

# Bristol Bay Sockeye Salmon 2019 Year-end Marketing Report

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Prepared by Rising Tide Communications  
*February 2020*



**BRISTOL BAY**  
ALASKA'S SOCKEYE SALMON

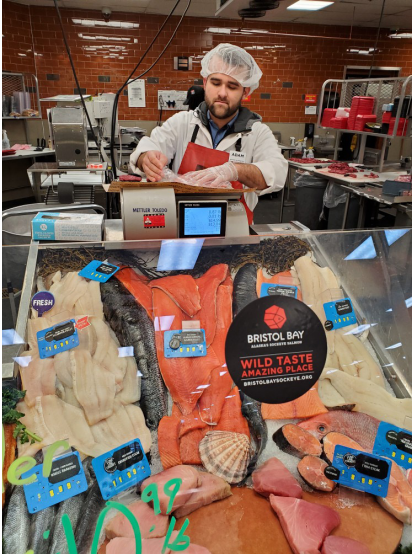
# Overview

In 2019, the Bristol Bay Sockeye Salmon brand maintained a strong position and made gains in industry awareness and partnership. This was the year we made breakthroughs in the retail program with larger coveted chains like Wegmans and Harris Teeter while advancing discussions with key potential partners such as Wakefern/Shoprite, King Soopers and Fred Meyer. Processor and distributor partners called upon us to help their best customers. Online seafood marketing heavyweights Butcher Box, Wild Alaskan Company and Salmon Sisters all made Bristol Bay assets and messaging part of their seafood marketing campaigns. The Bristol Bay brand continues to draw praise and win awards for their high quality marketing materials and brand attributes. This year, RTC set a goal to link and integrate all programs to support our industry goals and saw increased attention based on those efforts.





### RETAIL



Seafood counter displaying BBSS at a Harris Teeter location.



Signage at a Wegmans location.

Bristol Bay's retail promotion program began in 2016 and experienced substantial growth in 2019, with 14 major retail chains participating in promotions in over 800 store locations across the country. 2019's participating retailers included Costco, Earth Fare, H-E-B, Harris Teeter, Market Basket, New Seasons Market, QFC, Raley's, Rouses, Rosauers, and Wegmans. An impressive 34% average sales lift from participating retailers has demonstrated the program's effectiveness across market demographics. With the primary goal of **increased demand for Bristol Bay product and brand loyalty**, we evaluated the program on the following Key Performance Indicators:

#### Goal: Increase size and scope of retail partnerships

- In 2019 we welcomed many new retail partners from across the U.S., including Wegmans, Harris Teeter, Rosauers, Earth Fare and Market Basket. Bristol Bay Sockeye Salmon had relationships with 4 of the top 6 retail chains nationwide according to Dunnhumby's Preference Index.
- One key retailer, Wegmans, was a critical addition to the promotional lineup in 2019. BBRSDA and RTC met with them in Boston, helped them execute a successful buyer's trip to Bristol Bay, which led to them initiating a first-ever refresh program using exclusively Bristol Bay sockeye salmon. They are regularly ranked at a favorite grocery store brand by shoppers in the U.S.
- Bristol Bay Sockeye Salmon was featured in 283 fresh promotions and 546 refresh promotions.

One reason for the drop in refresh promotions, though still with the same number of retailers (five each) was that H-E-B went from a chain-wide merchandising promotion to a select retail location demo promotion in 70 stores. This represented one key reduction.

The drop in refresh retail store counts, despite the same number of chains promoting (eight chains) can be attributed to the loss of Giant Eagle, which represented 170 stores. Giant Eagle will likely be a 2020 partner.

#### Goal: Year-over-year increase in stores promoting the Bristol Bay Sockeye Salmon brand

- We executed retail promotions in over 800 stores in 2019, and would have exceeded 2018's store count if not for the 450+ promotions that commenced just after the new year, although their preparation labor happened in 2019.



*Fresh Bristol Bay case display in a Wegmans location.*

### Goal: Retailer retention

- Of our 2019 partners, as of the writing of this report, 9 out of 14, or 64%, have run repeat promotions.
- Half of our repeat partners (5 out of the 9) also ran promotions in 2018. The remaining four partners executed repeat partnerships in January 2020.
- All of our fresh season promotion partners in 2019 were repeat partners.

## INDUSTRY

Our primary industry goal is **increased engagement from industry with brand and organization**, and we evaluated the program on the following Key Performance Indicators:

### Goal: More processor-initiated retail and foodservice leads

- BBRSDA attended the Seafood Expo North America in Boston for the second year running. Meetings were held with processors North Pacific, Ocean Beauty, Trident, Orca Bay, Copper River Seafoods, Peter Pan, distributors Pacific Seafoods, Samuels and Sons, Seattle Fish Co., Boston Sword and Tuna, Inland Seafood, Superior Foods, and retailers Fresh Direct, Food Kick, Wegmans, QFC, HyVee, Schnucks and Whole Foods.
- In 2019 many of our retail leads were generated by processors, notably the brand's first foray into branding in Costco warehouses as a result of outreach from Trident Seafoods.
- Members of Ocean Beauty international sales team approached BBRSDA with inquiries about working with overseas partners in Northern Europe.

### Goal: Increase number of distributor relationships

- In 2019, RTC established new relationships with seafood distributors Seattle Fish, Inland and Samuels and Sons.
- Marketing team held dedicated on-site meetings throughout the year with several key seafood distributors, including Pacific Seafoods in Seattle, Portland and California; Samuels and Sons in Washington, D.C.; and had a phone meeting with Seattle Fish Co. in Denver.
- Pacific Seafoods is a prime example of a valuable distributor partnership. They were instrumental in onboarding Raley's after the RTC marketing team visited Pacific Seafoods in Sacramento, which has led to a year-long marketing partnership in 2019. Pacific was instrumental in coordinating the on-location video shoot in Bristol Bay in the summer of 2019 which resulted in the Raley's video. Pacific Seafoods also produced their own co-branded Bristol Bay point of sale materials to distribute to their customers





who purchase cases of frozen Bristol Bay fillets (such as smaller retailers and even foodservice outlets).



*On-pack labeling of Costco promotion.*

### **Goal: Increased quantity of branded on-pack labels use**

- The Costco promotion resulted in a highly visible on-pack labeling with nearly 500,000 stickers in Q4 of 2019.
- Hy-Vee received 6,000 on-pack stickers for marketing Orca Bay's branded fillets in December 2019.

### **Goal: Increased number of processors using digital assets and sharing content on social channels**

- Pacific Seafoods was very active in promoting Bristol Bay at Raley's, even using photos from the media library to sponsor product giveaways on Raley's social channels.
- Some partners, who were not contracted promotional partners, used assets from the media library in digital promotions and social media, including Salmon Sisters, Butcher Box and Wild Alaskan Company.

### **Goal: More utilization of branding on finished goods**

- The Costco promotion resulted in a highly visible on-pack labeling with nearly 500,000 stickers in Q4 of 2019.
- Hy-Vee received 6,000 on-pack stickers for marketing Orca Bay's branded marinated fillets in December 2019.

## **2019 ACTIVITY HIGHLIGHTS**

### **ASMI Retail Collaborations with Bristol Bay Sockeye Salmon**

In 2019 the marketing program took advantage of leveraging existing ASMI retail promotions and relationships to further penetrate retail markets with Bristol Bay sockeye salmon branding. ASMI graciously agreed to allow Bristol Bay Sockeye Salmon to brand the sockeye during some of their larger retail promotions, once the product was confirmed to be sourced solely from Bristol Bay. These notably included regional Whole Foods and select Harris Teeter locations. As a result of the success of this copromotion, Harris Teeter executed a chain-wide promotion in January 2020, and talks with Whole Foods are proceeding for a national promotion.

### **Seafood Expo Global (Brussels Seafood Show)**

In 2019, the marketing program worked with ASMI to secure a table rental at the Alaska Pavillion, hosted by ASMI, at Seafood Expo Global 2020, the world's largest seafood trade



show. This will be Bristol Bay Sockeye Salmon's first year attending the global seafood trade show, and ASMI has offered strategic, planning, meeting and logistic guidance for a successful show.

### Marketing Program Overview Video

RTC produced a short video animating the tenets of the marketing program, and it was launched at the Boston Seafood Show in 2019, helping visualize all of the assets that the program has to offer. The video is designed to further leverage the high visual impact of the brand to respective industry partners, and also to help them quickly understand the comprehensive offerings provided by the marketing program. This video will be further leveraged into content on the new marketing program focused website.

### ASMI Media Tour

RTC and BBRSDA worked with ASMI to host their annual media tour in June 2019. Every year ASMI selects a new location for their media tour and this was the first year they came to Bristol Bay. RTC staff and contractors worked to provide information about Bristol Bay to the group of 12 domestic media and international chefs, planned and attended a welcome dinner in Anchorage, and attended the tour in Naknek and King Salmon where they accompanied the group to tour processing plants, Alaska Department of Fish and Game fish counting weirs and sampling stations, and the local visitors center. They also went commercial set-netting, had dinners with local industry, met fisheries management and government representatives, and visited Brooks Camp in Katmai National Park and Preserve.



*Raley's representatives toured Bristol Bay in June 2019 as part of a custom sourcing video.*

### Raley's Sourcing Video Shoot

During the same week in June 2019, RTC accompanied a key retail partner, Raley's and their distributor Pacific Seafood representatives to Bristol Bay with a videographer to gather b-roll video and to create content for a custom sourcing video for Raley's. This project required close collaboration with the retailer, distributor, processors, lodge, and ASMI, which funded the expenses for the video shoot. The team filmed aboard boats and at a processing plant, capturing back-deck, dockside, beachside

and aerial drone photography at one of Bristol Bay's longest continuously operating processing plants, North Pacific Seafoods' Pederson Point.

### ASMI Video Shoot in Bristol Bay

During this time, the RTC team also conducted a b-roll video shoot, capturing essential storytelling footage for ASMI and BBRSDA such as ADF&G staff conducting in-river fish counts and sweeping aerial videography. By combining efforts (video shoot and media

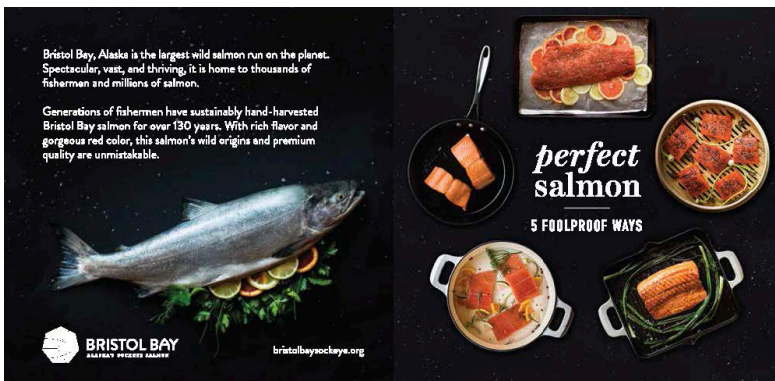




tour) RTC established relationships with several domestic media and international chefs, and provided a bridge to deepen a closer working and mutually beneficial relationship between BBRSDA and ASMI.

**Content and Asset Creation**

In 2019, we continued to expand our content and asset collections with new culinary photos and assets, as well as increased fleet and fishing materials. We collaborated with the RSDA to assist their photo collecting efforts, reviewing galleries from Crooked Footprint, the BBRSDA photo contest, Alana Kansaku Sarmiento and Hayley Gjertsen.



Front and back pages of new Technique Card, which is available to retail partners and consumers.

**Technique Card and Resources**

In response to retail research confirming that consumers still struggled with how to properly cook salmon, the marketing program developed photography and copy to create a four-sided card detailing salmon cooking techniques, available to retail partners and consumers. This content will be leveraged into a salmon cooking microsite in 2020.

**Rub With Love**

We partnered with Tom Douglas' Rub With Love company to develop a recipe card using their rub with three simple salmon cooking methods. We also developed a generic card that could be used with any rub product.

**Training Video**

In response to feedback from partners, we developed a video that can be utilized at any point in the supply chain to train consumer-facing staff about the attributes of Bristol Bay Sockeye Salmon. This will supplement our foundational training deck and will be offered to every retail, foodservice and distributor partner we work with.



New training video for consumer-facing staff at retail, foodservice and distributor partners.



In 2019 we distributed the following point of sale materials to our retail and foodservice partners:

- Aprons: 1,065
- All Recipe Cards: 164,400
- Information Cards: 48,000
- Training Placards: 670
- Ice Picks: 2,630
- On-pack Stickers: 674,000 individual stickers

## PUBLIC RELATIONS

### Product Seeding

In 2019 RTC initiated a consumer facing public relations effort. The goal of the program is to develop overall consumer awareness of the Bristol Bay Sockeye Salmon brand and support regional retail partnership efforts. The consumer PR effort focuses on bloggers, video creators, and social influencers to extol the flavor and health benefits of Bristol Bay sockeye salmon. A list of media targets was created, and initial outreach began in December. The program also includes a budget for paid partnerships to be negotiated in early 2020 and provide greater reach into key markets and audiences.



*Astaxanthin video, which will be promoted in early 2020 across all BBSS channels & pitched to media.*

### Astaxanthin Video

Part of the messaging strategy for 2019 and 2020 is to highlight the health benefits of eating Bristol Bay sockeye salmon. Emerging studies have shown the benefits of a compound called astaxanthin that is found in abundance in wild sockeye salmon. RTC developed a unique and fun [animated video](#) to explain astaxanthin's benefits and connect them to Bristol Bay sockeye salmon. The film will be promoted in early 2020 across Bristol Bay Sockeye Salmon channels and be pitched

to media focused on health and wellness stories.

### Trade Press Releases

Industry and trade communications are an important aspect of the Bristol Bay marketing program and provide an avenue to reach our fleet, stakeholders, and retail partners. Seven industry and trade press releases were distributed in 2019 showcasing the success of the BBRSDA's marketing efforts, and highlighting important issues and news coming out of the Bristol Bay region. Media coverage of the success of Bristol Bay sockeye at retail across the U.S. showcased the growth and momentum of the retail program in 2019.





Additionally, news about the abundance and success of the 2019 harvest season in Bristol Bay, and developments of the ongoing Pebble Mine debate kept industry stakeholders abreast of the latest news from the fishery.

### Miscellaneous Support

RTC assisted in developing a scope of contract for Miss Washington USA Evelyn Clark. Evelyn fishes in Bristol Bay, and RTC provided Evelyn with talking points, social media calendars and additional resources to aid in promotion of the retail program. We also consulted on a national news article in The Nation about Bristol Bay and Pebble Mine written by Alaska writer Julia O'Malley.



### BB Restaurant Week + Samuels and Sons

The inaugural Bristol Bay Salmon Week, executed in partnership with Bristol Bay Native Corporation, was hosted in Washington, D.C. Sept. 16-20, 2019. Seafood distributor Samuels and Son hosted a kickoff event attended by RTC's Matt Aboussie introducing more than 50 chefs to the Bristol Bay brand and available promotional programs. More than 25 restaurants in the greater D.C. area participated in the restaurant week event and showcased Bristol Bay sockeye on menus ranging from fast casual to fine dining. Samuels and Son aided in product sourcing for many of the restaurants, and is eager to do more with the brand. The event also provided key learnings about the unique challenges and opportunities of the foodservice industry, and potential for ways to integrate Bristol Bay sockeye salmon.

### Pier 57

RTC and BBRSDA engaged Seattle's historic and vibrant Pier 57 at Miner's Landing for a 45-day promotion of Bristol Bay Sockeye Salmon at three highly trafficked restaurants under chef Nick Novello. Chef Nick is a passionate Bristol Bay advocate, and created a special menu that showcased the salmon in a number of creative and delicious dishes. The event ran Oct. 15-Nov. 30, and culminated during the 2019 Pacific Marine Expo, providing greater visibility of the event to BBRSDA stakeholders in attendance. The Pier 57 activation was a successful pilot for future foodservice promotional efforts.

### CU Boulder

BBRSDA and RTC have identified commissary and institutional venues as an opportunity for foodservice integration at scale. Many university foodservice programs include language about responsible product sourcing and sustainability that fit well with the Bristol Bay brand. RTC made contact with the University of Colorado's executive chef, and will begin conversations about a foodservice promotion in Q1 2020. CU participates in the



“Menus of Change” initiative that outlines sourcing goals and values and provides a clear path for Bristol Bay integration with participating institutions.

## WEBSITE

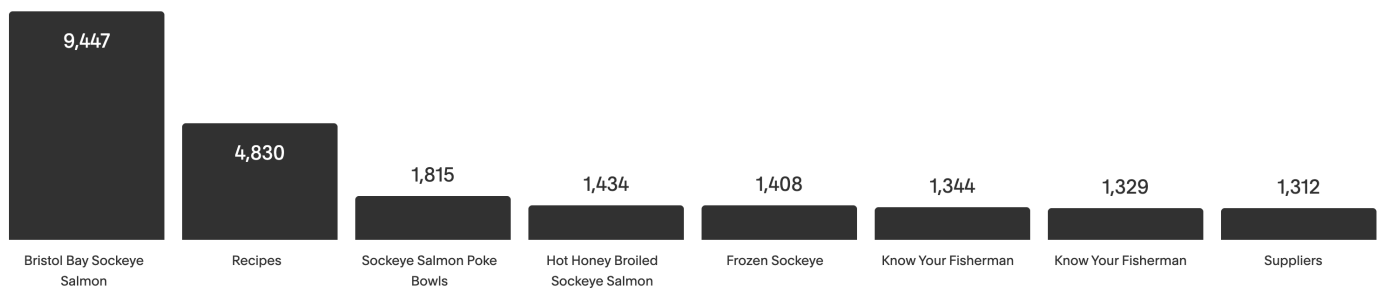
Rising Tide continued to refine and update the Bristol Bay Sockeye Salmon website in 2019 to increase the usability and stay current with tech and social trends. Some highlights include:

- New recipes: We added 16 recipes from ASMI’s salmon recipes and three original recipes - salmon musubi, salmon waffles and spice-rubbed salmon. We streamlined the recipes to each include a printable download version and a social media graphic if the link were to be shared.
- Know Your Fisherman updates: RTC produced a new page layout and profile page layouts for the fisherman profiles that add more visual diversity and better showcase the dynamism of the fleet. Fresh copy and updated information made this section of the website current and versatile in its appeal to different audiences.
- In April we implemented a back end tracking system on the Media Library to better analyze a variety of metrics, including what assets are downloaded the most and who is using the media library.
- Cooking Techniques section: With the creation of the cooking techniques cards, we updated the website with a new page in the “Wild Taste” menu dropdown. The new Cooking Techniques section includes all five techniques with photos and a printable version linked at the bottom.
- Google Analytics: At the end of the year RTC set up more robust Google Analytics parameters for tracking website usage and producing data to be used to improve marketing efforts.

### Popular Content

Tue, Jan 1 – Tue, Dec 31, 2019

Last Year ▼



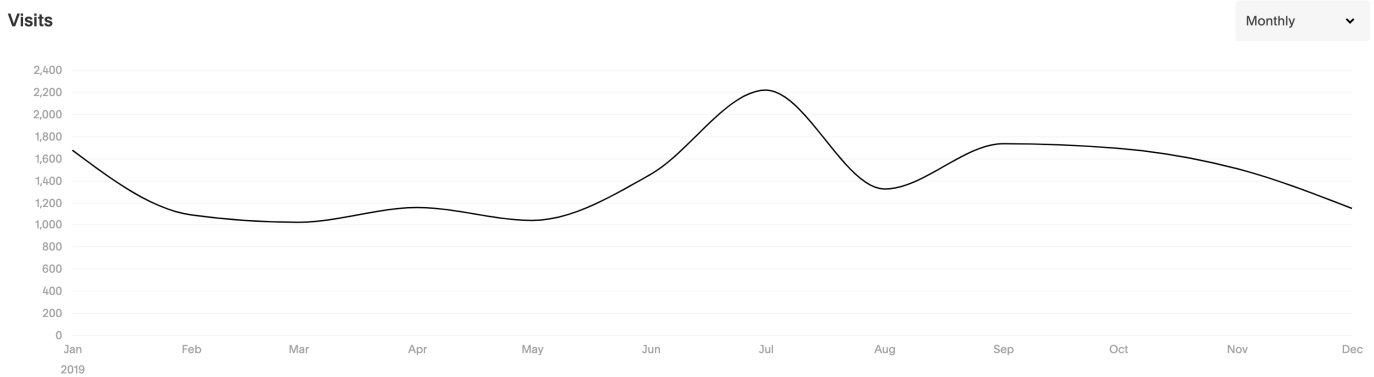
Here are the most notable data points from the 2019 website analytics:

- July had the most web visits with 2,213
- Traffic increased by 44% in 2019





- 44% of visits in 2019 were from search engines, 36% of visits in 2019 were from directly going to the site, and 14% of visits were from social media
- 4.8k people viewed the Recipes page with the Poke Bowls recipe being the most popular of 2019
- It appears more people interacted with the site when it comes to button clicks. Button clicks increased 216% with the Recipe Gallery button on the homepage being the most frequently clicked button.
- The Direct Marketers form received 27 submissions in 2019.
- The homepage saw an increase of 3.2k visitors in 2019



### Media Library

The most downloaded asset in 2019 was the 60-second “Bristol Bay Fishing Facts” brand video with 16 downloads followed by the Bristol Bay digital map with 15 downloads. In all, 576 different assets were downloaded at least once in 2019.

### SOCIAL MEDIA

## March 2019 Bristol Bay Social Content Calendar

Facebook and Instagram

**Social Content**  
Tuesday, March 12, 2019

Facebook

Taco 'bout a simple weeknight meal! Bristol Bay sockeye salmon is the perfect protein for your #tacotuesday dinner. 🌮 Find our recipe here → [bit.ly/2Qo3l8C](http://bit.ly/2Qo3l8C)

Instagram

Taco 'bout a simple weeknight meal! Bristol Bay sockeye salmon is the perfect protein for your #tacotuesday dinner. 🌮 Find our recipe at [bristolbaysockeye.org](http://bristolbaysockeye.org).

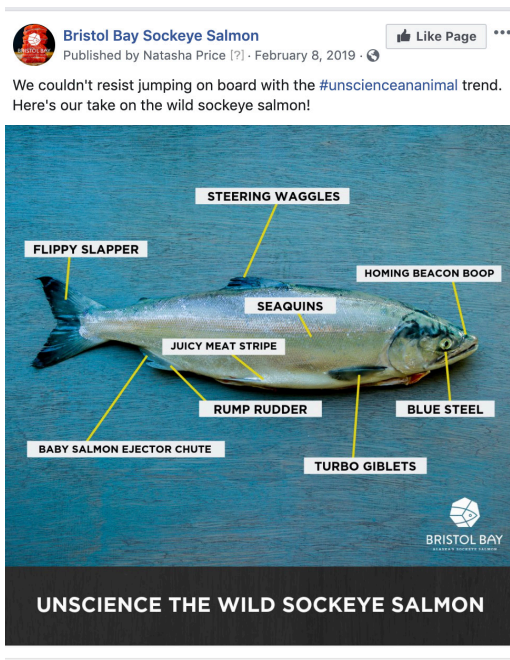
Image source: Ash Adams photo

Rising Tide has streamlined the whole social media process with Bristol Bay Sockeye Salmon. We have a more visual way of presenting the content calendar to the BBSS team in a Google Sheets format rather than a spreadsheet. We also conduct a monthly internal staff meeting to collaborate on content for the next month’s content calendar. This has improved the overall content immensely by ensuring relative harvester insights, updates and events from across our programs are shared in a meaningful and timely manner.



# BRISTOL BAY SOCKEYE SALMON

## End-of-Year Marketing Report 2019



In 2019 Rising Tide began creating in-house graphics and content to help boost Bristol Bay's social media channels. Memes such as "Summer is Coming" to "Unscience the Wild Salmon" and the "Find Your Fish" graphics performed especially well, increasing engagement and further establishing Bristol Bay's authentic brand voice.

Brand marketers know in this age of social media, it's "pay to play." In order to be seen you've got to invest in social media advertising. In 2019 Rising Tide boosted (paid to extend the reach of) 2-4 posts a month, separately from social media advertising, to increase visibility of Bristol Bay Sockeye Salmon among target audiences on Facebook and Instagram. Boosted posts resulted in more engagement (like, shares, comments, etc.) which in turn led to increased followers, due to our ability to invite new members of our our target audience to like BBSS who reacted to any of the boosted posts. We plan to increase monthly boosted post spends in 2020.

Our main goals for 2019 social media were to be more engaged, more disciplined and more cohesive. With monthly internal content meetings, continuous monitoring for comments, increased engagement (responding to comments online), and regular communication between programs we have achieved these overarching goals. Here are more specific social media goals we successfully achieved in 2019:

- Increased follows or likes
- Increased custom graphics, one per month
- Increased animated posts
- Start link sharing program for Instagram
- Refresh hashtags and customize by post
- More creative, quirky and out of the mainstream content
- Pre-planned monthly paid strategy
- Improved client review and approval process



## Facebook

### Likes

Each month the Bristol Bay Facebook account accrues a healthy number of new followers. While these are all organically collected, we enact a tactic to inspire more of our target audience to follow the account. Whenever we boost a post, our goal is to reach people who have not heard of Bristol Bay Sockeye Salmon before, but would be a good fit for the brand based on a variety of demographics. These boosted posts garner several likes by people who don't follow the account, at which point we have the opportunity to invite these target audience members to like the Facebook page. This often results in new likes and is a great way to gain followers who are an optimum brand fit for Bristol Bay Sockeye Salmon's messaging. Over the past two years the Facebook page has been growing slowly but steadily. In October we exceeded 20,000 page likes!

### Unlikes/Deactivated accounts

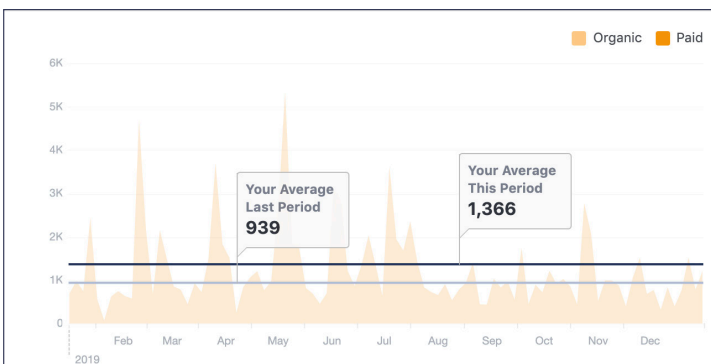
One of the reasons the account has been so slow to gain followers is that each month Facebook does a sweep and shuts down deactivated and bot accounts. These shut downs count as "unlikes" to the page. The Bristol Bay Facebook page lost on average 39 followers a month due to these deactivated and spam accounts. An average of seven people a month actively unliked the account. This low number of unlikes is a sign that we are targeting the right audience with the right content and messaging.

### Engagement

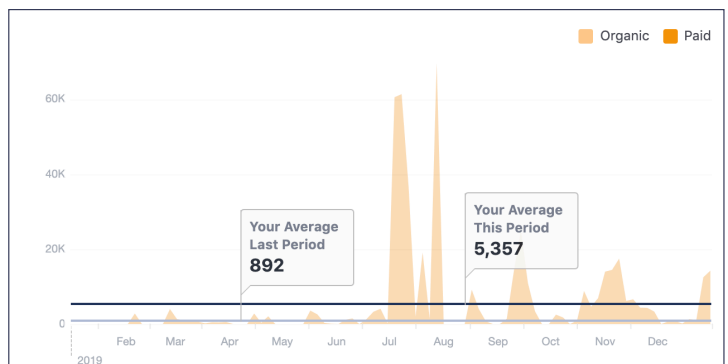
Engagement measures the effectiveness of your posts and how well you are connecting with your audience. In Facebook, engagement metrics are calculated based on the number of likes, comments, shares, and clicks your posts are generating. Facebook's algorithm uses page engagements to determine which news feeds your posts will show up in and the overall reach of your posts.

### Reach

Reach is the number of people who saw any of your posts at least once.



2019 Facebook organic post reach



2019 Facebook paid post reach





In the graph of 2019 organic posts, you can see our organic Facebook posts reached more people on average than in 2018. Our paid posts reach saw a vast improvement over 2018. We also saw more engagement (comments, shares and likes, etc.) in 2019 than in 2018.

### **Instagram**

Overall, the Bristol Bay Instagram account is steadily growing and keeping our viewers engaged. Instagram has initiated a change in their app that does not show viewers how many likes a particular post receives. This is unrolling slowly and in late 2019 has taken effect with the Bristol Bay Instagram account but only to certain viewers. We are monitoring this change to see if it will affect the account in any way.

### **Followers**

In 2019 we saw a steady climb in Instagram followers with an increase of more than 1,100 from 2018. In September the account received the highest number of new followers with 151.

### **Likes**

Overall post likes have seen a very slight decrease since 2018, with the “Summer is Coming” graphic being the most-liked photo with 376 (compared to 2018’s top-liked photo with 411 likes). We are unsure why this metric is down, but it does not appear to be affecting the overall health of the account as all other metrics are up since 2018.

### **Impressions**

Impressions are the number of times your content was shown to users. Our “Unscience the Wild Salmon” graphic garnered the most impressions in 2019 with 5,301, which surpassed 2018’s high number of 4,760, and is the highest ranking post for impressions in the past two years.

### **Engagement Rate**

Engagement rate is the sum of the likes and comments that you receive per post, divided by the number of followers that you have. Bristol Bay’s engagement rate has stayed about the same since 2018, which is a good thing. It means we’re still supplying interesting content to our followers. Although the engagement rate is staying the same, we’re actually seeing more interaction overall because of the increase in followers, so this is a healthy metric for Bristol Bay Sockeye Salmon.



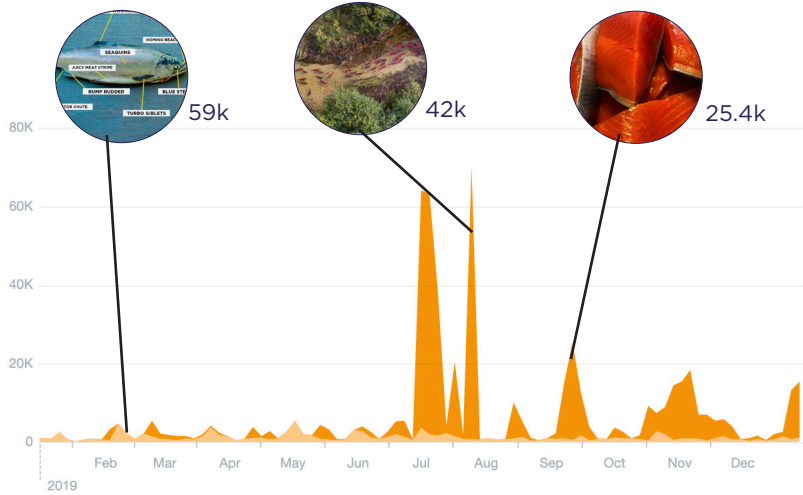
# BRISTOL BAY SOCKEYE SALMON

## Social Media Dashboard: Facebook 2019



### TOTAL REACH IN 2019

The number of people your posts were served to.



### PAGE LIKES



# 20,135

**+1,276 IN 2019**  
**+959 IN 2018**



### TOP BOOSTED POSTS OF 2019



**8/15: 38k reach**  
**5.8k engagement**  
**100 link clicks**



**5/14: 18k reach**  
**3k engagement**  
**81.3% male/18.7% female**



**9/19: 15.4k reach**  
**2.6k engagement**  
**97.3% viewed on Instagram**



### TOP 3 MOST ENGAGING POSTS OF 2019

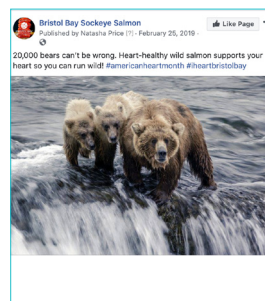
The number of people your post reached who then liked, commented, shared or clicked on your post. Highest-engaging posts were fisherman profiles.

#### Fisherman Profile



**May 2: 19% engagement**  
**2.4k post clicks**  
**Reach: 11.3k**  
**100% organic**

#### American Heart Month



**Feb. 25: 14% engagement**  
**239 post clicks**  
**Reach: 1.6k**  
**100% organic**

#### On Deck



**May 6: 13% engagement**  
**417 post clicks**  
**Reach: 3.6k**  
**100% organic**



### TYPES OF POSTS

The success of different post types based on average reach and engagement.



Avg. reach: 998  
Avg. clicks: 109  
Avg. reactions: 26



Avg. reach: 913  
Avg. clicks: 47  
Avg. reactions: 33



Avg. reach: 830  
Avg. clicks: 21  
Avg. reactions: 21



# BRISTOL BAY SOCKEYE SALMON

## Social Media Dashboard: Instagram 2019



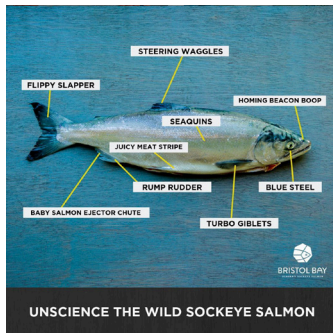
### MOST ENGAGING POSTS OF 2019

These photos garnered the most follower interaction.



March 21

**425 Engagements**



Feb. 8

**417 Engagements**



April 16

**398 Engagements**



### FOLLOWERS



**6,936**

**+1,243 IN 2019**



### TOP 3 POSTS OF 2019

and their top stats



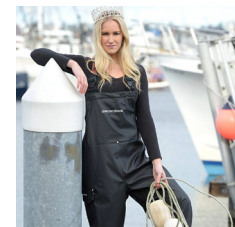
Feb. 8

**5.3k impressions\***

**3.7k reach**

**33 saves**

\*most in past 2 years

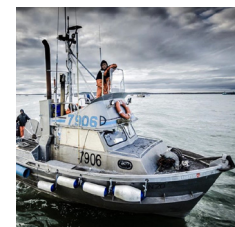


May 2

**4.8k impressions**

**70 profile visits**

**365 likes**



Sept. 2

**4.9k impressions**

**3.8k reach**

**286 likes**



### TOP TYPES OF POSTS IN 2019

