

National Seafood Industry Leadership Program 2009

Program Report



Nick Danenberg

**Seafood CRC Post-Doctoral Researcher
University of South Australia**

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NSILP Program Overview

The National Seafood Industry leadership Program equips individuals with skills, networks and a whole of industry perspective, giving participants the opportunity to represent their industry and make a contribution at a national level in the future. The program comprises three residential sessions over six months with participants making a commitment to undertake a significant industry project during that time. The NSILP design focuses on creating effective linkages between current leaders and participants through mentoring, industry information sessions and participation at program dinners.

Fisheries Research and Development Corporation has formed a partnership with Rural Training Initiatives to design and deliver the NSILP. Rural Training Initiatives has been part of the facilitation team and has delivered the seven years of the Fisheries Research and Development Corporation funded national program. The program has now graduated seven groups of future industry leaders.

The NSILP is the only national seafood industry specific leadership program and was initially designed in consultation with seafood industry people through the work of the Australian Fisheries Academy and was delivered for seven years by Leading Industries. In excess of seventy graduates of all ages and from all sectors of the industry have benefited from the skills and knowledge developed during the program.

The course focuses on developing the skills that participants can apply at three levels – personal, business and industry. They are also encouraged to develop and implement plans associated with these three strategic areas. The NSILP participants will also be involved in a nationally strategic project.

Graduates have gone on to apply their skills to a variety of areas including regional network development, regional and state industry association boards and reference committees and effective business management. The content of the program ensures that participants are exposed to handling conflict, effective communication, efficient meetings, high performance team building, managing change and media training.

As part of the NSILP, participants are challenged with having to develop a project concept or strategies that will help achieve not only their vision for the seafood community but their mission for the group over the six month program.

NSILP Participants 2009

Name	Title	Phone /Email
Dr Andrew Tobin	Research Scientist, James Cook University.	07 4781 5113 / andrew.tobin@jcu.edu.au
Ms Anni Conn	Business Manager, Seafarm Aquaculture.	07 4098 5846 / AConn@seafarm-cardwell.com
Mr Craig Murray	Quality Assurance and Safety Officer, Sydney Fish Market.	02 9004 1127 / craigm@sydneyfishmarket.com.au
Mr Robert Carne	Manager Indigenous Development, NT Fisheries.	08 8999 2164 / robert.carne@nt.gov.au
Mr James Moriarty	Southern Waters Marine Products, Seafood Possessors and Exporters.	08 8682 6366 / james@southernwaters.net
Ms Laura Best	Industry Development Officer, Industry and Investment NSW.	02 9527 8574 / laura.best@industry.nsw.gov.au
Dr Nick Danenberg	School of Marketing, Ehrenberg-Bass Institute, SA.	08 8302 9167 / nick.danenberg@unisa.edu.au
Mr Simon Rowe	Program Manager, Oceanwatch Australia.	02 9660 2262 / simon@oceanwatch.org.au
Dr Andrew Winzer	Project Manager, Western Rock Lobster Council.	08 93405002 / andrew@wrlc.com.au
Mr Bryan Denny	Tasmanian Commercial Divers Association and Director, <i>Ocean Blue Diving</i> .	03 6248 8071 / bryanandrobyn@bigpond.com.au or motunui@live.com.au
Mr Malcolm Poole	Chair, Recreational Fishing Alliance of NSW.	02 4362 1687 or 0403 125 766 e: president@rfansw.com.au w: www.rfansw.com.au
Ms Shalan Bray	Manager, Co-management, AFMA.	02 6225 5383 / shalan.bray@afma.gov.au
Mr Tobin Woolford	SA Abalone Industry – Diver and Processor and Exporter at ‘ <i>Abalone Down Under</i> ’.	08 8682 4107 / thwoolford@bigpond.com
Mr Wesley Jones	Australian National Sportsfishing Association.	08 8645 4655 / david@whyallasportsfishingscene.com.au

NSILP 2009 Project

As a group, our cohort of program participants decided upon a future Vision for the entire seafood industry as well as a mission objective for us to collectively achieve in 2009.

As a group, the NSILP 2009 participants agreed on the following vision and mission for the Australian seafood community and together devised a series of strategies to underpin this. The strategies focus on communication and education, conflict resolution and capacity building.

Our vision for the Australian seafood industry was:

Vision:

A cohesive seafood community based on pride, ownership and respect

A key aspect of this vision was the use of the term 'Community' rather than 'Industry' to collectively and inclusively represent the diverse range of different sectors' needs, values and experiences.

And our 2009 mission was to:

Mission:

Deliver a program to improve communication of the Australian seafood community through promotion, education and awareness.

In order to meet the mission objective, there were 3 strategy streams to underpin the mission:

Strategies:

1. The Australian Seafood Experience—a model for promotion for the seafood community.
2. Communication to the next generation network to decrease conflict between industry players.
3. Training to increase capacity for decision making.

Personal NSILP Experience

The strategy group that I was a large group of 8 geographically diverse participants focused on delivering: “A Seafood Experience Trail — a model for promotion of the industry”. We felt that it is important for the industry to have the public more aware of the unique attributes of our seafood and fisheries and to experience for themselves the wonder of Australian seafood. To do this, we focused on designing a plan for a comprehensive, nationally-coordinated, though locally-focused, activity-based campaign of constructing various seafood experience trails. Early on in our work, we discovered that it would be impossible for us to deliver a national, “physical” trail or sequence of trails and therefore set upon the concept and design of a virtual seafood experience trail via a comprehensive website.

We were able to deliver a comprehensive presentation of our strategy to members of the FRDC, Sydney Fish Market, Seafood CRC and other key industry representatives on the final day of our Canberra residential.



For me, as someone who completed a management degree some time ago, the main benefit of the NSILP program came not from the formal course material, but rather the interpersonal relationships that I built over the 6 months of the course. The various theory that was presented in the course was nevertheless still very useful to me and I did get something out of most, if not all, sessions; if for no other reason than from the course being a refresher course.

The value of this to me came from having the opportunity to revise core concepts of leadership from a new perspective from the position of being able to apply them directly to my relatively new work area of focus in the seafood community. Being able to revise this material instead of having to learn it from scratch allowed me the chance to focus on some of the concepts and process the ideas a little more deeply than I probably have done previously.

However, for me, the most valuable thing that I 'learnt' over the 6 months of the course was the establishment of connections with other aspiring leaders in the seafood 'community'. The opportunity to network and work collaboratively with people from such a diverse range of areas within the community was truly beneficial to me; especially at my stage of experience in the seafood industry. It was not only the building of networks with fellow NSILP course participants that I found valuable, but also the exposure to others in the community through the various network events, dinners, panel sessions and activities that the course provided.

Some examples of how the network of connections that I established as a result of the course include:

- the week after the course finished I attended the Rocklobster conference in Adelaide and three fellow participants were also in attendance—a government official from FRDC/DAFF, a research scientist from the Western Rocklobster Council and a processor.
- While delivering the Marketing Masterclass on behalf of the CRC in several cities around Australia the issues discussed in the NSILP course and/or contacts made from the course have frequently come up. The network of connections made or knowledge shared as a result of the course has literally unlocked or opened several doors to me.
- Immediately (the very first day!) after coming back from the final residential of the course I received an email from a fellow academic who had recently been in Port Lincoln and who had heard about what my strategy group had been working on. She was extremely interested to hear about my experiences and how they aligned with her thoughts. As such, there is potential scope for collaboration on future research.
- Since completing the course I have called or emailed several contacts made from the course for various work-related enquiries.
- More than anything else, it has made me realise even more clearly the need for greater cohesion within the industry across all sectors and the fact that there is a strong consensus within many groups in the industry to work towards achieving this aim.
- Being invited to speak at the Seafood Directions Conference in 2010 to share my research findings, views, and experiences.

Like some of my fellow course participants, I also very much enjoyed the residential session in Canberra where we were able to engage with key industry representatives

and met the Minister for Agriculture Food and Forestry (Hon. Tony Burke) in a meeting in Parliament House. This experience was tremendous from the perspective of re-affirming our group's vision for cohesion within the entire seafood community; and also of our strategy group's mission to deliver an all-Australian Seafood Experience. A mere few days before we met in Canberra, Minister Burke issued a press release announcing the establishment of a program to support regional and rural areas with regards to food tourism. It was tremendously reassuring and inspiring to see this policy initiative so closely aligning with our group's seafood experience mission.

Another highlight of my NSILP program was my role as chair of the final strategy session. Having the role to chair and MC the events where we as a group presented our strategies to the present leaders of the industry was particularly exciting, challenging and ultimately very rewarding. Really, it was a role that truly encompassed several aspects of leadership; and after all, the development of these skills was the aim of the course in general. I look forward to undertaking more of these roles within the seafood industry in the future.

It has been a great privilege to have been able to take part in the 2009 National Seafood Industry Leadership Program. The experience for me has been challenging, empowering, informative, and confidence boosting and has provided me with a new set of skills that will enable me to grow from both a personal and professional perspective.

Strategy Project – An Australian Seafood Experience

Mission:

Deliver a program to improve the communication of the Australian Seafood community through promotion, education and awareness.

Strategy Title:

An Australian Seafood Experience.

Summary

The idea for an Australian Seafood Experience came from the brilliant experience that we had as a group on our first residential in Port Lincoln with Adventure Bay Charters run by Matt Waller. We took his boat tour out into the bay and experienced farmed tuna close up and were able to swim with them in their sea cage. This personal experience was engaging and informative and left us with a good understanding of the industry we had been exposed to. We identified a great untapped resource in the seafood community of business value adding by encouraging locals and tourists within their community, to come and visit their businesses and engage in a close up experience of the product / production method / catch method / preparation method etc. Such activities would have the combined benefits of educating the broader

community through the most effective teacher, experience, and also adding another source of sales to the businesses.

We determined that there is a desperate need for the Australian seafood community as a whole to “collectively delight” its consumers and customers. By breaking down the barriers between industry and the consumer by way of opening doors and welcoming the general public in to get a behind the scenes look at the industry, would foster greater understanding and insight in consumers of the community from which their Australian seafood comes. The Eyre Seafood Experience Trail in SA is one such concept that has taken off and is a great example of an initiative where a small group of seafood producers / restaurants and retailers have come together with the support of the local tourism board to provide an exciting and positive seafood experience for locals and visitors to the area.

Our strategy project aim was to look at how this model might be rolled out on a national scale using a central website portal as the directory or interface to connect the subscribers and users.

Strategy Goal and Objectives:

1. *Facilitate effective and efficient information sharing of national seafood experiences.*

- 1.1 Undertake a desktop audit of current Australian seafood trails and/or food trails.
- 1.2 Develop the basic model for a national website that supports and promotes seafood experiences regionally but which is also appealing to website visitors.
- 1.3 Investigate the short falls and/or obstacles encountered by others in the development of their seafood trails and associated websites.
- 1.4 Develop a template for regional tourism boards and businesses to ensure standardised information is included on the national website.
- 1.5 Identify possible bodies and/or organisations that could manage such a website in the future.
- 1.6 Identify potential subscribers and funders of the website.

2. *Improve community knowledge about the Australian seafood industry and the resources on which it relies.*

- 2.2 Improve the public’s perception of the Australian seafood industry by highlighting the many unique and memorable seafood experiences available around the country.

2.2 Promote awareness of the Australian seafood industry through the provision of educational DVDs and other factual information which tells the seafood industry story.

2.3 Investigate the idea of developing an Australian Seafood Ambassador to promote and lift the profile of Australian seafood as a whole.

2.4 Identify other innovative ways to help promote readership and use of the website.

3. *Promote partnerships within the seafood industry on a regional and national level.*

3.1 Identify regional champions that will help coordinate participation and support at a local level.

3.2 Identify and list geographic clusters of seafood businesses located throughout the various states and territories which could offer a range of local experiences to visitors.

3.3 Develop a comprehensive database of local seafood industry businesses / individuals that would be interested in subscribing to a national website.

3.4 Promotion of a consistent message at a national level about the seafood industry.

Strategy Implementation Process:

- Undertook a desktop audit of other seafood and/or seafood trails to ascertain their objectives, funding sources, membership, services offered, promotional tools, obstacles and secrets to ongoing success.
- Engaged with numerous seafood industry representatives.
- Highlighted potential funders and subscribers to the national website through verbal discussions with such people.

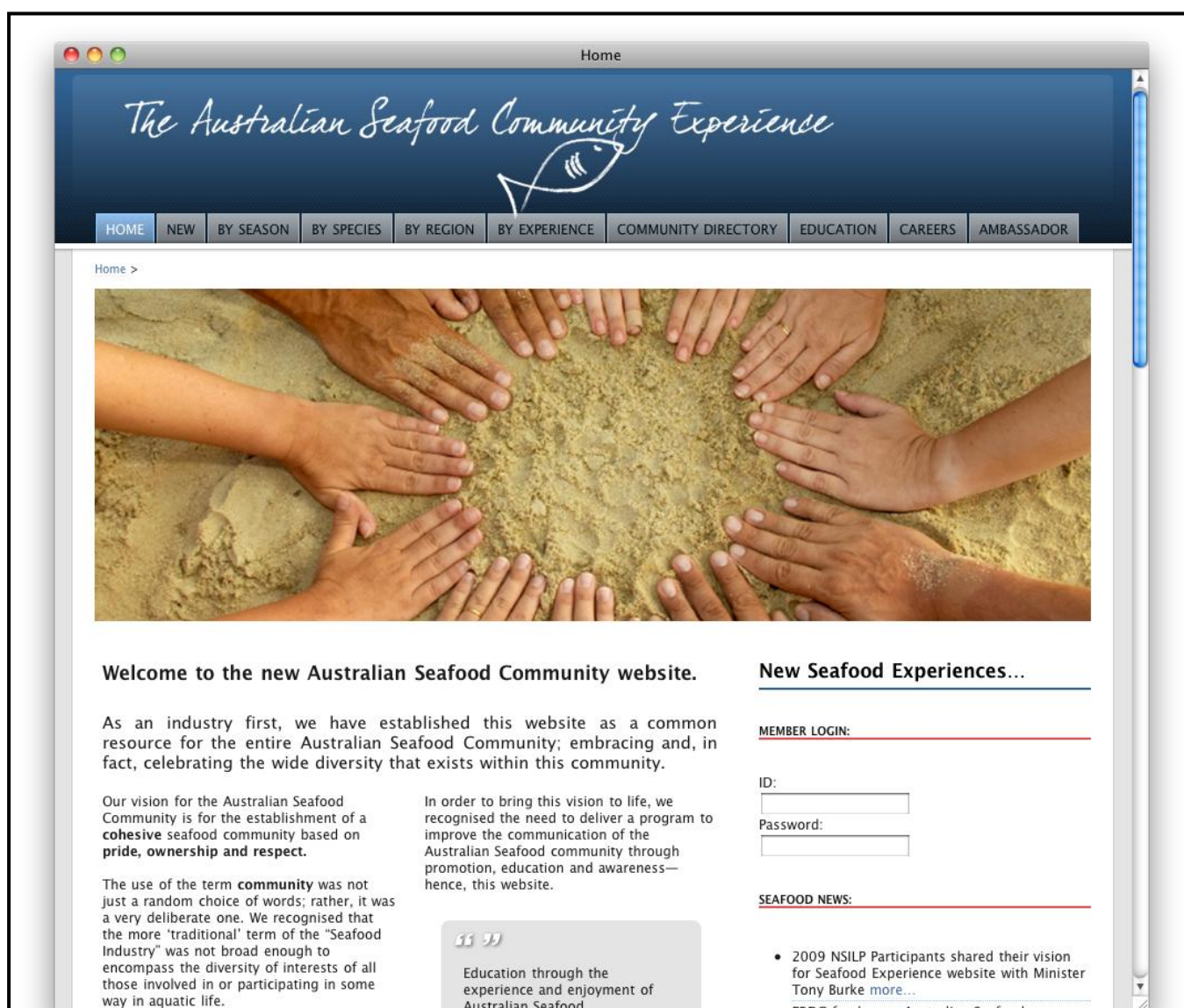
Strategy Outcomes:

1. Identified the need for a collective, positive and consistent display of all things seafood at a national level.
2. Provided an idea that allows the seafood industry to showcase and communicate their product, knowledge and businesses.
3. Provided a basic structure / model for a national seafood experience website.

4. Developed the outline for an educational DVD and identified the need for an Australian Seafood Community Ambassador.
5. Gauged the interest in a comprehensive database of seafood businesses, individuals, subscribers and funders interested in any eventual national website.
6. Provided recommendations on how to avoid the pitfalls of other more regional seafood trail websites.

Strategy Next Steps:

- A scoping study for a national seafood experience trail that provides a link between the Australian seafood industry and the wider community will need to be undertaken.
- Development of a National Seafood Tourism Strategy



Demonstration Australian Seafood Experience website page

My introductory address to the mission and strategy launch presentation

Ladies and gentlemen, welcome to the 2009 National Seafood Industry Leadership Program Mission and Strategy launch presentation.

My name is Nick Danenberg and it gives me great pleasure to be chairing this event for you today.

I am a Post-doctoral researcher with the Seafood CRC specialising in marketing and advertising research, based in the University of South Australia.

On behalf of all of the 2009 participants, I would like to firstly sincerely thank you all for being here today and, in particular, those of you who have travelled from afar to attend this launch presentation; to listen to our collective vision for the Australian seafood industry and the 3 key strategies that we feel are of the highest priority for the industry to commit to in order to deliver our vision.

As a group who have been working towards this day for 6 months, there would be nothing worse than for us to be presenting to an empty room. Your presence here today, as existing leaders within our industry,

coming here to listen to us, as aspiring leaders is indeed a strong affirmation of us, what we have achieved already, hope to achieve in the future and indeed of the entire program.

Of course, this program and today's events would not be possible without the strong and ongoing support of numerous program sponsors:

The program's primary funder The Fisheries Research and Development Corporation, and primary sponsors the Sydney Fish Market and the Australian Seafood CRC. Thanks also go to the range of other organisations listed in your information pack who have provided support for this program in various ways.

It is a credit to the strength and success of the program and the foresight of the funders and sponsors that there are now an additional 2 events that are firmly planted on the Canberra Spring calendar—this Mission and Strategy launch and, of course, this evening's graduation dinner.

Ladies and gentlemen, I stand before you here today, not only as a representative of my fellow 2009 participants, but as one person in the long line of other National Seafood Industry Leadership Program graduates.

Since 1999, Rural Training Initiatives has been training the next breed of leaders of the Seafood Community. To date, there are well over 100 of us.

A very apt quote from Margaret Mead sums up the impact of this, now large, group of community leaders:

Never doubt that a handful of small, thoughtful, committed individuals can change the world—it is the only thing that ever has.

The present 2009 cohort that will present to you today is a cohesive group of 17 individuals coming from a diverse range of roles and responsibilities, from all sectors of the diverse Australian Seafood Community; truly encompassing all sectors from water to the plate—from wild-catch to aquaculture, from fishers to processors, the recreation and the indigenous sectors, as well as government and research.

Ladies and gentlemen, as you know, we are here at this session today to hear from this year's program participants regarding our Vision and Mission for the Seafood Community and importantly the strategies which we have identified that will get us there.

Shortly, we will be hearing from Joey McKibben and Andrew Winzer who will present our group's collective vision and mission and, in doing so, will explain a little about the process we as a group undertook to arrive at this collective vision. Following on from them we will then hear from each of the 3 strategy groups who will present our group's strategies.

Ladies and gentlemen, it is now my very great pleasure to hand over the floor to Joey McKibben and Andrew Winzer

Ladies and gentlemen, we are now at the very exciting part of today's proceedings, where we present to you the strategies that we, as a group of aspiring community leaders, have developed to deliver this vision for the Australian Seafood Community.

For those of you who are graduates of the program or who have previously attended one of the program's mission and strategy launch presentations, this year's course represents a slight departure from the past, in that this year is the first where the strategies have been developed in teams, rather than by individual participants.

The format of the session to follow is that each of the three groups will present their strategy in turn. You will have an opportunity to hear from each of the group's 17 participants and also what each of us has learnt and applied through our participation in this valuable program.

We aim to conclude these strategy presentations by 3pm, to allow for time for questions from you, the audience. Could I please ask you to hold over your questions from each group until the dedicated Question and Answer session which will follow the third group's strategy presentation. This will help ensure that we keep to time and will also give each group an equal opportunity within the limited time available to field and answer your questions.

The Q&A session will conclude at 3.30 and we would be honoured if you could join us for afternoon tea, where there will be a further opportunity for you to continue the discussion with program participants over tea.

So, without anything further from me, I will now hand over to the first group to present their strategy.

Acknowledgements

In particular, I would like to thank the Australian Seafood CRC for providing me with a \$1500 bursary to undertake the program.

I would also like to acknowledge the support friendship and leadership advice that I received from my mentors Anni Conn and Ian Nightingale; as well as from all of the other program participants.

Thank you to Jill Briggs, Chris Calogeras and Rural Training Initiatives for an engaging, challenging and empowering program and for Jill's unwavering enthusiasm and conviction.

I would like to thank the program sponsors the Fisheries Research and Development Corporation, the Sydney Fish Market for their continuing support of this important initiative.