bays Shellfish?

The “Heart and Soul” of Inland Bays Shellfish

- A new product that supports Delaware’s “culinary coast”—and the restaurants that exemplify it.
- A valuable resource that supports the cleanliness and health of Delaware’s inland bays.
- A stimulus to improving the economic health of Southern Delaware.

The Substance of Inland Bays Shellfish

- The Inland Bays oyster is plump, with a deep cup, and a sought-after brinness that consumers desire.
- Each oyster filters upwards of 50 gallons of water a day, removing excess nutrients, thereby improving the water quality of Delaware’s inland bays.
- It creates new jobs and income for those engaged in the farming, distribution, processing, preparation and serving of oysters in Southern Delaware.

These attributes lead us to the brand promise:

Recommended Brand Promise:

We promise to deliver a superior shellfish product—to the benefit of all oyster stakeholders*—derived from:

- An exceptionally attractive flavor, texture and size profile,
- That will support the culinary, cultural and economic life of Southern Delaware,
- All the while improving the water quality of Delaware’s Inland Bays.

**** Primary Target Audiences***

- Oyster consumers, especially the younger ones
- Visitors and tourists (including culinary tourists)
 - Eventually beyond the local markets to other markets (like NY)
- Oyster farmers
- Distributors & Wholesalers
- Restaurants, farmers markets, fish stores



Brand Personality

The brand personality describes the product as if it were a person, and is a metaphor for what it stands for. As such, it is often useful to draw examples from outside the industry that the client firm is part of.

Your friendly local bartender

Inland Bays Oyster is the friendly guy who serves up drinks at the neighborhood bar. A sharp dresser, he still knows it his job to know everybody's name. And while he makes an effort to please everyone, he does not hide his personality—he speaks his mind with authority, and uses salty (but not inappropriate) language.

Like his friend Dogfish, he knows that local color is important. As a local business owner, he also supports the local economy, and he is also concerned with keeping his block nice and clean. After all, he doesn't just like his local regulars, he loves to introduce tourists and other visitors to his neighborhood.

The “local bartender” provides a solid personification for a brand that is committed to being a part of the ever-growing “culinary coast”—restoring its historic character and attracting more and more people to discover its delights.



Positioning Statement

The positioning statement recasts the promise in more marketing terms, with an emphasis on the elements of the brand that are unique.

Recommended Positioning Statement:

Inland Bays Shellfish provide its various audiences with a product that uniquely captures the flavor of Delaware's Inland Bays:

- A superior shellfish product with an exceptionally attractive flavor, texture and size profile,
- That will support the culinary, cultural and economic life of Southern Delaware,
- All the while improving the water quality of Delaware's Inland Bays.

Naming Considerations

There are several aspects of naming that need to be discussed and deliberated before formal naming is developed.

One Brand Name—or a Branding Family

- **Branding Issue**—Will we have:
 - One brand name
 - A brand umbrella, that can be customized by individual growers, or
 - The branding as a descriptor line for Inland Bays shellfish that accompanies a single brand name or a brand family.

Local Culture, Agriculture, Recreation or History

- **Indian Names**—There are several current oysters with American Indian names. Unfortunately, the one candidate for this—Nanticoke—is also a river, but one that feeds the Chesapeake Bay, and so it is a potentially misleading or confusing name.
- **Agriculture**—Chickens, corn & soybeans and lima beans do not really lend themselves to oysters.
- **Recreation**—There may be much potential in looking at the branding potential of words like sport fishing and windsurfing.

Local Geography

A majority of existing names focus on geography (as large as Chesapeake Bay and as small as Glidden Point). So a logical starting point is geographically relevant names.

- **Inland Bays**—it is hard to imagine that Inland Bays will not be part of the branding.
- **Components of the Inland Bays**—There are three constituents of the Inland Bays. In ascending order of length:
 - Rehoboth Bay
 - Indian River Bay
 - Little Assawoman Bay
 - The fact that two of these are long is problematic. And that does not even address the pronunciation and suitability of the word “Assawoman” in a brand name.
- **Alternate Regional Names**—Among the names of the rivers that feed the bays other than Indian River, the “prongs” and “branches” are too specifically located for a brand that will cover the entire Inland Bays. The same would go for the various “points”.
 - Please note that does not mean that area names like Drum Point, Frame’s Point or Stockley Creek would not be suitable as sub-brand names under an Inland Bays umbrella.
- **County Names**—Sussex may actually work well as part of a name.

