Empowering Industry:

Improving two-way membership communication in peak industry bodies of the fishing and seafood industry

FRDC

FISHERIES RESEARCH & DEVELOPMENT CORPORATION

Project No. 2011/400

Jill Briggs

Rural Training Initiatives Pty Ltd

RURAL TRAINING INITIATIVES

Australian Government

Fisheries Research and Development Corporation

EMPOWERING INDUSTRY

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Acronyms

ACPF	Australian Council of Prawn Fisheries
AFAC	Aboriginal Fishing Advisory Council
AFMA	Australian Fisheries Management Authority
ANSA	Australian National Sportfishing Association
BOM	Bureau of Meteorology
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Department of Agriculture, Forestry and Fisheries
EV	Environment Victoria
FRDC	Fisheries Research and Development Corporation
NTSC	Northern Territory Seafood Council
NTS Corp	Native Title Service Provider for Aboriginal Traditional Owners in NSW and ACT
Seafood CRC	Seafood Cooperative Research Centre
SRE	Sector Representative Entities (New Zealand)
SNZ	Seafood New Zealand
SSA	Seafood Services Australia
TSIC	Tasmanian Seafood Industry Council
VRFish	Victorian Recreational Fishers
VoIP	Voice-over-Internet Protocol
WFSA	Wildcatch Fisheries South Australia
WINSEC	Women's Industry Network Seafood
WRLC	Western Rock Lobster Council

2 Non-Technical Summary

2011/400   **Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry**

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OBJECTIVES

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs.
2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members.
3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange.
4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation.
5. To extend project outcomes on a national basis

NON-TECHNICAL SUMMARY

OUTCOMES ACHIEVED

This project provided six case study organisations from across the fishing and seafood industry with a communication audit and two capacity building workshops for each organisation. A total of 70 interviews were conducted and 70 people attended either one or both of the workshops, approximately half of whom were also interview respondents.

The outcomes for the organisations were:
- Clarification of their role, responsibilities, members and key stakeholders
- Development of a Value Proposition for five of the cases
- Introduction to a work plan template for enhancing the Value Proposition which was trialed by two of the cases
- A tailored communication audit report offering opportunities for improvement

The outcomes for the industry include
- Increased capacity of the participating industry organisations in effective communication processes and techniques
- A Communication Guide for the fishing and seafood industry which will enable the learning from the project to be extended on a national basis
- An understanding of the barriers and opportunities for effective communication in the industry
- Identification of opportunities for further development of effective communication across the industry

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Extensive consultation in the fishing and seafood industry has identified issues that impact on organisation effectiveness which could be addressed through research into improved and coordinated communication strategies. These issues included defining roles and representation, understanding value, communicating key messages and effectively connecting with the target audience.

Consequently, the primary objective of the *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* project was to increase the strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. Six case study organisations were selected for a communication audit and capacity building workshops to understand their current communication processes, define their member and stakeholder base, and to develop a 'value proposition' and communication strategy. These organisations were the Australian Council of Prawn Fisheries, Northern Territory Seafood Council, Tasmanian Seafood Industry Council, Victorian Recreational Fishers, Western Rock Lobster Council and Wildcatch Fisheries South Australia.

Case study organisations identified that related sector organisations, state fisheries departments and research institutions were the main two-way communicators. Acquiring information from business networks, the internet and the media was common. Electronic communication was widespread yet personal communication was still highly valued and engagement through social media was not prevalent.

There was variation between organisations as to the regularity and effectiveness of communication to members and opportunities for improvement were found. It was identified that a well-functioning and up to date website was an important element of effective communication however it was insufficient to rely on the website for member engagement.

Barriers to effective communication included lack of resources and trained staff, organisational culture, the hierarchical structure of industry sectors and in some cases, the inability to embed communication management and strategies within the context of the organisation's values and align communication with member and stakeholder expectations.

The engagement of the case study organisations was crucial to the success of the project, both in contributing to the research data through interviews and through participating fully in the review of preliminary data and the Value Proposition workshops. The organisations were able to take time to reflect on their current value and communication processes to their members as well as provide rich data to inform the research findings and themes. Individual case study reports and a Communication Guide were written to capture the findings and to apply this knowledge in a practical way across the fishing and seafood industry.

This highly successful *Empowering Industry* project has directly contributed to the delivery of the FRDC's People Development Program. The project may be built upon by formal and informal sharing of the research outcomes, disseminating the Communication Guide, providing communication training for industry bodies and an industry-wide discussion of opportunities for shared communication services including a central repository of communication resources and templates.

KEYWORDS: fishing and seafood industry organisations**,** two-way communication, value proposition, Communication Guide

3 Acknowledgments

Rural Training Initiatives Pty. Ltd. would like to thank the fishing and seafood industry for providing support and commitment to the *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* project.

Rural Training Initiatives Pty. Ltd. would like to thank all of the industry organisations and individuals within those organisations who have contributed to the project.

The project was funded by the Australian Government through the Fisheries Research and Development Corporation.

Dr Ian Knuckey, Fishwell Consulting, Empowering Industry Project, also contributed to the project.

Finally Rural Training Initiatives sincerely thanks the past and current members of the FRDC People Development Advisory Group for their support of the project.

Jill Briggs

Managing Director

Rural Training Initiatives

4 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* (hereafter referred to as *Empowering Industry*) project is aligned with the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'. The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. Two-way communication enables genuine interaction and exchange between organisations and their members. It allows for feedback that lets the sender know the message has been received, and has produced the desired response, which leads to the building of trust in the relationship and the capacity for working together to achieve mutual goals.

The FRDC project resulted from a number of industry consultations. During meetings held as part of the *Empowering Industry RD&E* project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, a workshop entitled 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' was held in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders[1] discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

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[1] Workshop participants represented a cross-section of the Australian fishing and seafood industry: OceanWatch Australia Ltd, Victorian Recreational Fishers Representative Organisation, Women's Industry Network Seafood Community, Fisheries Research Development Corporation, Northern Territory Seafood Council, Australian Underwater Federation, Victorian Indigenous Seafood Corporation, Seafood Industry Victoria, Tasmanian Seafood Industry Council and private industry consultants.

The next phase of industry consultation as a result of the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator (see Appendix 3 Advisory Group Members). The key issues identified at the workshop were then developed into the project objectives and a project plan, which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations, as outlined below.

The project team chose a case study approach, investigating six case study organisations (Yin 2009, p. 18). The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group and was based on established selection criteria which ensured geographic, sector and representational diversity across the organisations. The organisations agreed to the conditions of participation outlined in Appendix 4 Invitation to Potential Participants. This approach enabled in-depth insights into organisational communication within the industry and provided opportunities through the participant workshops for organisations to broaden their understanding of their communication capacity and to develop strategies for improving communication with both their members and stakeholders who are also fundamental in the achievement of the organisation's goals.

The six main issues identified at the industry workshop were distilled down to the key research question – how can fishing and seafood industry organisations communicate more effectively and by doing so add value for their members? Tourish and Hargie (2004, p.426) and University of Washington (2011) argue that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive in effective organisations (Bond and Fitzsimons 2010; Burnside-Lawry 2011). This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them (Parkhurst 2011, p. 408). The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only by meeting the needs of everyone throughout the entire organisation will the communication strategies be successful (Clampitt and Berk 2009, p.285).

The project focused on five key aspects of communication to meet the stated objectives:

- Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;
- Undertaking a process for clarifying who are the members and stakeholders to ensure that communication efforts reach the right audience;
- Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;
- Developing strategies to improve the organisation's two-way communication and membership support; and
- Extending these understandings and pathways for effective communication and communication planning across the fishing and seafood industry.

5 Objectives

The primary objective of the *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood* project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry (Figure 5.1).

The five stated objectives of the *Empowering Industry* project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs.

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members.

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation.

5. To extend project outcomes on a national basis.

As the nature of the organisations is predominantly to represent their membership, the second project objective (above) which includes the term 'selling proposition' was refined during the course of the project to the use of the term 'value proposition' rather than 'selling proposition' which infers a commercial enterprise.

Figure 5.1 *Empowering Industry* – Project Overview
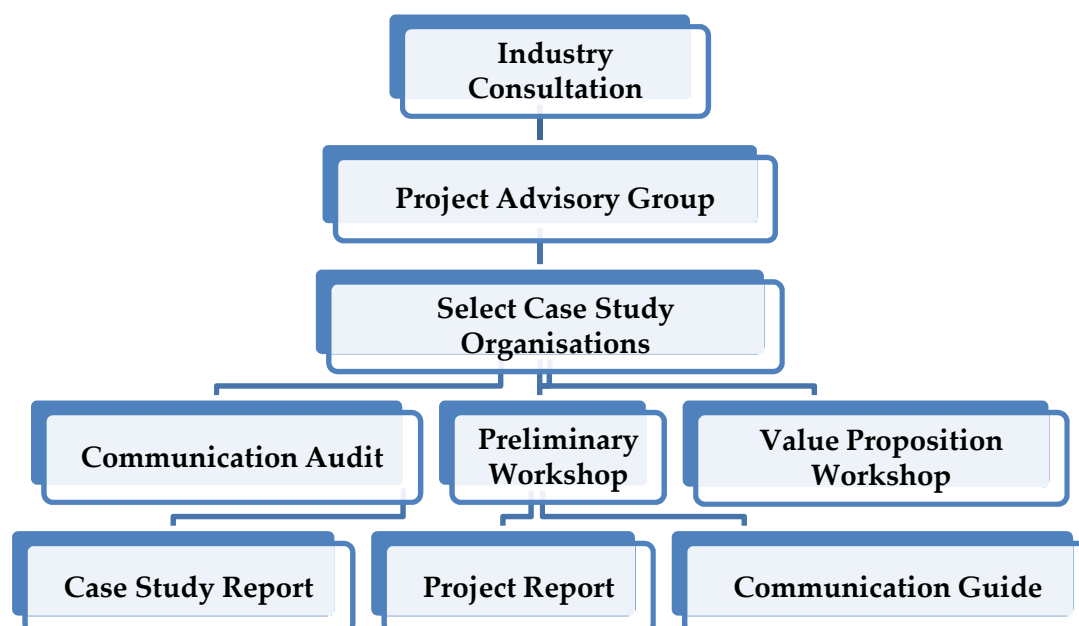
5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from workshops facilitated by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for fishing and seafood industry organisations. Based on the practical application of effective organisational communication techniques comprehensively compiled by Hargie, Dickson and Tourish (2004), the premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition – they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The results from each case study were compiled as individual reports submitted as appendices to this Main Report (see Appendices 8-13). In the cross-case analysis, the extent and types of communication in the individual cases were summarised to aggregate knowledge about organisational two-way communication. Subsequently the driving forces behind two-way communication were analysed to increase knowledge about how other organisations might promote or facilitate effective two-way communication in the future. This approach follows examples of similar multiple case study design and analysis cited by Yin (2003, p. 146; 2009, p.57) where the method was to arrive at individual case study reports, followed by the drawing of cross-case conclusions which would have wider implications for the sector or phenomenon being investigated.

The case study method

The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009 p. 18). In addition, case studies are appropriate when behavioural control of events is not possible or sought (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry

Selection of case study organisations

The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry (see Appendix 4 Invitation to Potential Participants). There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were chosen as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. In some cases, additional interviews were recommended by participants and minor errors were corrected. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For workshop attendance, see Appendix 5.

Communication audit

An early research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently available to suit organisations' communication needs and insight into the roles and responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the Australian seafood industry was also conducted, with Seafood New Zealand and Environment Victoria as examples. Representatives of the Aboriginal Fishing Advisory Council (AFAC) New South Wales were interviewed to include an Indigenous fisher perspective on industry communication.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish 2009, p. 420). The interview questions are shown in Appendix 6 Structured Interviews. The number, gender, approximate age and categories of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents - All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7

Categories	Board	Staff	Fishers/Members	Other
70	26	12	25	7

An explanation of the scoring is shown in Table 5.3 below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.3 Scoring

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation. For the Value Proposition Workshop Format see Appendix 7.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and taking the time to focus on the issues. The process was guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies. The cross case analysis highlighted differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves when devising effective communication management.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have also been collated into a practical Communication Guide to extend the project outcomes on a national basis.

7 Results

Communication Audit

The communication audit results based on interview data gives a snapshot of current two way communication – which organisations are communicating with each other - and on what topics and how frequently. The prevalence of public channels of information and the modes of communication were also analysed. The frequency and nature of communication with the members of each organisation is analysed separately. The purpose of the audit was to assist organisations to understand the current communication structure and processes.

Topics of Information

A list of common topics of information exchanged were provided in the interview and the respondents were asked to nominate on which topics their respective organisations communicated and whether this communication was inbound and/or outbound. The predominant topics of inbound and outbound communication for each case are shown in Table 7.1 Top 3 Topics of Information Communicated.

Table 7.1 Top 3 Topics of Information Communicated

Organisation	Inbound Topics	Outbound Topics
Australian Council of Prawn Fisheries	Research	Research
	Resource access/management	Resource access/management
	Marketing/promotion	Funding
Northern Territory Seafood Council	Resource access/management	Research
	Research	Resource access/management
	Policy development	Policy development
Tasmania Seafood Industry Council	Research	Resource access/management
	Policy development	Research
	Resource access/management	Regulations/licences
Victorian Recreational Fishers	Resource access/management	Resource access/management
	Research	Research
	Policy development	Advocacy
Western Rock Lobster Council	Crisis and emergency response	Resource access/management
	Research	Research
	Resource access/management	Policy development
Wildcatch Fisheries SA	Resource access/management	Resource access/management
	Research	Policy development
	Policy development	Research

Figure 7.1 Topics of Information – All Case Studies shows the topics considered, with an estimation of the average frequency score of communication on these topics, featuring both inbound and outbound communication for the combined case studies. Weather and tidal information was another topic of interest to some respondents which was not included in the interview list.

Figure 7.1 Topics of Information – All Case Studies
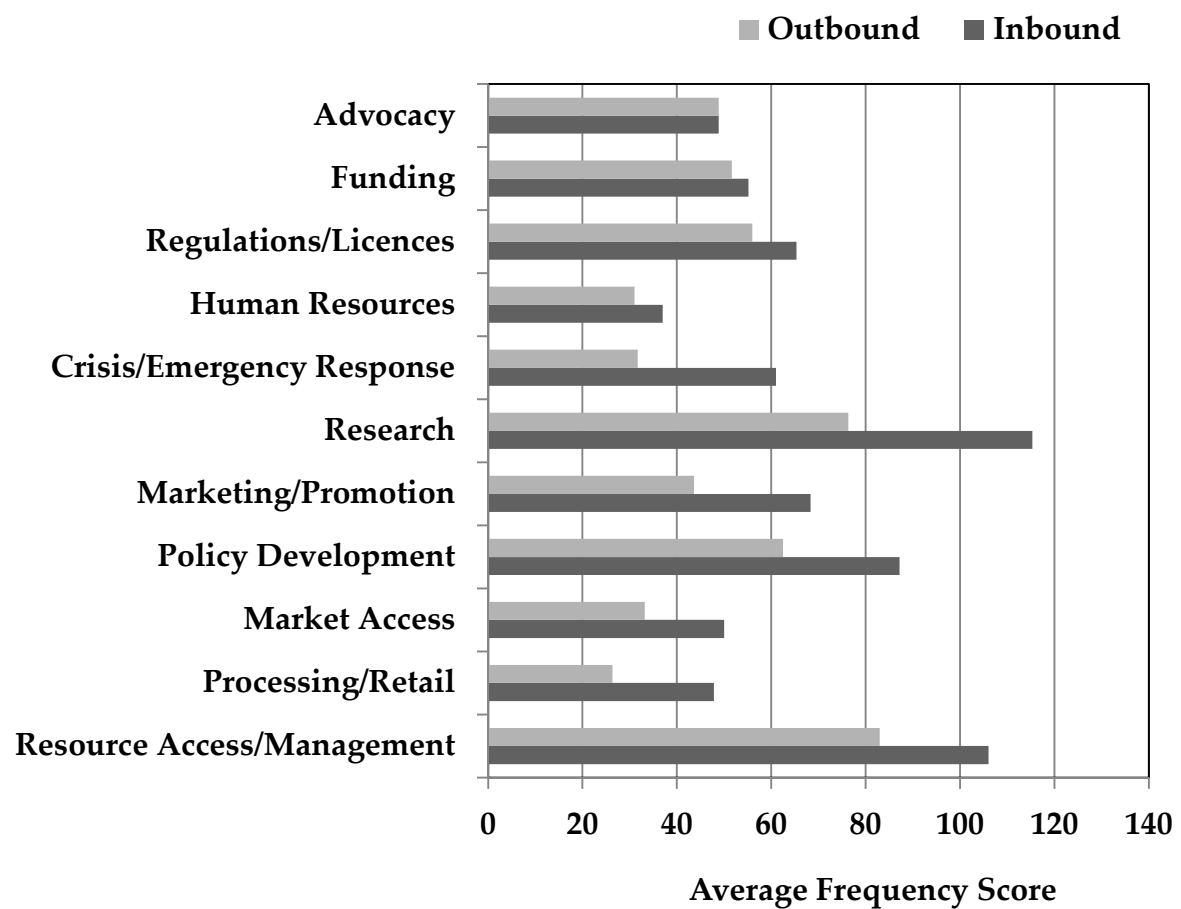
Sources of Information

The organisations which are the predominant sources of inbound and outbound information for each case are shown in Table 7.2 Top 3 Sources of Information Communicated. Specific sources of information relevant to particular case studies are shown in the individual case study reports in Appendices 8-13.

Table 7.2 Top 3 Sources of Information Communicated

Organisation	Inbound Sources	Outbound Destinations
Australian Council of Prawn Fisheries	FRDC	FRDC
	Seafood CRC	Seafood CRC
	State Department Fisheries	State Fishing Organisation
Northern Territory Seafood Council	State Department Fisheries	State Department of Fisheries
	FRDC	Sector Fishing Organisation
	Oceanwatch	FRDC
Tasmania Seafood Industry Council	Sector Fishing Organisations	Sector Fishing Organisations
	Oceanwatch	State Department Fisheries
	State Department Fisheries	Oceanwatch
Victorian Recreational Fishers	State Department Fisheries	State Department Fisheries
	State Fishing Organisation	State Department Environment
	State Department Environment	State Fishing Organisation
Western Rock Lobster Council	State Department Fisheries	State Department Fisheries
	State Fishing Organisation	State Fishing Organisation
	FRDC	FRDC
Wildcatch Fisheries SA	State Department Fisheries	State Department Fisheries
	FRDC	Sector Fishing Organisation
	Oceanwatch	FRDC

The combined case responses are presented in Figure 7.2 Sources of Information – All Case Studies showing the average frequency score indicating the relative occurrence of communication with the listed organisations. Inbound communication is slightly more frequent than outbound communication.

Figure 7.2 Sources of Information – All Case Studies

Average Frequency Score
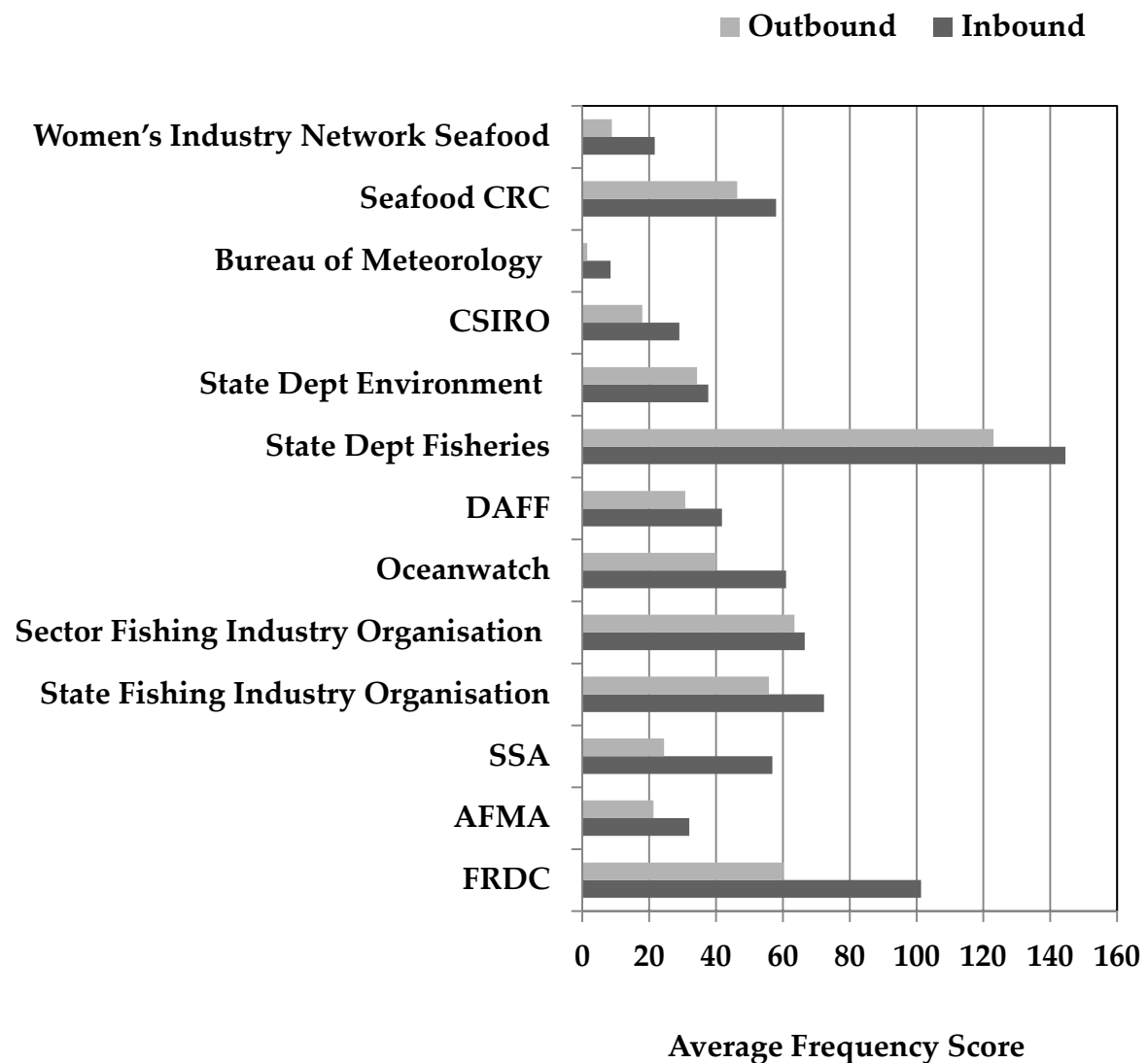
Public Sources and Topics of Information

Respondents also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Table 7.3 Top 3 Public Sources and Topics of Information shows that, while overall the frequency of sourcing particular subject matter from these sources varied between cases and was generally lower than the frequency of information coming from organisations and agencies, public channels were nevertheless an important source of information. Radio and internet were popular for weather and emergency information, whilst business associates were informative on many topics. Figure 7.3 Public Sources of Information – All Case Studies and Figure 7.4 Public Topics of Information – All Case Studies show the average frequency score for these categories of inbound information for the combined cases.

Table 7.3 Top 3 Public Sources and Topics of Information

Organisation	Inbound Sources	Inbound Topics
Australian Council of Prawn Fisheries	Business associates	Resource access/management
	Internet	Research
	Newspapers	Marketing/promotion
Northern Territory Seafood Council	Business associates	Resource access/management
	Internet	Marketing/promotion
	Newspapers	Crisis/emergency response
Tasmania Seafood Industry Council	Newspapers	Research
	Newsletters	Resource access/management
	Internet	Regulations/licences
Victorian Recreational Fishers	Internet	Resource access/management
	Newspapers	Research
	Radio	Regulations/licences
Western Rock Lobster Council	Business associates	Resource access/management
	Newsletters	Processing/retail
	Internet	Research
Wildcatch Fisheries SA	Business associates	Resource access/management
	Internet	Policy development
	Newspapers	Research

Figure 7.3 Public Sources of Information – All Case Studies
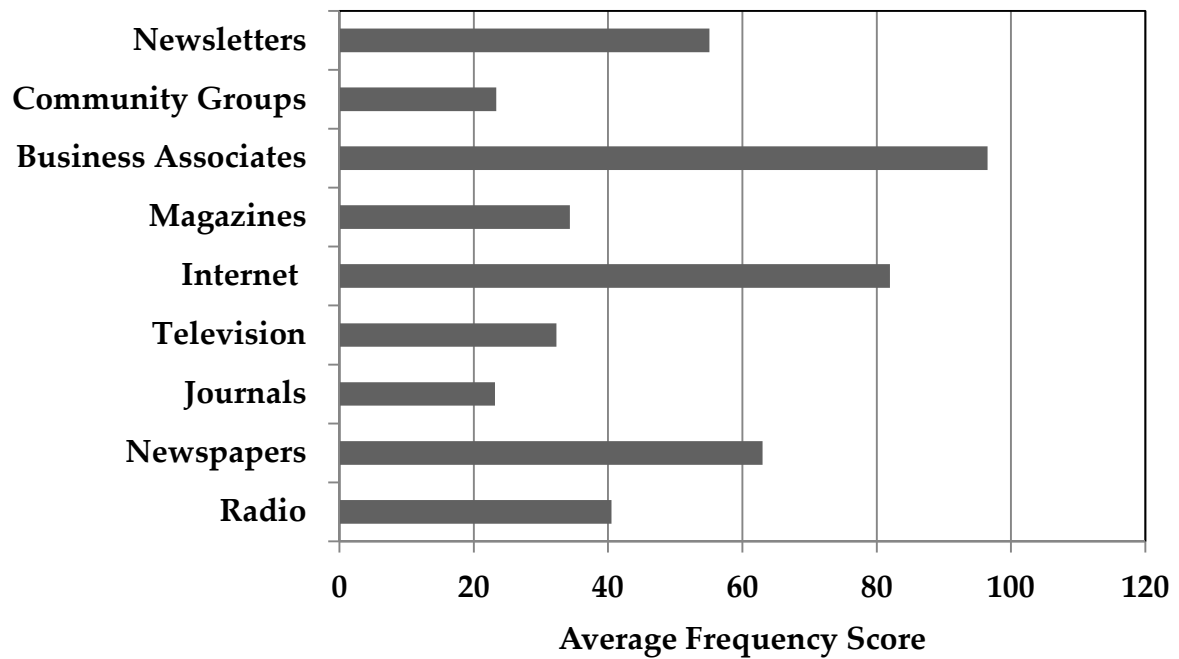
Figure 7.4 Public Topics of Information – All Case Studies
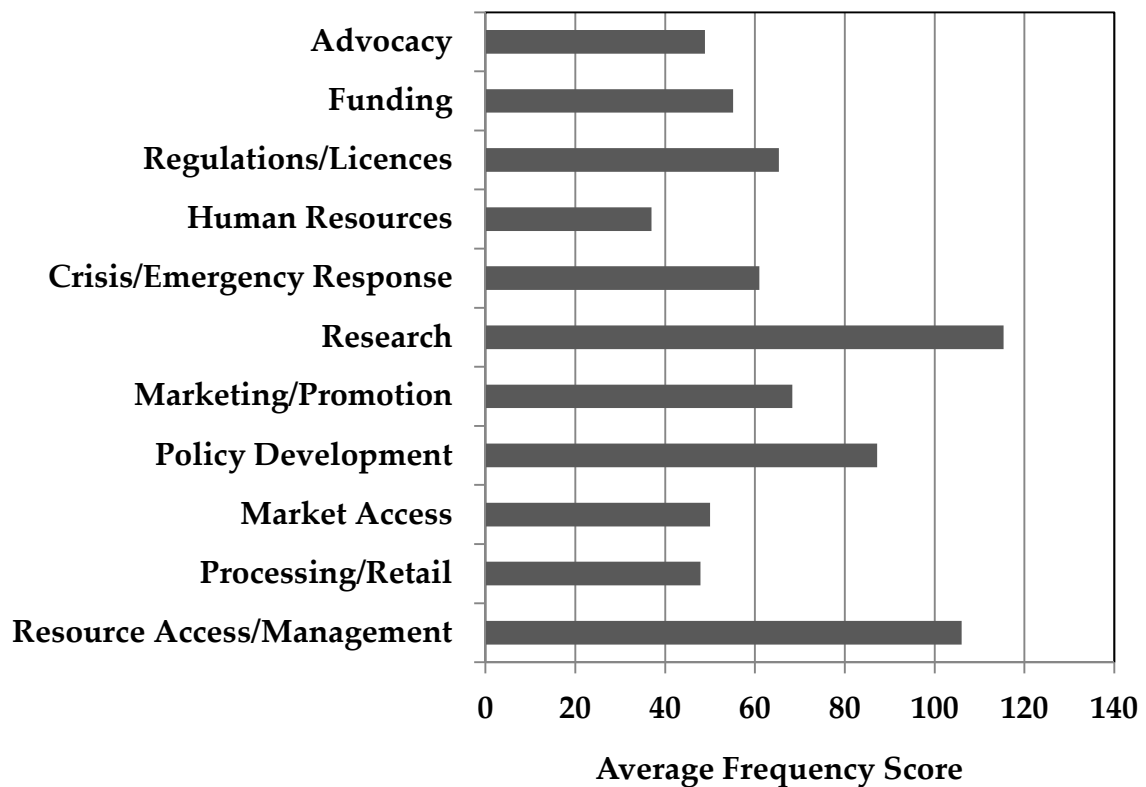
Modes of Communication

Respondents identified the common modes of communication as shown in Table 7.4 Top 3 Modes of Communication. The combined cases with the items and average frequency score are shown below in Figure 7.5 Modes of Communication – All Case Studies.

Table 7.4 Top 3 Modes of Communication

Organisation	Inbound	Outbound
Australian Council of Prawn Fisheries	Email	Email
	Telephone	Telephone
	Electronic mailing list	Electronic mailing list
Northern Territory Seafood Council	Email	Telephone
	Telephone	Email
	Electronic mailing list	In person
Tasmania Seafood Industry Council	Email	Email/Telephone
	Telephone	In-person
	Electronic mailing list	Community/public forums
Victorian Recreational Fishers	Telephone	Email
	Email	Telephone
	In-person	In-person
Western Rock Lobster Council	Email	Email
	Telephone	Telephone
	In-person/Electronic mailing list	In-person
Wildcatch Fisheries SA	Email	Email
	Telephone	Telephone
	Electronic mailing list	Electronic mailing list

Figure 7.5 Modes of Communication – All Case Studies
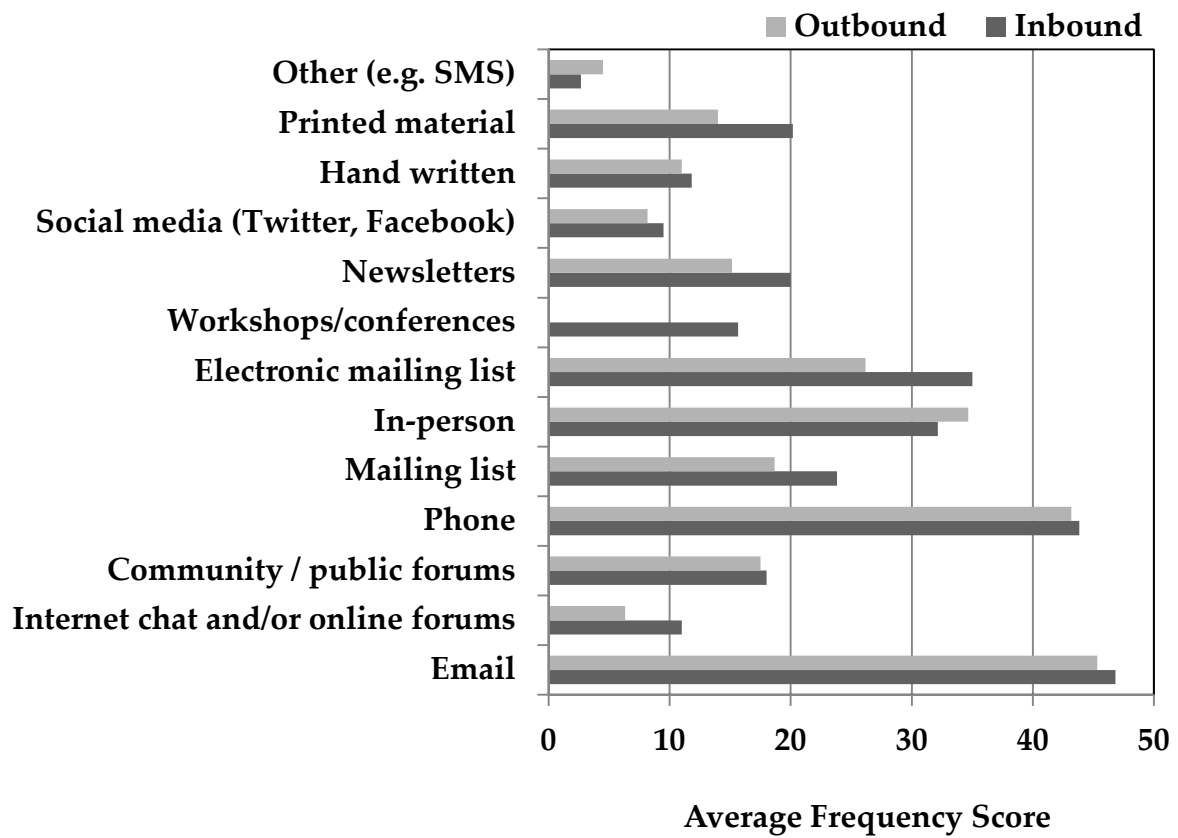
Communication with Members

The two major intervals of communication to members given by respondents on the information topics from Figure 7.1 is shown in Table 7.5 Frequency of Communication to Members and an indication of what proportion of the frequency score for each case made up the two major intervals. The average frequency score for the combined cases is shown below in Figure 7.6 Communication with Members – All Case Studies.

Table 7.5 Frequency of Communication to Members

Organisation	Communication to Members	Percentage %
Australian Council of Prawn Fisheries	Monthly	31
	Rarely	30
Northern Territory Seafood Council	Rarely	48
	Quarterly	28
Tasmania Seafood Industry Council	Monthly	36
	Weekly	33
Victorian Recreational Fishers	Monthly	35
	Weekly	29
Western Rock Lobster Council	Rarely	46
	Monthly	24
Wildcatch Fisheries SA	Rarely	48
	Never	27

Figure 7.6 Communication with Members – All Case Studies
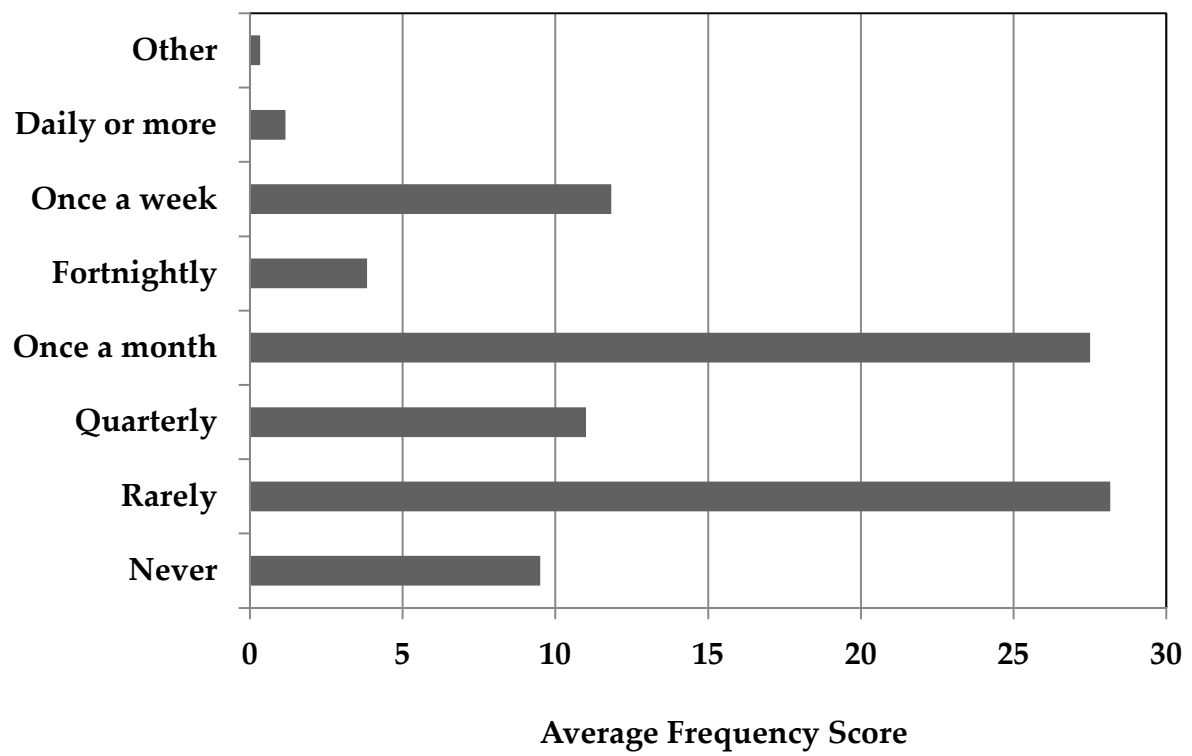
Services/Benefits of Member Organisation

Members of organisations have expectations of receiving services and benefits from membership, particularly when they have paid to be members. Respondents were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by their organisation and for those which were provided to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent.

Table 7.6 Top 2 Services/Benefits Provided shows the predominant services or benefits provided by the case study organisations, with items considered of equal significance grouped together. The benefit 'recognition' was interpreted as the establishment of identification and visibility for the sector represented by the organisation and 'raising profiles' was the positive promotion of this identity in the industry and wider community. Table 7.7 Services/Benefits of Member Organisation – All Case Studies shows the combined case responses and the average rating out of five for each service or benefit.

Table 7.6 Top 2 Services/Benefits Provided

Organisation	Service/Benefit
Australian Council of Prawn Fisheries	Networking/Raising profiles
	Leadership
Northern Territory Seafood Council	Recognition
	Leadership/Networking/Raising profiles
Tasmania Seafood Industry Council	Social
	Leadership/Recognition/Training
Victorian Recreational Fishers	Leadership/Raising Profiles
	Recognition/Networking/Social/Empowerment
Western Rock Lobster Council	Recognition/Networking/Raising profiles
	Leadership/Empowerment
Wildcatch Fisheries SA	Recognition/Networking
	Leadership/Raising profiles

Respondents were also asked what other services/benefits they would like to receive or where the organisation could improve on existing services. Responses included:

- High level advocacy/lobbying and stronger cohesive collective voice to government
- Expanded training, both industry and leadership training and mentoring
- Marketing and promotion to improve visibility of the organisation(s)

- More resources for all activities
- Coordination and better cohesion for the sector and the industry
- Better written communication and greater exchange of ideas
- Encouragement of young people into the industry and into leadership roles
- Information and trends/data analysis on the industry
- Trading and marketing information on a regular basis
- Awareness of global trends and networks in the industry
- Agreed strategic platform and policy for the industry and charter for organisation
- Empowerment of members and opportunities for greater participation
- Promotion of Australian produce
- Opportunities for more social interaction and networking
- Remuneration for Board members and recognition of their contribution

Table 7.7 Services/Benefits of Member Organisation – All Case Studies

Service Provided	Numbers Responding*	Average Rating (Out of 5)
Recognition	58	3.0
Networking	58	3.2
Leadership	57	3.3
Raising Profiles	57	3.3
Empowerment	46	3.0
Social	40	2.3
Role Models	39	3.3
Mentoring	37	2.7
Awards	28	3.2
Training	25	2.6

* Numbers responding to particular service from total of 70 interviews

Attributes of Valuable Organisations

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 7.8 Top 3 Attributes of Valuable Organisations. In Table 7.9 Attributes of Valuable Organisations – All Case Studies the combined cases are shown with the full range of responses for each attribute.

Table 7.8 Top 3 Attributes of Valuable Organisations.

Organisation	Important/Very Important
Australian Council of Prawn Fisheries	Transparency
	Trustworthiness
	Access to decision makers
Northern Territory Seafood Council	Trustworthiness
	Transparency
	Mutual respect/Timely
Tasmania Seafood Industry Council	Economic benefit
	Transparency
	Trustworthiness/Timely
Victorian Recreational Fishers	Trustworthiness
	Mutual respect
	Transparency/Access to decision makers
Western Rock Lobster Council	Transparency
	Trustworthiness
	Access to decision makers
Wildcatch Fisheries SA	Access to decision makers
	Mutual respect
	Trustworthiness

The attributes which were characterised as 'Other' by the respondents included:

- Keeping information up to date
- Sharing ideas and listening
- Accuracy and ensuring the whole picture
- Acknowledgement of contributions
- Credibility at high level to enable access to decision makers
- Cohesion within organisation and industry
- Ensure messages pitched to the right level
- Honesty
- Availability
- Flexibility in timing but also adhering to deadlines

Table 7.9 Attributes of Valuable Organisations – All Case Studies

Attribute	Not Important/No Response*	Slightly Important	Average	Important	Very Important
Trustworthiness				11	57
Transparency			2	25	51
Mutual respect			1	23	44
Access to decision makers	5			19	44
Timely			7	25	36
Economic benefit	2	2	11	23	30
Innovative ideas		1	8	32	27
Flexibility in mode/delivery	3		9	29	27
Flexibility in timing	2		13	34	19
Other				1	15

* Total responses 68 from 70 interviews

Engagement with Organisation

Respondents were asked about their interaction and engagement with their organisation to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to various aspects of engagement by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.3). The rating results ranged from Average for WFSA (2.3) and NTSC and TSIC (2.6), to Above Average for ACPF (3.0), WRLC (3.1) and for VRFish (3.2). Figure 7.7 Respondent Engagement with Organisation – All Case Studies, shows the average rating of the 61 respondents to this question across all case studies.

Figure 7.7 Respondent Engagement with Organisation – All Case Studies

Average Rating

Open Questions

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The organisations and individuals most cited as trustworthy (although not universally) were:

- The case study organisation itself
- Research institutions including Bureau of Meteorology
- Industry members and representative organisations
- State fisheries department

The identified opportunities for further engagement and improvement were wide ranging and are examined in more detail along with the workshop outcomes in the Discussion section.

Non-Case Study Examples

Examples of organisations beyond the selected case study organisations were analysed as models of effective communication.

Environment Victoria

Environment Victoria (EV) is a State-based incorporated association which advocates 'for big, important and permanent changes to safeguard our environment and the future well-being of all Victorians and we

- work with others to develop bold solutions that rapidly transition Victoria to a sustainable state
- inspire people, governments and businesses to take action on environmental solutions through advocacy, education and empowerment
- hold people of influence, governments and businesses to account for their decisions and actions' (EV 2013, interview respondent).

Environment Victoria make extensive use of social media, community input and their website, www.environmentvictoria.org.au, for continuous advocacy and discreet campaigns including safe climate, healthy rivers and sustainable living. They have 17 staff and a Board of nine people with two year terms and a chairperson elected every two years. Funding is from independent and philanthropic donors, monthly donations, state, federal and local government and occasional industry partnerships. Communication to affiliated member groups is bi-monthly on all topics and to individual members (predominantly members of affiliated groups) is fortnightly being mainly on the topics of safe climate and healthy rivers.

Seafood New Zealand

Seafood New Zealand is a limited liability company which aims to provide a range of services and 'one voice' for the New Zealand seafood industry, with the represented sectors including aquaculture, paua, rock lobster, deep water and inshore finfish. The core support services are:

- Retaining and advancing cost-effective access to international and domestic seafood markets
- Protecting and promoting the New Zealand seafood industry and its reputation
- Protecting and promoting the opportunity and right to produce seafood

The New Zealand seafood industry is based on the five main sector organisations which represent particular species. These Sector Representative Entities (SREs)may also have member organisations within their sector. In addition, there are Commercial Stakeholder Organisations and a number of industry organisations representing various fishing entities, iwi (Maori groups) and retailers. These are detailed on the Seafood NZ website www.seafoodnewzealand.org.nz. The governance structure and funding for Seafood NZ is also detailed on the website. They have a six member Board made up of representatives from the five sectors and supported by an Industry Coordination Team.

Publications include the bi-monthly *Seafood New Zealand* magazine and the weekly *Friday Update*. A quarterly *Economic Review* is also available on the website, although this publication appears to have been discontinued. Regular media communications including media releases and media responses such as letters to the editor are produced.

8 Discussion

Who is communicating with whom?

Effective communication is primarily about good relationships. The driving forces behind two-way communication in fishing and seafood organisations are manifold – information and knowledge transfer, providing representation and advocacy for members, fulfilling the organisation's charter, and achieving the value proposition for members and stakeholders. Knowing the extent of inbound and outbound communication with other organisations and agencies gives an appreciation of how well an organisation is networked, and who are the primary sources of information exchange. As expected, the purpose and structure of the case organisation influences the organisations they communicate with. In all cases, the state fisheries departments are primary two-way communicators, reflecting their significant roles as stakeholders, regulators and research bodies. In contrast, the ACPF as a national body has the least interaction with state fisheries departments but closer engagement with the nationally focused FRDC and Seafood CRC.

The purpose and structure of the case also influenced the topics communicated. For WRLC, crisis and emergency response, research and resource access/management were dominant, particularly for inbound information. This result show the currency of the marine parks issue at the time of interview. For TSIC, research, policy development and resource access/management were dominant, which reflects the role of TSIC as a research 'broker' and the strong emphasis on evidence based policy development within the organisation. For VRFISH, resource access/management, research and policy development featured highly reflecting the role of VRFISH in representing recreational fishers and the emphasis on policy development within the organisation. For WFSA and NTSC, resource access/management was dominant with research and policy development also significant. In contrast, whilst research and resource access/management were important for ACPF, marketing/promotion also featured because of their product promotion responsibility within the industry.

Some relevant industry information is available from public sources, for example the mass media, community groups and business and industry networks. Internet websites were clearly significant for all case studies and some respondents also named newspapers and newsletters. Research and resource access/management were the most commonly cited subject matter of public sources. Radio and internet were particularly popular for weather and emergency information, whilst business associates were informative on many topics for most cases. VRFish reported the most use of television and social media and the most interaction with community groups, indicating the diversity of membership for recreational versus commercial fishing and the opportunities for multiple points of interaction. When the findings about sources and topics of information and the extent of public information exchange were presented at the workshops, the workshop participants responded that the findings did reflect the situation for each case study organisation, with minor clarifications.

Who should we communicate with? Who are the members and stakeholders?

The importance of identifying the key communicators lies in informing strategies for effective communication and relationships with them and working on any gaps with reference to the organisation's charter and members' expectations. Likewise, understanding the subject matter of communication also assists in identifying informational strengths and

weaknesses for each organisation. For example, the relationships with state fisheries departments were raised regularly in the interviews. Responses ranged from respecting and valuing the professional expertise and regulatory role of the fisheries staff, to frustration at departmental politics, policies and procedures. Comments about state fisheries departments included:

> 'contain experienced and professional people' Male, Other

> 'respect for the department and research people, but not so much the Minister' Male, Staff

> '(don't trust) government department as second guessing all the time' Male, Board

> '(we should) work more closely with DPI and DSE in two way engagement' Male, Board

Given the pivotal role and substantial infrastructure of the state fisheries departments can opportunities to leverage off their communication strategies and networks and work more closely with them be identified? Can other similar opportunities be identified? Awareness that business associates are an important source of knowledge sharing for many of the cases emphasises the importance of strong networks and working relationships for disseminating information and opportunities for key players to act as 'champions' for organisations and to foster member engagement.

Less connected groups may also be an opportunity, for example members or groups from culturally and linguistically diverse backgrounds and environmental groups were mentioned as having potential for closer engagement and improved targeting of services. Valuable lessons can be taken from the Australian National Sportfishing Association (ANSA) NSW Angel Ring Project in effectively reaching a culturally diverse and geographically dispersed target audience by engaging through local cultural centres and fishing outlets (FRDC, 2011, p. 53). This could be particularly relevant to VRFish, WRLC and NTSC who serve culturally diverse industries and communities. It may also be a model for connecting volunteer members and harnessing their capacity to bolster the resources of organisations which are constrained by funding and personnel.

The communication audit and the Value Proposition workshop helped clarify for the cases who are their members and stakeholders. Whilst all the cases know at the administration and governance level who their member organisations are, their overall purpose and where their funding comes from, these characteristics of the organisation were not universally understood by all the respondents. The information was also not readily available publically or apparent on some of the case websites. For example, there were varying answers as to how organisations are funded, their representative structure and exactly who the grassroots members are. In these circumstances, it is likely that the role of the organisation is not clear making it difficult for members to understand the channels of communication, influence and value.

> 'Some people don't know the real role and due to that lack of knowledge don't have a good understanding of what (organisation) is doing' Male, Fisher

> 'we could explain what we do anyway but are people balanced about we can actually do?' Male, Staff

This confusion is not conducive to constructive engagement or effective communication between all levels and branches of the organisation which is crucial to achieving the objectives of the organisation.

How is the communication happening?

With clear similarities between organisations, all cases identified email and telephone as the primary modes of two-way communication, with in-person and electronic mailing list also significant. It can be argued that telephone and in-person are similar modes of personal communication whereas email and electronic mailing lists are similar modes of electronic communication. The modes of communication complement communication relationships when they match with people's expectations and values. The finding emphasises that, whilst people enjoy the speed and convenience of the internet for electronic communication, the role of personal communication is highly significant and cannot be entirely replaced by electronic means.

Personal communication also requires a wider range of skills in the communicator. Scholes points out:

> 'When the medium for communication is a person rather than a 'vehicle,' competence has many dimensions, from verbal and visual presentation to report writing and reading body language. Most organisations have yet to come to terms with communication competency and what they can gain from it.' (Scholes, 1997, p. 277)

Hargie and Tourish (2004, p 251) have found that training in communication is often highly valued and put into practice by staff and that 'maximum use should be made of face to face channels where possible.' Initial face-to-face interactions may build trust and foster relationships which can be maintained through a variety of communication pathways. In relation to fishing and seafood industry extension projects, FRDC researchers have concluded:

> 'Quality face-to-face contact at the start of a project is an excellent method for establishing and maintaining good communications throughout the project, even if they are not face-to-face. This process is effective at enabling the establishment of trust between stakeholders. '(FRDC 2011, p. 43)

Practical realities are that websites, email and electronic mailing lists are cost-effective and well accepted modes of communication and hard copy material will always have a role in certain circumstances and be preferred by a minority of members. The use of social media such as Facebook and Twitter was low (although this may have increased since the interviews took place and be higher for personal exchanges) whilst the use of SMS texting and radio was important for those where alternative telecommunications were lacking, for example at sea or in remote areas. Training of staff and members in the use of social media and voice-over-internet protocols (VoIP) may benefit the organisations and increase the appetite of members for social media and internet-based communications.

Notwithstanding the preferred mode or mix of communication methods, the technical aspects and channel infrastructure needs to be in place for effectiveness and the channels must be congruent with communicator needs, the organisation's objectives and the message capacity of the channel (Clampitt and Berk 2009, p. 285). For example, attracting younger members requires communication technology and styles which suit them while established members rely on more traditional modes of communication.

Communication with members - Is your message getting through to the members?

The frequency of communication to members on the topics indicated in Figure 7.1 varied across cases, from approximately half the responses being 'Rarely' for NTSC, WRLC and WFSA, to about a third being 'Monthly' or 'Weekly' respectively for TSIC and VRFISH and about a third being 'Monthly' or 'Rarely' respectively for ACPF. When these figures were presented back to the cases in the first workshop, each case verified that the figures corresponded to their formal communication schedule, and the apparent dichotomy was often due to whether the respondent was a Board member or a member further down the representative structure of the organisation. Notwithstanding the position of the respondent within the organisation, in general there was room for improvement in effective communication to members for all the cases.

> 'unless on board, don't hear what is going on, need regular communication to see what they are doing' Female, Fisher

> 'once you are on the' outer' you don't hear anything' Female, Fisher

> 'flexibility in timing – difficult – when is a good time? but we recognise that it (regional meetings) will allow for more one-on-one conversation Male, Fisher

> 'electronic once a month or more newsletter which (we) should model on, with what is happening etc., decisions seem to come out of nowhere and also take a long time' Male, Board

Two cases were particularly interested in reaching skippers and deckhands with industry messages but were uncertain how to effectively reach these groups.

> 'Deliver a better for skippers communication process - need a good contact point and system before and after collecting (catch) for the industry organisation to feed information in' Male, Fisher

The organisations all have a role as information brokers. The evidence suggest that there is variation as to which organisations tend to keep information to themselves or churning amongst those 'in the know' and which organisations are effective in communicating with their members down through the organisational structure. There is also variation in relation to the subject matter as to what is passed on. Respondents also identified that information was 're-branded' before being received down the distribution system and therefore the information was not perceived to be coming from the organisation and this reduces the recognition and therefore value of the information the organisation provides to members. There were such comments as:

> 'Vast amount of information and we try to distribute further – sometimes it
> stops, sometimes we move it on' Male, Staff

> 'You get what is filtered for you by admin and president and then we filter the information to the members' Male, Fisher

When an organisation is beneath a state peak body, for instance, the message may be second or third hand before receipt and then filtered further down to lower layers of membership before reaching the 'final' fisher – as illustrated in Figure 8.1 Links in the Information Chain below. It is likely that information coming from the 'bottom-up' is also being distorted by the filtering system. The further the recipient is from the original source, the greater the potential for filtering and distortion of the message and hence loss of value for the organisation. Understanding these communication pathways and ensuring that the communication is optimally designed for the pathway at the outset is important.

Figure 8.1 Links in the Information Chain
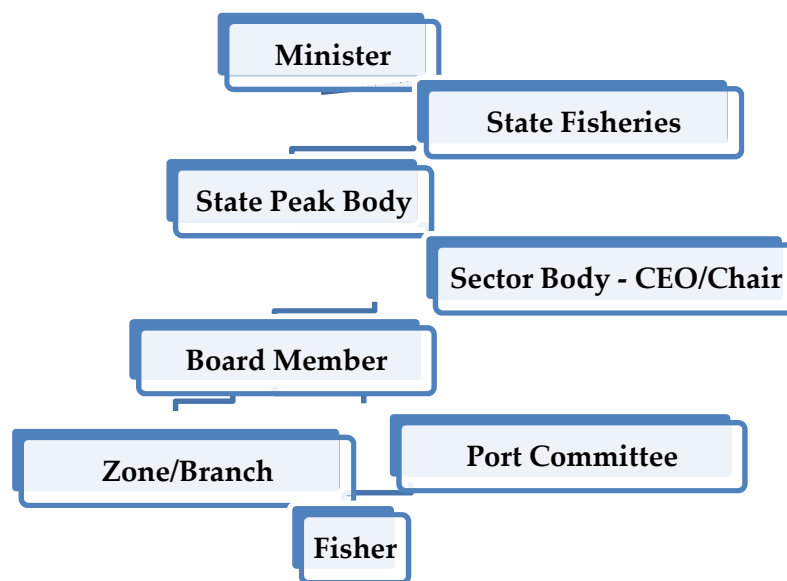
Other identified barriers to effective communication included representational structure, corporate governance, gatekeepers, power concentration, and organisational and industry culture.

> 'we need to remember that fishers are traditional and not open to change' Male, Staff

> 'need to consider ulterior motives make barriers – rivalry as opposed to reasoning – need to find a way to be productive' Male, Fisher

Under resourcing was also a common theme as organisations face rising costs, particularly for print based media, and for staff to manage large volumes of email traffic. Whilst it may be cost effective to post information directly on to the case website, there was evidence from members that they did not regularly check the websites. Three of the websites were out dated and not user friendly at the time of interview.

There was evidence that where traditional newsletters were used, they were not widely read and often out of date. There was a sense that hard working board and staff are saying 'we are doing all these things for the members but they don't know what we do and how it benefits them', whereas the members were saying 'we never hear from them so we don't know what they are doing so therefore we don't read what they send us anyway'.

> 'Not sure (what other services/benefits desired), but would like more from the organisation' Male, Other

This reinforces the need for consultation with membership about their communication needs and their expectations of the organisation in order to match them with those of the organisation's governance and management. Changes may be simple – a weekly or fortnightly news digest seems to be popular with many organisations and will be up to date and inexpensive to send electronically - however it may not suit the need of those who do not use electronic media.

Value Proposition Workshop - What is our value proposition and our message?

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed, and demonstrated how this aids the planning of future communication strategies. The benefit from the workshop came from the ability of the participants to reflect on the meaning of the outcomes for each organisation, match the outcomes with their own knowledge and formulate a value proposition to guide communication and service delivery.

A value proposition is a statement made to members and stakeholders about the value they will receive from your service. It is about showing members the benefit that will come from being a member and/or purchasing your product/service. An important objective of the project was to modify and tailor communication techniques to improve communication and membership support in the six case study organisations. The organisations are able to build on the results of the communication audit to understand and articulate their value proposition to their members and stakeholders. Implicit in this process is understanding the internal culture of the organisation, with the principle that the organisation must first define its own culture and values and communicate these internally before ensuring that these values are made visible to members via the behaviour and attitudes of the staff and governing bodies through communication management.

Respondents identified 'trustworthiness' as a very important attribute of a valued organisation, as well as mutual respect, transparency and access to decision makers (see Tables 7.8 and 7.9). Policies, processes and organisational practices carry implicit and explicit messages about trust (Shockley-Zabalak and Morreale, 2012, p 51) and therefore trustworthiness must be embedded in the organisation to ensure a consistent message that aligns with member's expectations, regardless of the mechanism for transmitting the message.

As an example of internal culture being articulated during the workshop activity, TSIC identified that industry members, government, research providers and the general community were their 'market.' They explicitly recognised their significant industry role by stating '(you) can't have industry without policy and can't have policy without research.'

This demonstrates that evidence based policy is a fundamental value of the organisation which informs TSIC's value proposition and provides verifiable benefits to members and stakeholders as well as building trust in the policies developed by the organisation. Several of the cases also identified that having a united voice which was consulted by government was important which is consistent with the valued attribute 'access to decision makers.' It may seem intuitive that organisations would incorporate this thinking process into their planning however organisations rarely take the time, or have the time, to reflect on their values and value proposition in such a way.

Marketing communicators understand that to be successful, they must think like their customers. Similarly in organisations it is important to 'treat the (member) the way they want to be treated and not the way we think they want to be treated, that is don't assume the (member) is like the organisation' (Parkhurst, 2011, p. 406). This is particularly important for industry representative organisations whose employees may have come from industry and where the governing body is elected to represent 'people they know' and 'people like us' but may really understand only a subset of the members. It is also easy to presume that the members have the same information that the organisation does when in fact they are not privy to the 'inside knowledge' in the organisation and may only receive highly filtered information as discussed previously.

The activities and achievements of the organisation provide value for members, however if they are not actively participating, members will only become aware of these outcomes through existing channels of communication. Mills suggests that 'if the communication environment strongly supports dialogue, active listening and collective as opposed to individual discourses, then respectful relational spaces are likely to be created and sustained (2011, p. 15). When information is more widely shared, it is conducive to improving the two-way flow of knowledge with members and stakeholders, which is a good argument for encouraging member participation as much as possible, facilitating member input into policy and promoting regular feedback from members to boards and management.

> 'Other is openness to ideas of members/responsiveness in all aspects of the (organisation's) work', Female, Staff

> 'pitched at the right level is important, cohesion and people feeling comfortable together is very important' Male, Fisher

Hargie and Tourish (2004, p. 249) recommend 'that the views of members should be regularly and systematically obtained and that organisations must regularly assess how well they are communicating with their publics.'

> 'Empowerment - giving confidence to members, encourage to share load around membership, local decisions' Male, Board

Structured channels for dealing with member input must be established to avoid swamping the organisation with material it cannot manage nor do justice to. Conversely, information overload for members must be avoided or they will switch off from the organisation's messages.

The question of how well do we know our stakeholders should also be asked. Government researchers and bureaucrats may have quite a different culture and objectives to industry members and small business owners. Respondents and workshop participants recognised

that relationships with government, regulators, policy makers and research people were crucial to the future viability and social licence of the fishing and seafood industry. They recognised the importance of social connection, networking, openness and transparency to build relationships which are mutually beneficial and conducive to effective communication.

> 'build and maintain relationships across broad range of stakeholders, strategic and formal alliances' Male, Board

This focus is also relevant to environmental groups – the industry must understand how they think and act and communicate, and use this knowledge to build relationships rather than reacting negatively to a perceived threat.

> 'environmental groups - communicate with and invite to meet, build trust and come to agreement' Male, Board

Services/Benefits

People join organisations for many reasons other than gaining information and economic benefit. They have expectations about the services and benefits they will have access to by virtue of their membership and their membership fees. Respondents believed that overall the case study organisations were providing recognition (industry visibility), networking, leadership, and raising profiles for the industry, with these services rating 3 or above out of 5 (see Tables 7. and 7.6). For TSIC and VRFish, social aspects were also significant. This was valuable information for the cases in forming their value propositions.

To connect with members and stakeholders and to demonstrate value and benefits, an organisation needs to understand what the members and stakeholders themselves value. Members value the access to the benefits on offer but they are also looking for the organisation's alignment with the intrinsic values unique to each individual member. A common, but not necessarily universal, intrinsic value in the fishing and seafood industry is the belief in individualism and independence in a free enterprise business model. Sierra (2012, p381) says that 'for maximum loyalty and engagement, you must appeal to your audience's core intrinsic values.' Getting to the heart of what the member wants from the organisation, what their thought processes are and their underlying reasons for being a member is known as psychographics (Parkhurst 2011, p. 408). Some understanding of these psychographics can be ascertained from the interview data on attributes as well as services/benefits expected from an organisation. As well as understanding the conventional demographics and characteristics of members, it is helpful to know the psychographics of members and the link to their intrinsic values.

Lessons from non-case study organisations

Whilst Hargie and Tourish (2009) caution against focusing on 'best practice' examples without first thoroughly examining the needs, values and resources of one's own organisation, the examples cited here do suggest opportunities for improvement which are applicable to fishing and seafood organisations. The examples help bring together the concepts of effective communication and engagement from the preceding discussion of the cross-case analysis and demonstrate how they might be configured in a high functioning organisation.

Environment Victoria (EV) exhibits many of the attributes of an organisation offering value through effective communication. They make extensive use of electronic communication and social media, which is cost-effective and aligns with their sustainability ethic. The information and tone of the communication reflects the organisation's enthusiasm and commitment to the cause, and taps into the intrinsic values of their members and supporters. Communication may be campaign based, targeted through alliances with a large number of groups, or regular fortnightly updates to individual members of EV. They have a transparent and professional governance structure and a diversity of funding sources which reinforces their credibility and trustworthiness to members.

Seafood New Zealand (SNZ) has a different audience and purpose to Environment Victoria and has tailored their communication and information to provide value to their constituents. They have multiple avenues of regular communication and a professional and easily navigated website. Seafood NZ have an organisational structure that benefits from a critical mass of membership and access to resources. The communication strategy includes a weekly digest, a quarterly magazine, quarterly economic reviews and an up to date website.

The roles and functions of the Sector Representative Entities (SREs) are clearly articulated on the SNZ website as:

- Primary responsibility in consultation processes and wider engagement processes related to the management of their sector-specific interests.
- Preparing submissions in response to sectoral proposals, engaging in working groups and other fora, initiating developments and undertaking such tasks as relate to their sectoral interests, including communications and trade access.
- Keeping each other informed as to their developments and views on matters and committing to working for the greater good of the industry.

The Aboriginal Fishing Advisory Council (AFAC) was established in 2010 under the *Fisheries Management Act 1994* in NSW to provide strategic level advice to the Minister for Primary Industries on issues affecting Aboriginal fishing interests in NSW. AFAC is a representative and advisory organisation made up of representatives from ten regions in NSW as well as a ministerial appointment, a senior NSW DPI officer (ex-officio) and representatives of NTS Corp and the New South Wales Aboriginal Land Council.

The communication moves between AFAC and state government departments and organisations on a monthly basis and rarely to national organisations. Information is then communicated to Indigenous communities through the council members via electronic and verbal (predominantly telephone) communication. It was acknowledged by the interviewed Council members that language and access to electronic communication could be barriers to communication moving efficiently to grass-roots community members however the organisation continues to use these modes to transfer relevant information. Communication is predominantly focused on Indigenous fishing policy issues, access and equity for communities.

The establishment of AFAC raises the profile and provides leadership for Indigenous fishers/communities at a state government level in NSW. Although AFAC has been formed to provide a conduit for issues raised by Indigenous communities, there remains a level of frustration that government processes and decisions continue to lack appropriate consideration of Indigenous fishing issues.

Providing value and becoming more effective communicators

This research is based on a case study method which encouraged the organisations to reflect on their own knowledge and combine this with the research findings to establish their own strategy for improving communication. The aim was to better understand the current communication and membership situation and then develop a value proposition for members which could build on strengths and identify opportunities for improvement.

It is not uncommon for the political and industry drivers for organisations to change and for the demographics and psychographics of organisations to evolve, and therefore the communication and engagement focus of the organisation may need to change. Working through the value proposition workshop and thinking about where the organisation might want to be in five or ten years' time can assist planning and adapting to change whilst staying relevant and effective.

Any communication strategy needs to be constantly updated based on regular review and new evidence. The current audit is only an *indicative assessment* of current communication and should be carefully analysed to ensure that redundant processes are abandoned and only progressive processes taken forward. The research approach is qualitative and not designed to give definitive answers but to guide a process of reflection and further consideration of the issues for each case. In planning a communication strategy, the goal of the communication must be understood. Is it raising awareness of the organisation? Is it to increase the knowledge and capacity of members? Or is it merely to pass on the information received from agencies and stakeholders?

When an organisation understands its value proposition, it can tailor its communication accordingly. As the organisation evolves and members' needs change, it can also determine a strategic plan to change the value proposition with an accompanying plan to communication this evolution. Communication plans can easily be side tracked by focusing only on the technical aspects of information transmission to 'avoid the painful need to transform internal and external relationships,' when the focus should be on the principle that communication is primarily about relationships (Hargie and Tourish, 2009, p. 394). It is important that the communication plan features the timing, processes and modes of communication which suit the members and it is up to the organisation to ensure they understand these aspects by regularly asking the members.

> Keep in mind that technology is just a way to get a message to your audience.
> Without a credible message that contains information valuable to the receiver,
> it does not matter what method of delivery you use (Sierra, 2012, p. 386).

9 Benefits and Adoption

The segments of the industry that have benefited directly from the research are the six case study organisations and the areas of the industry in which they operate. Specifically these are the national prawn fishing industry, the Northern Territory and Tasmanian seafood industries, the South Australian wildcatch industry, the West Australian rock lobster industry and the Victorian recreational fishers. In addition, representatives from other related industry organisations such as Oceanwatch, state government departments, industry consultancies and research institutions also participated in the interviews and workshops and were the immediate beneficiaries of both the research outcomes and the knowledge of the analytical and reflective process undertaken during the workshops (see Appendix 5 Workshop Participants). There were 70 interviews conducted, and 70 people attended one or both of the workshops. Approximately half of the workshop attendees were also interview respondents, meaning that about 100 people directly participated in the project.

The benefits will also flow to both commercial and recreational fishing and seafood organisations across the industry as they will have access to the Communication Guide, the workshop template and the research report. These project outputs will be disseminated widely across the industry, being presented at industry events, and available in hard copy and electronically on the FRDC website. As well as benefits to individual organisations and sectors, an industry wide collaborative approach to sharing services and streamlining communication management by adopting the workshop template and Communication Guide would enhance the industry as a whole.

The overarching outcome of the project is improved strength and value of peak industry bodies and associations through the increased effectiveness of communication with members and enhanced understanding of their organisational value. It is the members and stakeholders who access the services who stand to benefit the most from more productive engagement, and these benefits will then flow back to the leadership and management of the organisation in positive reinforcement. Effective delivery of the project research and adoption of the outcomes will result in better resource management; more efficient workplace practices; more targeted representation of issues facing the industry; and reduce the risk profile when the industry is more effectively engaged and responsive. These benefits and beneficiaries were all identified in the project development and application phase.

To secure the full benefits of the research, organisations will need to follow through with development and implementation of a communication plan. They will also need to address any shortcomings identified in governance and management structures, resources and processes which are currently constraining their ability to deliver and communicate their full value to their members and stakeholders. At the industry level, the project may be built upon by formal and informal sharing of the research outcomes, disseminating the Communication Guide, providing communication training for industry bodies and an industry-wide discussion of opportunities for shared communication services including a central repository of communication resources and templates.

10 Further Development

Further development of the research outcomes by case study organisations and broader fishing and seafood industry organisations requires decisive action by each governing body and management working in close consultation with members and stakeholders to:

- widely disseminate the full report and the individual report where relevant to their members
- analyse the individual findings and the workshop outcomes with reference to their charter and strategic plan
- formulate a communications strategy and operational plan with distinct measurable communications goals based on the Communication Guide
- regularly monitor and review the strategy and progress of the plan with a tracking tool.

The Communication Guide to be published separately to this report will provide a framework for preparing and implementing a successful communication plan, which will assist the case study organisations to prepare a communication management strategy which will be more effective and aligned with their members and stakeholders.

The saying 'You cannot manage what you cannot measure' applies equally to communication. Simple measures such as website statistics, mail and email tracking and monitoring items of expenditure in the communications budget can provide useful information on the current communication situation.

Organisations are in the best position to survey or consult their members in developing a communication plan to:

- agree on objectives, with reference to the value proposition and organisational charter
- establish baselines data so that results can be compared to evaluate the success of the communication effort
- build trust and promote constructive feedback and
- ensure a good response rate.

The membership consultation must ascertain the mechanisms of communication which suit the members, and then identify the communication training needs of both staff and membership to meet these requirements. Aside from the mechanics of communication, the consultation is an important opportunity to improve the understanding of the values of the members and their aspirations for the organisation and to ensure that the different priorities throughout the organisation can be understood, recognised and incorporated. Clampitt (2009, p. 70) suggests that in transitioning to the next step after a communication audit, it is preferable to present the results and then consult if you value member and stakeholder improvement – rather than just hand down a prescription or management response.

The engagement of groups and sectors within the industry that are not currently well serviced or connected is also recommended in this phase. Through the consultation, the opportunities and methods to minimise duplication and increase cost-effectiveness within and between organisations and their stakeholders through shared services and streamlining distribution can be identified.

If organisations are to embrace social networking and other electronic media, as recommended in research on extension and adoption in the industry (FRDC 2011, p. vii),

then communications training for all users is crucial. Social media and the Internet provide a variety of interactive opportunities for trust building which require that these technologies are not just one-way deliveries of messages and that users are comfortable with the technology and respect the agreed protocols. A functional, attractive and up to date website with high search engine recognition is absolutely essential.

As well as their communication plans, organisations also need to take a long hard look at their current representational governance structure and organisational culture. First, is the organisation large enough and adequately resourced to achieve its objectives? Should you be merging or sourcing alternative funding to leverage off other robust organisations with more resources? How can the organisation draw on the skills of organisations and volunteer membership either further up or down the hierarchical structure?

Second, weaknesses in organisational culture which adversely impact the delivery of programs and effective communication also need to be addressed through a rigorous performance appraisal of both governing bodies and management, preferably with the assistance of external expertise. Unless organisations can engender trust in all their activities and communications and have a reputation for high standards of governance and professionalism, no amount of resources thrown at communication will ensure their long term future or continued relevance to members and stakeholders.

The next steps for the industry are:

- the broad dissemination of the Communication Guide
- the development of a readily accessible central repository of fishing and seafood industry communication material containing: a regular digest template with hyperlink formatting; a checklist of organisation documentation for members and other interested parties, for example charter, annual reports, membership eligibility; the Communication Guide; templates for communication planning and member consultation; training guides; and relevant research reports
- bringing the case studies together for a workshop on implementation of the report findings, shared services and the Communication Guide at Seafood Directions 2013
- Working with individual organisations to undertake member consultation and implement the Communication Guide

The highly successful *Empowering Industry* project has directly contributed to the delivery of the FRDC's People Development Program. The recommendations above would further the project outcomes, strengthen industry organisations and facilitate industry wide adoption of effective two-way communication.

11 Planned Outcomes

All the project outputs and activities in the project plan were achieved and contributed to the completion of the planned outcomes as described below.

Six case-study industry organisations with a researched profile on communication and value processes currently understood and accessed by membership.

The first activity was the introduction of the project to the industry and the attraction of expressions of interest from fishing and seafood industry organisation to participate as case study organisations. There were more expressions of interest than could be accommodated within the research approach, which was to choose six industry organisations which met the selection criteria as case-study organisations. The cases selected ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity (for the selection process and participants see Appendices 4 and 5).

The second activity was the completion of the communication audit of the six case study organisations. The communication audit data was obtained in three ways – a desk top search, followed by semi-structured interviews with seventy participants across the six cases and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The audit assisted the organisations to understand the current communication structure and processes. The communication audit gave an understanding of what tools are currently available to suit organisations' communication needs and clarified the roles and responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the Australian seafood industry was also conducted, with Seafood New Zealand and Environment Victoria as examples. The Indigenous fisher perspective was explored through discussion with representatives of the Aboriginal Fishing Advisory Council (NSW). For individual case study reports, see Appendices 8-13, and for the cross-case analysis, see the Results and Discussion sections of this report.

The third activity, which was a component of the communication audit, was the presentation of the preliminary data analysis and research outcomes during an interactive workshop with each of the case study organisations, to check the validity of the data collected and the research results to this point in the project. The presentation included: what two-way communication was taking place, on what topics and how frequently; the use of public channels of information; the modes of communication; the frequency of communication with the members of each organisation; respondent engagement with the organisation; and data on the services/benefits received and the attributes of valued organisations. Feedback at the workshops was that the findings were indicative of the situation for each case study organisation. In some cases, additional interviews were recommended by participants and minor errors were corrected. Data collected at the preliminary workshops also informed the development of the Value Proposition workshop.

Six case-study industry organisations with an implementation "toolkit" or plan to assist them improve their value and communication to members.

The fourth activity was the Value Proposition workshop which assisted the cases to understand and further define their roles and responsibilities and agree on their value proposition. For the organisation, the workshop identified their market (members and stakeholders), their value, what they have to offer, the benefits they provide, what differentiates the organisation, and the evidence to substantiate the value proposition. This activity was undertaken by five of the organisations, with Western Rock Lobster Council being unavailable for a Value Proposition Workshop. For two of the case studies, the process also included developing a work plan analysing the Inputs, Activities, Outputs, Outcomes and Impacts of adapting the current Value Proposition to changing circumstances (see Appendix 7 Value Proposition Workshop Format and Appendices 8-13 for individual case study reports). This was achieved by; exploring potential activities or services; what would be the outcomes/results/changes from these; how would the activities create the outcomes listed; through what mechanisms; and what resources would be needed.

A whole of industry understanding of communication and value of organisations to members and an efficiency process to remove overlap and maximise resources.

The fifth activity was developing the Communication Guide and disseminating the Guide, this report and the individual case study reports across the industry. These outcomes meet the objective of extending the project outcomes on a national basis, and the planned long-term outcome of a clear industry-wide knowledge of communication processes with the potential for streamlining communication and increasing efficiencies.

All of the activities and outcomes of the project contribute to the planned long-term outcome for the six case-study industry organisations, which is to implement communication plans to increase their value for members and for this learning to be used in other industry organisations, resulting in a better informed and engaged industry through enhanced communication effectiveness.

12 Conclusion

Extensive consultation in the fishing and seafood industry identified that organisational effectiveness through improved and coordinated communication strategies was a research priority. Consequently, the primary objective of the *Two-Way Communication – Empowering Industry* project was to increase the strength and value of six case study organisations via a communication audit and capacity building workshops, seeking to understand their current communication processes, define their member and stakeholder base, and to develop a 'value proposition' and communication strategy.

The engagement of the case study organisations was crucial to the success of the project, both in contributing to the research data through the audit interviews and through participating fully in the review of preliminary data and the Value Proposition workshops. The opportunity for respondents and workshop participants to explore their communication processes and how they match with the needs and expectations of the members and stakeholders was significant. The organisations were able to take time to reflect on their current value to their members as well as provide rich data for the themes which emerged from the research process.

The researchers maintained what Clampitt and Berk (2009, p. 289) describe as a 'strategic tentativeness', taking the view that the researchers' role is to act as a catalyst for developing appropriate responses not to 'solve' the problems identified. For this reason, the approach was not a traditional case study focussing entirely on research but an interactive approach where workshops and capacity building was included. The first workshop focused on ensuring data validity and the second Value Proposition workshop was developmental for the organisation.

Ultimately, by means of this approach, the research has identified and documented answers to such questions as:

- Who is communicating with who in the sectors and organisations studied and on what topics?
- Who should we communicate with, that is, who are our members and stakeholders?
- How is the communication happening?
- Is the message getting through to members?
- What do members identify as attributes of valuable organisations and what do they want from their organisations now and in the future?
- What is our value proposition and our message?
- What are the barriers and how can we become more effective communicators?
- What can be learnt from models of communication in other organisations?

Case study organisations identified that related sector organisations, state fisheries departments and research institutions were the main two-way communicators. Acquiring information from business networks, the internet and the media was common. Electronic communication was widespread yet personal communication was still highly valued and engagement through social media was not prevalent.

There was variation between organisations as to the regularity and effectiveness of communication to members and opportunities for improvement were found. It was identified that a well-functioning and up to date website was an important element of effective communication however it was insufficient to rely on the website for member engagement. Encouraging member participation as much as possible and facilitating member input into policy and regular feedback from members to boards and management is important. Participants responded positively to the idea that both the mode of communication *and* the message complement relationships by matching with people's expectations and values, which were articulated in the interviews predominantly as trustworthiness, mutual respect and transparency.

The identified barriers to effective communication included lack of resources and trained staff within organisations, organisational and governance culture, the complexity of industry hierarchical structures and the need for greater cooperation between organisations and sectors. The lack of resources must be addressed creatively through an operating environment scan to ascertain who else could be engaged and partnered with to break down territorial barriers to communication whilst strengthening the viability of the organisation and maintaining its relevance to the membership base.

For any communication strategy to be effective the members must see the organisation as valuable and organisations ought to avoid the filtering and 'rebranding' that occurs along the communication chain. Members and stakeholders must trust the organisation and the organisation must truly understand the intrinsic values and motivation of the members. The initial expenditure of time and resources spent on consultation and strategy will save resources in the longer term.

It was clear that some of the industry governance structures are not conducive to member input or transparent communication, despite the appearance of representation through branch and zone structures. The communication, governance and accountability pathways through these structures are not clear and are likely to be a major constraint to effective communication. The capacity of the members to utilise new forms of technology, both due to poor regional infrastructure and the personal capabilities of the members, could be addressed at several levels. This may include training for staff as well as members, incorporated at the same time with consultation and engagement on values and expectations and understanding of what the organisation does and what it stands for.

The highly successful *Empowering Industry* project has directly contributed to the delivery of the FRDC's People Development Program. The project may be built upon by formal and informal sharing of the research outcomes, disseminating the Communication Guide, providing communication training for industry bodies and an industry-wide discussion of opportunities for shared communication services. As a component of shared services, a central repository of communication resources for the fishing and seafood industry, as detailed in the Further Development section, would be a cost-effective way of increasing organisational communication capacity, as would implementation of the Communication Guide and access to related training across the industry.

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14 Appendices

Appendix 1 Intellectual Property

FRDC are the legal owners of the *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* materials. Reproduction of the materials should be addressed through FRDC in consultation with Rural Training Initiatives Pty Ltd.

Appendix 2 Project Staff

Jill Briggs – Rural Training Initiatives Pty Ltd - Managing Director – Principal Investigator

Rowan O'Hagan – Rural Training Initiatives Pty Ltd, Researcher

Appendix 3 Advisory Group Members

Jill Briggs – Principal Investigator – Managing Director, Rural Training Initiatives

Jo-Anne Ruscoe - Program Manager, Fisheries Research and Development Corporation

Andrew Rowland – Chief Executive Officer, Recfishwest

Andrew Tobin - Senior Research Fellow, Fishing & Fisheries Research Centre, James Cook University

Neil MacDonald - Principal, NMAC (SA) Pty Ltd

EMPOWERING INDUSTRY

Two - Way Communication - *Empowering Industry*

Industry Organisation Case Study

Participation Overview

1. About this Participation Overview

This Two-Way Communication Project Participation Overview ("Participation Overview") informs your organisations regarding the participation in the Two-Way Communication Project ("the Project") funded by Fisheries Research and Development Corporation and managed by Rural Training Initiatives. Your organisations involvement in the Project indicates your acceptance of the Participation Overview.

2. About The Project

Please read the accompanying Two-Way Communication Project – Project Overview sheet.

Rural Training Initiatives, as the manager of the project, is inviting your organisation to partner with us to better understand your communication processes and therefore your value to your members and stakeholders.

The project is designed to work with six (6) seafood industry organisations and therefore participation in Two-Way Communication Project will involve being selected as a case study organisation and in the event that there are more than six (6) organisations wishing to participate in the project selection of seafood industry organisations will ensure that diversity is best reflected in the six case study organisations.

3. How to use take part in the Two-Way Communication Project

3.1 Is your organisation eligible to take part?

If your organization wishes to take part in the Project your organization must: -

- Be a seafood industry organisation with a membership and/or stakeholder database that can be accessed by the project staff

- Be willing, as an organisation, to be part of a network analysis process involving the project staff reviewing communication methods and communication "trails" sent by your organisation to your membership/stakeholders

- Be willing to be involved in at least one face-to-face consultation

- Be involved in a review of information gathered and results from that information

- Assist in the project staff develop a "Communication Action Plan" that will enhance your organisations value to membership/stakeholders and whole of industry.

3.2 What to do to take part

To take part in the Project, you must:

Provide the Project Manager – Jill Briggs with a letter from your organisation which reflects your willingness to take part through the inclusion of the five "dot points" detailed in 3.1. and email to jill@ruraltraininginitiatives.com.au

4. Right to use information gathered.

Through your organisations involvement in the project "de-identified" information gathered throughout the research will be used to develop an individualised communication plan. This same information will be combined with other case study organisation information to develop a generalized "whole of industry" communication plan.

5. Your organisations privacy

We may collect personal information from you and members of your organisation however this information when presented in the report and communication plan will be "de-identified" in order to maintain anonymity.

6. Intellectual property

8.1 All intellectual property rights, including copyright, in the materials associated with the Project are owned by Fisheries Research and Development Corporation.

Contact Details

You can address any concerns or complaints about the Project to the Reach Foundation at the following address:

Rural Training Initiatives 1095 Kings Rd, Norong, VIC 3682

FRDC 2011/400 "*Two-Way Communication Project -* Improving two-way membership communication in peak industry bodies (commercial, recreational and indigenous) of the fishing and seafood industry"

Contact Details

Name of Organisation ....

Principal Contact ....

Postal Address ....

....

Telephone ....

Email...

Website ....

Organisational Details

Legal entity – please indicate

Company	Incorporated Association
Statutory Authority	Other Please state:

Scope of organization – please indicate

National	State	Regional	Sector

Purpose of organisation...

....

Location(s) of premises ....

....

....

Sources of funding...

....

Number of staff ....

....

Management structure ....

....

....

....

Governance or Board structure ....

....

....

Thank you for your assistance

Please return to:

JILL BRIGGS

www.ruraltraininginitiatives.com.au

jill@ruraltraininginitiatives.com.au

0409455710

0260357284

1095 KINGS ROAD

NORONG, 3682, VIC, AUSTRALIA

PROJECT OVERVIEW

FRDC 2011/400 "*Two-Way Communication Project -* Improving two-way membership communication in peak industry bodies (commercial, recreational and indigenous) of the fishing and seafood industry"

Project Need

The seafood industry is comprised of national, state, regional and sector organisations all of which have a "client group" with which two-way communication and connection is anticipated. The industry has identified the need to improve lines of communication between industry associations and their members as being critical for their sustainability and survival.

Industry organisations have articulated the issues that impact on association/ organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies.

The identified issues are:
- Defining how organisations are relevant and what value is being offered to members;
- Lack of clarity about what 'product' is being offered;
- Lack of clarity about what associations' key messages are for their members and broader industry;
- Disjunction between the message being sent by groups and those receiving it;
- Misunderstanding of what is being said amongst competing messages;
- Different priorities at top and bottom of associations' organisational structures;
- Confusion amongst members about who's who and why e.g. what do the different levels of organisations do? What representation do they have?

Project Objectives
1. Complete a communication audit to gain an understanding of what generic tools are already available to suit associations' communication needs.
2. Assist peak associations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members.
3. Clarify association members/audience, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange
4. Based on previous objectives, specifically modify and tailor communication techniques to improve communication and membership support in six case-study associations.
5. Extend project outcomes on a national basis

Project Outputs & Extension

Objective 1 - An industry introduction to the project via a project rationale communication process. This activity will also provide data for the project and call for six industry organisations to register as case-study organisations.

Objective 2 - Complete a communication audit to gain an understanding of what generic tools are already available to suit associations' communication needs. Complete a roles and responsibilities audit of the six industry associations. Communication audit of successful models beyond the seafood industry

Objective 3 - Data analysis and research outcomes drafted and presented with opportunity for "black spot" addressing.

Objective 4 - Assist peak associations to understand and clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members. Clarify association members/audience, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange.

Objective 5 - Modify and tailor communication techniques to improve communication and membership support in six case-study associations. Develop a whole of industry communication template incorporating the tiers of the industry organisations to enhance formal and informal communication. Extend project outcomes on a national basis.

Planned Outcomes and Benefits

The overarching outcome of the project is improved strength and value of peak industry bodies and associations through the increased effectiveness of communication with members and enhanced understanding of the value of these bodies.

Within associations, better communication and articulation of the association's key messages and roles to the membership will lead to better support of leaders, improved succession planning and less reliance on a small number of people. Association leaders will have more confidence in their role through knowing and understanding their membership's views.

Project Short-term Outcomes
Six case-study industry organisations with a researched profile on communication and value processes currently understood and accessed by membership.

Six case-study industry organisations with an implementation "toolkit" or plan to assist them improve their value and communication to members.

A whole of industry understanding of communication and value of organisations to members and an efficiency process to remove overlap and maximise resources.

Project Long-term Outcomes
A clear industry-wide knowledge of communication processes with the potential for streamlining communication and increasing efficiencies.

Six case-study industry organisations implementing communication plans for increased value for members to be used as models for industry organisations, resulting in a better informed and engaged industry through enhanced communication effectiveness.

Appendix 5 Workshop 1 and 2 Participants

Case-Study Organisation	Initial Meeting	Workshop 1	Workshop 2
Australian Council of Prawn Fisheries	25th October 2011 Karen Hollamby	16th May 2012 Karen Hollamby, Stephen Murphy, David Crichton, Stephen Hood, Kim Justice, Greg Moore, Graeme Stewart, Darren Ward.	15th November 2012 Karen Hollamby, Stephen Murphy, Stephen Hood, Darren Ward, Greg Moore, Kim Justice, Terry Richardson, Dylan Skinns
Northern Territory Seafood Council	9th December 2011 Katherine Sarneckis	15th June 2012 Katherine Sarneckis, Dan Richards, Horst Fischer, Rob Lowden, Peter Manning, Doug Neville, David Baumber, Julii Tyson	1st November 2012 Attendees Donna English, Brian Koennecke, Bill Passey, Rob Fish, Katherine Sarneckis, Lyn Lambeth, Will Bowman, Rob Lowden, Rod Smith.
Tasmanian Seafood Industry Council	7th December 2011 Neil Stump	14th May 2012 Neil Stump, Julian Harrington, Lindsay Newman, Nicholas Turner, Dean Lisson.	12th November 2012 Attendees – Julie Martin, Lindsay Newman, Julian Harrington, Mary Brewer, Cas (Seanet Officer), Darci Wallace, Neil Stump.
Victorian Recreational Fish	22nd August 2011 Christopher Collins	11th May 2012 Christopher Collins and VRFish Staff, Russell Conway, Doug Kimberley, Steven Relf, Rob Loats, Trevor Buck, Samantha Snowdon-Finsh, Franz Grasser, Mike Edwards, John Hotchin.	26th November 2012 Christopher Collins
Western Rock Lobster Council	19th March 2012 Nic Sofoulis	28th June 2012 Attendees Nic Sofoulis, Abigail Fraser, and all the WRLC Board (12)	Not applicable

Wildcatch Fisheries South Australia	8th February 2012 Jonas Woolford	2nd May 2012 Jonas Wooldford and Wildcatch Fisheries SA Member Organisations – SA WIN, Rock Lobster Fishery Northern Zone (NZRL) Southern Zone (SEPFA), Marine Scalefish Fishery, SA Blue Crab Pot Fishers Association, Lakes and Coorong Fishery Southern Fisherman's Association, Abalone Fishery, Gulf St Vincent Prawn Boat Owners Association, Spencer Gulf and West Coast Prawn Fishery.	10th October 2012 Jonas Woolford and members (4)

Appendix 6 Structured Interview

Date: Code:	Interviewer:

Two Way Communication Interview Survey

FRDC 2011/400 "*Two-Way Communication Project* - Improving two-way membership communication in peak industry bodies (commercial, recreational and indigenous) of the fishing and seafood industry"

This survey is seeking to gain an understanding of the two- way communication and networks present within the fishing and seafood industry - to highlight the key networks and to develop policies aimed at providing assistance to industry stakeholders in their communication strategies and processes.

All individual information collected in this survey is confidential.

Section 1 Background Information

Q1. Which sector of the fishing and seafood industry does your institution represent?	*Local*	*Regional*	*State*	*National*
Community Organisation				
Fisheries Management				
Fisher Representative Organisation				
Processor/Retail Representative				
Industry Representative Organisation (fishers and processors)				
Education and Research/Government				
Other (*please describe*) _____ _____				

Q2. What is the name of the institution you represent?

Q3. Gender *(please circle)*

	Female	Male

Q4. Age *(please circle)*

15 -24	25-34	35-44	45-54	55-64	65-74	75-84	84 and over

Q5. In which geographical area are most of your institution's activities undertaken? *(please describe)*

Q6. How many members does the institution have and representing what proportion of the industry?

Q2.1 For you and/or your institution, which organisations are <u>key sources of information</u> on industry issues? In which area, and how frequently, do they provide your institution with information? *(Mark all the relevant boxes with N Never, R Rarely, M Monthly, W Weekly, D Daily)*

At the national, state and regional level in Australia	Resource access/ manag't	Process-ing/Retail	Market access	Policy Dev't	Marketing Promotion	Research	Crisis/ Emergency Response	Human Resources	Regulations Licences	Funding	Advocacy
FRDC											
AFMA											
SSA											
State Fishing Industry Organisation											
Sector Fishing Industry Organisation Name:											
Oceanwatch											
Dep't of Agriculture Fisheries and Forestry											
State Department of Primary Industries											
State Dep't of Environment and Sustainability											
CSIRO											
Bureau of Meteorology											
Seafood CRC											
Women's Industry Network Seafood											

Q2.2 For you and/or your institution, what are <u>other key sources of information</u> on industry issues? In which area, and how frequently, do they provide your institution with information? *(Mark all the relevant boxes with N Never, R Rarely, M Monthly, W Weekly, D Daily)*

At the national, state and regional level in Australia	Resource access/ manag't	Process- ing	Market access	Policy Dev't	Marketing Promotion	Research	Crisis/ Emergency Response	Human Resources	Regulations Licences	Funding	Advocacy
Radio											
Newspapers											
Journals											
Television											
Internet											
Magazines											
Business Associates											
Community Groups											
Newsletters											
?											
?											
?											

Section 3 Frequency and Topics Communicated (Inbound)

Q3.1. What is the frequency of using the following modes of communication?	Never	Rarely (once or twice a year)	Monthly	Weekly	Daily or More
Email					
Internet chat and/or online forums					
Community / public forums					
Phone					
Mailing list					
In-person					
Electronic mailing list					
Workshops/conferences					
Newsletters					
Social media (Twitter, Facebook)					
Hand written					
Printed material					
Other (please specify) _____ _____					

Q4.1 Do you communicate back to these information sources? *Use N, R, M, W, D as before*	Resource access/ manag't	Process-ing	Market access	Policy Dev't	Marketing Promotion	Researc h	Crisis/ Emergency Response	Human Resources	Regulations Licences	Funding	Advocac y
FRDC											
AFMA											
SSA											
National Seafood Industry Body											
State Fishing Industry Organisation											
Sector Fishing Industry Organisation Name:											
Oceanwatch											
Dep't of Agriculture Fisheries and Forestry											
State Department of Primary Industries											
State Dep't of Environment and Sustainability											
CSIRO											
Bureau of Meteorology											
Seafood CRC											
Women's Industry Network Seafood											

Q4.2. What is the frequency of using the following modes of communication?	Never	Rarely (once or twice a year)	Sometimes (Once a month)	Frequently (once a week)	Very frequently (once a day or more)
Email					
Internet chat and/or online forums					
Community / public forums					
Phone					
Mailing list					
In-person					
Electronic mailing list					
Newsletters					
Social media (Twitter, Facebook)					
Hand written					
Printed material					
Other *(please specify)* _____ _____					

Section 5 Organisation Engagement with Membership

Q5.1 What is the frequency of communication on these topics to members?	Resource access/ manag't	Processing	Market access	Policy Dev't	Marketing Promotion	Research	Crisis/ Emergency Response	Human Resources	Regulations Licences	Funding	Advocacy
Never											
Rarely											
Once a month											
Once a week											
Daily or more											
Other											

Q5.2 What other types of services are provided to members?	Leadership	Recognition	Awards	Training	Networking	Raising Profiles	Mentoring	Social	Role Models	Empowerment
Please tick relevant service										
For those you have ticked please rate the delivery of these services to members 1 to 5 (with 1 being non-existent and 5 being excellent)										
What other services would you like to receive?										

Q5.3. What do you consider is important in communication and accessing services within your organisation? *(please tick)*	1 Not Important	2 Slightly Important	3 Average	4 Important	5 Very Important
Trustworthiness					
Innovative ideas					
Mutual respect					
Timely					
Economic benefit					
Transparency					
Flexibility in timing					
Flexibility in mode of communication or delivery					
Access to decision-makers					
Other					

Thank you for your time taken to complete this survey.

All information collected in this survey is confidential.

Q5.4. How would you rate YOUR engagement with the organisation? *(please tick)*	1 Very Low	2 Low	3 Average	4 Above Average	5 High
Responsive to communication					
Use of communication and information resources					
Passing communication and information resources on to others					
Participate in organised activities					
Organise or assist in organising activities					
Hold representative position					
Participate in industry supported or independent research					
Access decision makers					
Provide information					
Read information					
Other					

Q5.5 Who would you consider a trusted source of information?
(please explain)

Q5.6. Who else would you like to engage with, or you think should be informing you?
(please list person and/or institution and why)

Appendix 7 Value Proposition Workshop Format

Two Way Communication – Value Proposition Workshop

Workshop Process – Overview

1. Introductions and details gathered.

2. Present and talk through the information and details.

3. Value Proposition What is a value proposition?

4. Increasing your value as an organisation.

5. Final Report

6. Next Steps

Workshop Details

Part 1.

Introductions and overview of the workshop

Part 2.

Talking through the research data presented in the slides

Part 3.

What is a Value Proposition and what is its importance to an organisation?

Your Value Proposition is the promise you make to customers about the value they will receive from your service. It's about showing your members the benefit that will come from being a member and/or purchasing your product/service.

A Value Proposition Template

[**Organisation Name**] provides [**service, product name and function**] that delivers [**benefit of service/product**] to [**members/stakeholders**] who need [**member/stakeholder needs**]. Our organisation's unique [**differentiating feature**] delivers outcomes and/or better results than [**industry standard or competitor organisation**] because [**proof that benefits work**].

From the research this is your draft Current Value Proposition.

Part 4.

Increasing your value – how to do this and what you might action.
A step process to increase your value proposition to all your stakeholders.

a. If you have the resources, then you would provide the following –
activities/services/opportunities

b. If members and stakeholder engage in the above then what outcomes/results/changes
could you expect? Why?

c. Reviewing your VALUE PROPOSITION:

Is your pitch based on strong EVIDENCE of the DIFFERENCE your service makes? Answer
these questions for your organisation

Table 1 Market, Value, Offering, Benefit, Differentiation, Proof

1. Market - *for which stakeholder is the value proposition being created?*	
2. Value - *what do the stakeholders value most?*	
3. Offering - *which products or services are being offered?*	
4. Benefits - *what are the benefits for the stakeholders?*	
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	
6. Proof - *what evidence is there to substantiate your value proposition?*	

d. Further questions – consider the questions in Table 2

Do you measure outcomes/results/changes?

How would you measure the new 'work'?

How well do you know your stakeholders i.e. the organisations whom you receive from and provide information to?

What about grass roots members/stakeholders – what do they really want? How would you find this out?

Could you match their needs to your short, medium, long-term changes?

If you change/increase/rearrange what you provide, you need to develop a new value proposition or add to your existing value proposition.

Table 2 Inputs, Activities, Outputs, Outcomes, Impacts

Outcome	What activities/ services/ opportunities?	What outcomes/ results/ changes?	HOW will the activities create the outcomes listed?	Through what mechanisms?	What resources would be needed?
Short-term					
Mid-term					
Long-term					

RURAL TRAINING INITIATIVES

Australian Government
Fisheries Research and
Development Corporation

Part 5.

Final Report – Elements.

Cover Page	Will be consistent in design with the FRDC Corporate Cover Design Standard.
Title page	The title, author details, date, publisher, copyright statement, FRDC acknowledgement, disclaimer.
Table of Contents	Will include page numbers.
Non Technical Summary	A summary of no more than **two pages** in simple language.
Acknowledgments	Acknowledge any financial support or other work that enhanced the findings of the project.
Background	Based on the background provided in the original application and updated to reflect changes that arose during the length of the project.
Need	Summarise the need as described in the original application with updates to reflect changes that arose during the length of the project.
Objectives	State the objectives as they appeared in the original application. Highlight any changes to the original objectives.
Methods	Describe the methods used in the research. Include any discoveries in methods that may benefit other related or unrelated research.
Results/Discussion	Detail the results for each component of the project with an accompanying discussion section.
Benefits and adoption	Identify the sector(s) of the industry and/or community that will have benefited directly from the research. State how benefits and beneficiaries compare with those identified in the original application. Describe adoption of the research by the identified beneficiaries.
Further Development	Recommend any appropriate activities or other steps that may be taken to further develop, disseminate, or to exploit commercially the results of the research.
Planned outcomes	Describe how the project's outputs will contribute to the planned outcomes identified in the application. Describe the planned outcomes achieved to date.
Conclusion	Summarise the results of the project, detailing the extent that the objectives were met and how the outputs will contribute to the planned outcomes. The conclusion should not be longer than two pages.
References	Provide a list of all references cited in the report.
Appendix	

Part 6.

Next Steps.

Appendix 8 Australian Council of Prawn Fisheries

Australian Council of Prawn Fisheries – Case Study Final Report

This case study report is based on data collected for the ACPF case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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1 Acknowledgements

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3 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The Two-Way Communication – Empowering Industry Project arose from the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'.

The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. The Two-Way Communication – Empowering Industry project arose from a number of industry consultations. During meetings held as part of the Empowering Industry project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, Empowering Industry hosted a workshop 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

• Defining the relevance of organisations as to their roles and representation;

• Understanding the value and product they have to offer members;

• Identifying the key messages for their members and broader industry;

• Enabling connection with the target audience to meet their needs;

• Ensuring the clarity of the message amongst competing messages; and

• Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach, investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

- Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;

- Undertaking a process for clarifying who are the members and stakeholders;

- Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;

- Developing strategies to improve the organisation's two-way communication and membership support; and

- Extending these understandings and pathways for effective communication across the fishing and seafood industry.

These key aspects were then developed into the project objectives, and a project plan which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations.

4 Objectives

The primary objective of the Two-Way Communication – Empowering Industry Project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry.

The five stated objectives of the Two-Way Communication Project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs;

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members;

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange;

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation; and

5. To extend project outcomes on a national basis.

5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising as it did from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from facilitated workshops by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The case study method

A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009, p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

Selection of case study organisations

The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry. There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were selected as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For details of workshop attendance, see Appendices in Main Report.

Communication audit

The first research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently

available to suit organisations' communication needs and what are the roles and responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the seafood industry was also conducted.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish, 2009, p. 420). The number, gender and age of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents- All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7
Categories		Board		Staff	Fishers/Members		Other
70		26		12	25		7

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and

taking the time to focus on the issues, guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies, which highlighted differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile - Australian Council of Prawn Fisheries

The Australian Council of Prawn Fisheries (ACPF) is the peak national body representing both prawn fisheries and companies within the wild catch prawn industry. The ACPF aims to build the positive reputation of the industry by working in partnership and forming strategic alliances with government, industry and seafood organisations to ensure ecologically sustainable fishing practices and for product promotion, marketing, research and value-adding.

ACPF has a web presence with their website, www.prawncouncil.com.au. The ACPF website states 'Membership of the ACPF is made up of companies and associations across Australia and New Zealand that have an interest in prawn fishing. The ACPF is governed by a Board of Directors and operations are conducted by an Executive Officer and Research Extension Manager. The Board of Directors are nominated and elected from within its membership, as required under the ACPF's Constitution.' The current representation on the Board is as follows:

- Spencer Gulf and West Coast Prawn Fishermen's Association Inc
- Gulf St. Vincent Prawn Fishery
- Shark Bay Prawn Trawler Operators Association Inc
- MG Kailis Pty Ltd - Exmouth Gulf Prawn
- Professional Fisherman's Association Inc
- Clarence River Fisherman's Co-op Ltd
- Zenith Engineering
- Queensland Seafood Industry Association
- Queensland Seafood Marketers Association Inc
- Moreton Bay Seafood Industry Association Inc
- Northern Prawn Fishery Industry Pty Ltd
- Raptis & Sons Pty Ltd
- South Australian Prawn Co-operative Ltd
- Hampidjan NZ Ltd
- North Queensland Trawler Supplies

Case study methods – Australian Council of Prawn Fisheries

Eleven respondents were engaged in semi-structured interviews either face to face or by telephone. The respondents were chosen to represent a mixture of members, employees, board members and industry. The age and gender of the respondents are shown in Table 5.3. Interviews took place during March, April and May 2012. The preliminary data were presented to ACPF representatives on May 16 2012 and the Value Proposition workshop was held on November 15 2012 via teleconference.

Table 5.3 Interview Respondents – ACPF

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
10	1	-			6	5	

An explanation of the scoring is shown in Table 5.4 below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.4 Scoring

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the frequency of communication on these topics, featuring both inbound and outbound communication. For ACPF, research, resource access/management, marketing/promotion and policy development were dominant, which reflects the national role of ACPF in these industry areas.

Figure 6.1 Topics of Information – Inbound and Outbound
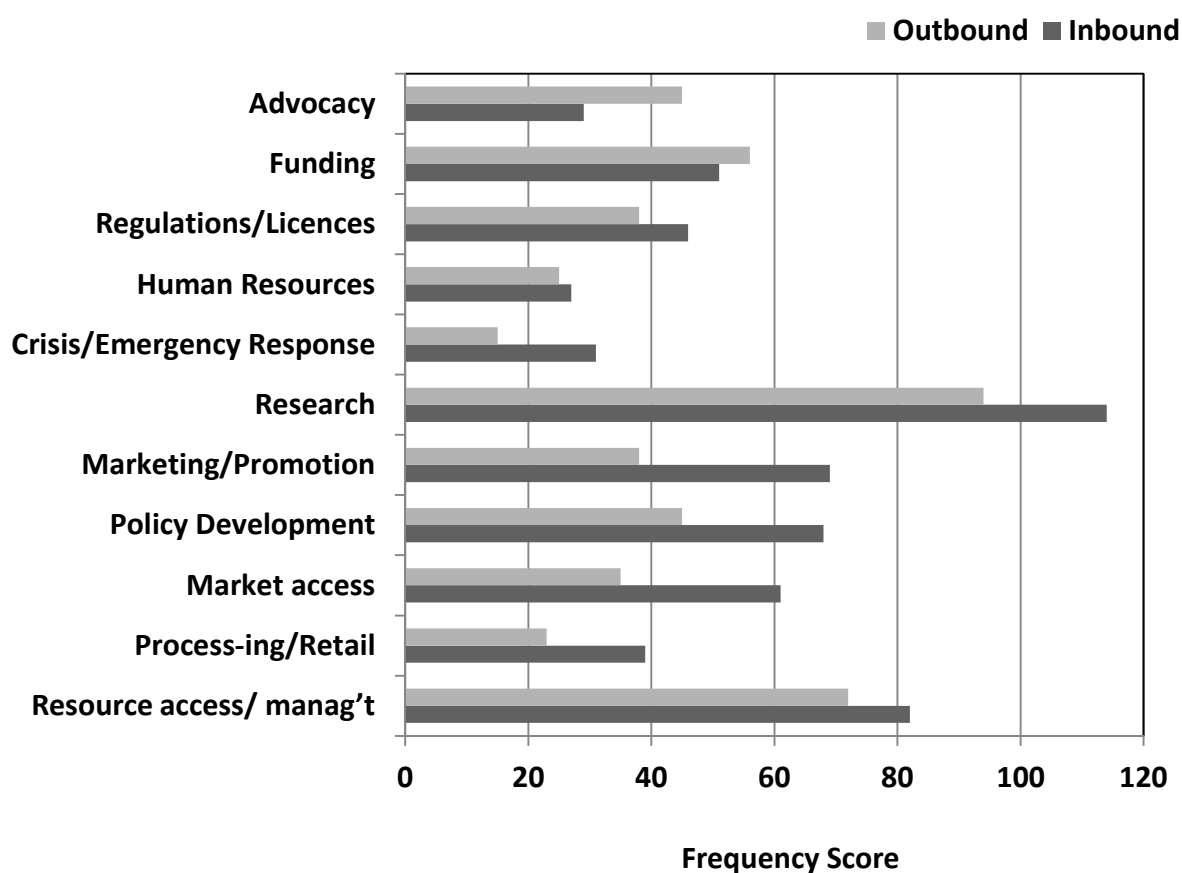
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For ACPF, the primary communicators were FRDC, Seafood CRC, DAFF, Bureau of Meteorology and Seafood Services Australia. With the exception of the FRDC, and the fishing industry organisations, communication appeared to be predominantly one-way.

Figure 6.2 Sources of Information – Inbound and Outbound
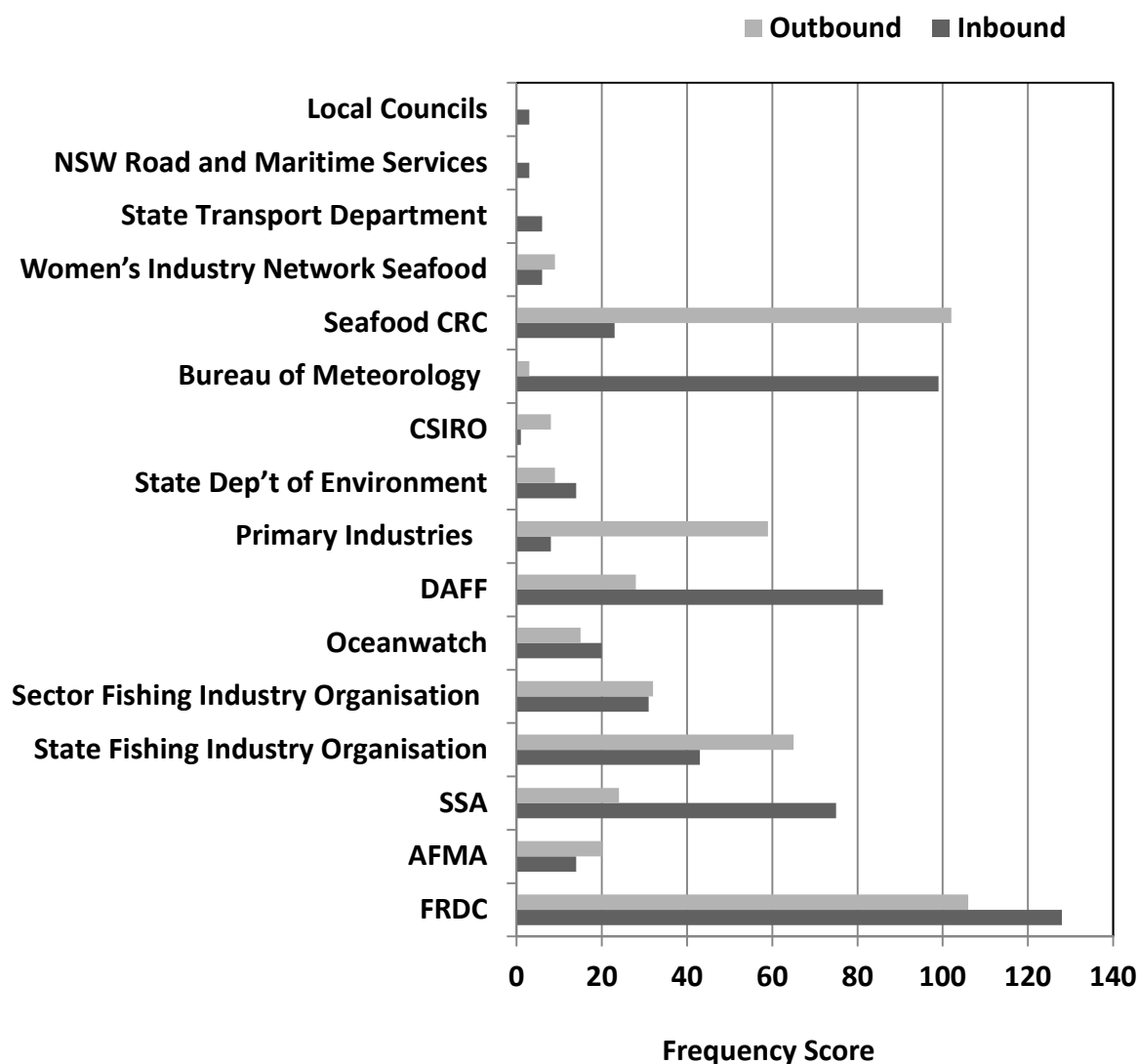
Public Sources of Information

Respondents also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that, while overall the frequency of sourcing particular subject matter from these sources was lower than the frequency of information coming from organisations and agencies, public channels were nevertheless an important source of information, particularly on resource access/management, research, marketing/promotion and advocacy.

Figure 6.3 Topics from Public Sources
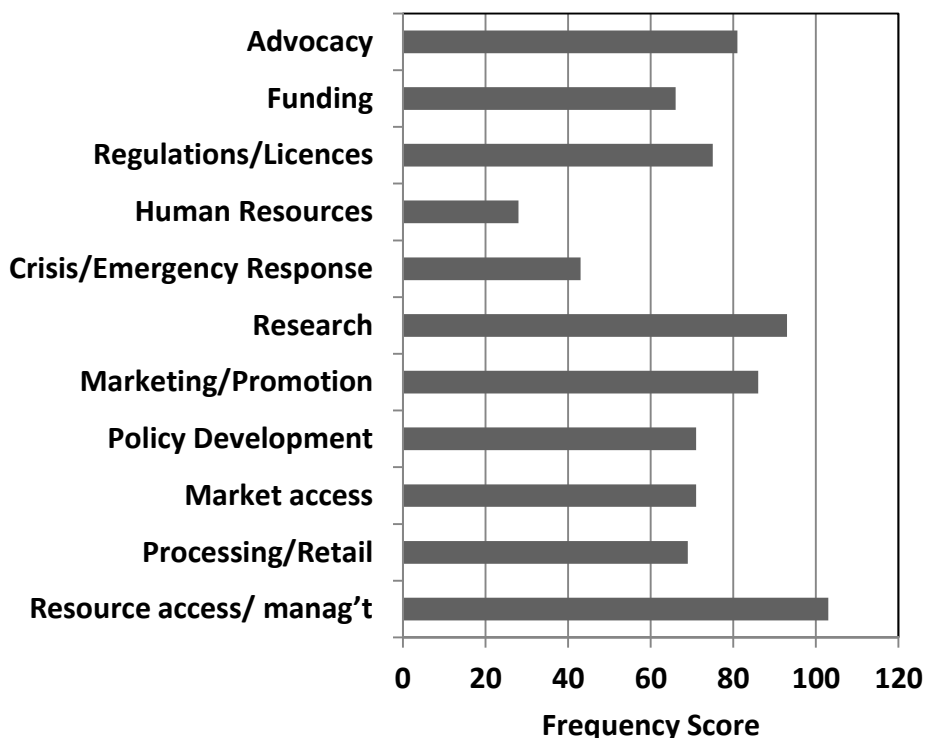
The most commonly cited public sources of information were business associates, newspapers and the internet, as shown in Figure 6.4 Public Sources of Information.

Figure 6.4 Public Sources of Information
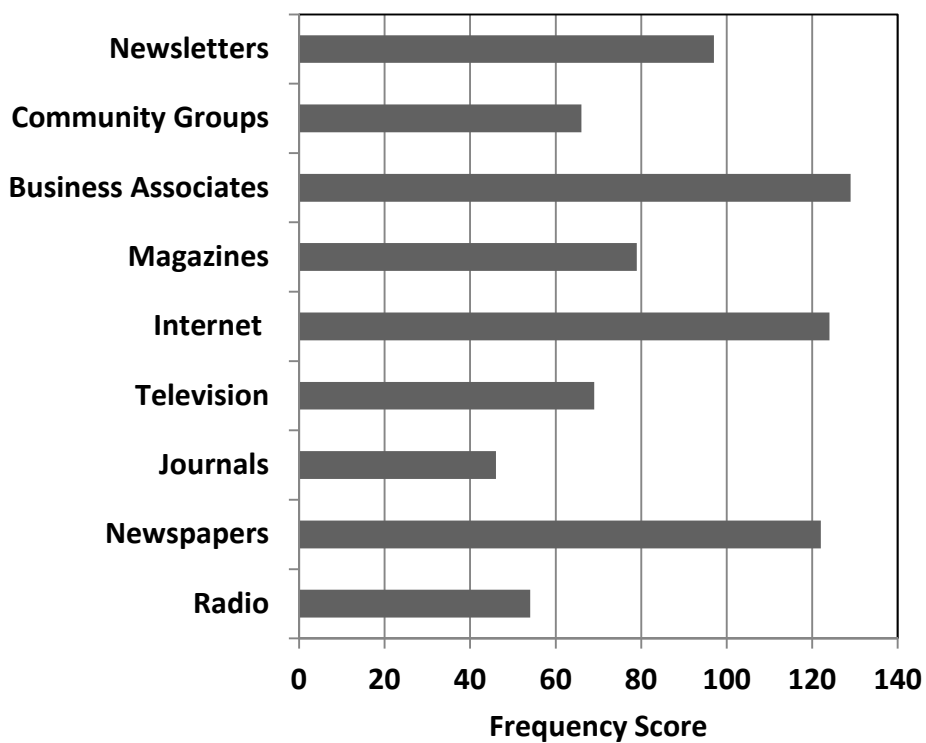
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email, telephone, electronic mailing list and in person were common for two-way communication whereas using a conventional mailing list and printed material was an important mode for inbound information but less outbound communication.

Figure 6.5 Modes of Communication
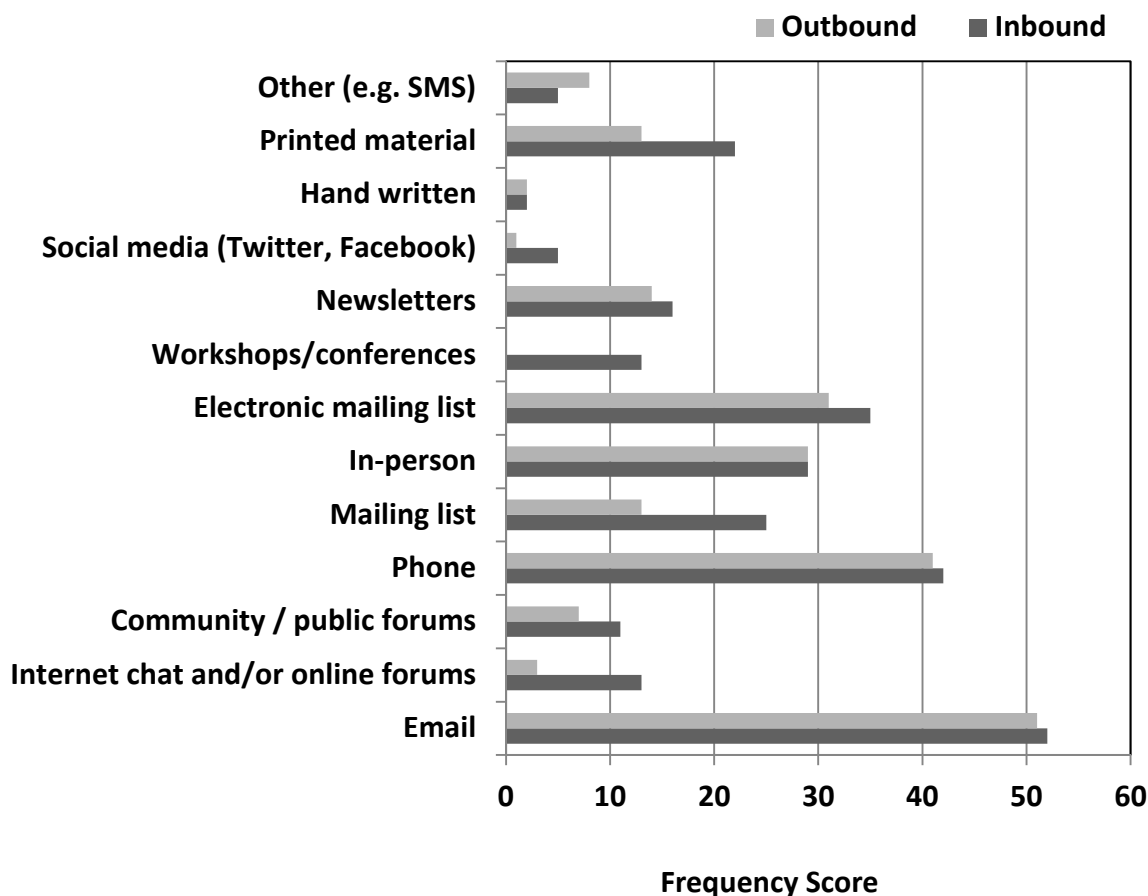
Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The indication that members receive communication either monthly or rarely is a reflection of the structure of the organisation as a national body – if respondents are not currently on ACPF they receive less communication and a proportion of the communication they receive may be re-branded through their respective organisations.

Figure 6.6 Communication to Members
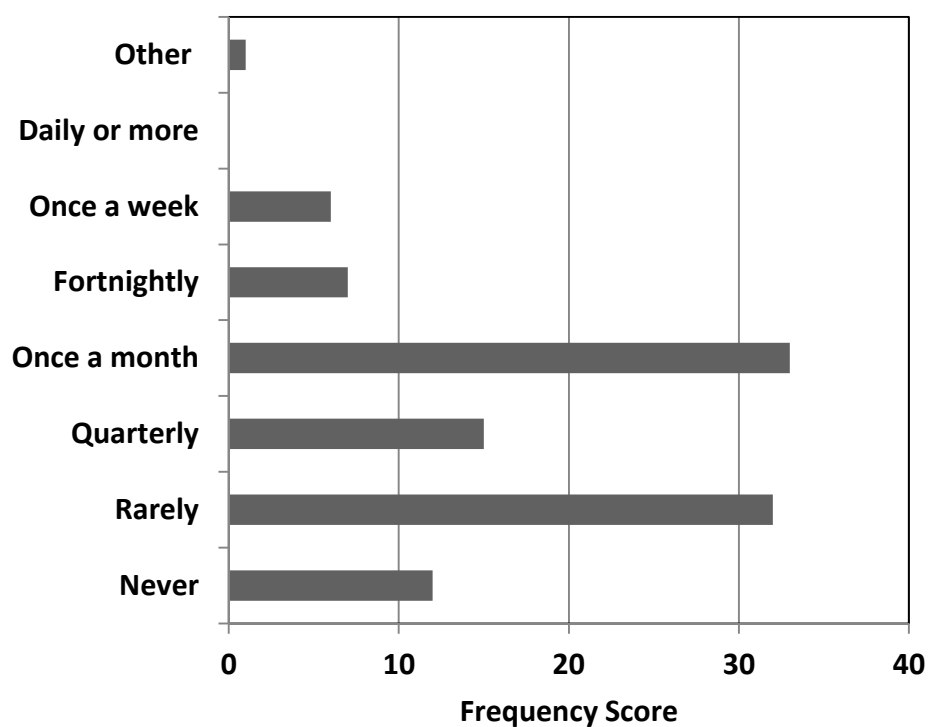
Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with ACPF to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 12 respondents.

Figure 6.7 Respondent Engagement with Organisation
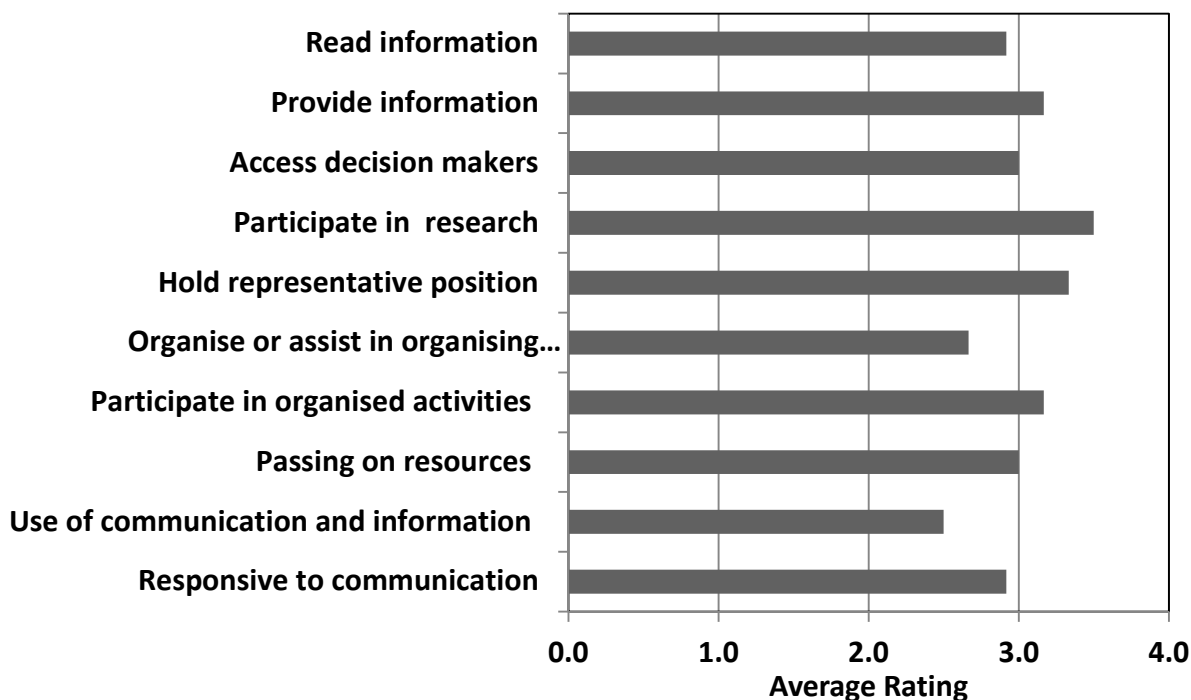
Services Provided to Members

Respondents were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by ACPF and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 11 interviews) and the corresponding average rating for the service. The services considered to be delivered by ACPF were networking, raising profiles, leadership and recognition.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Networking	11	3.3
Raising Profiles	11	3.3
Leadership	10	2.9
Recognition	9	2.6
Empowerment	7	2.9
Mentoring	5	2.6
Social	4	2.0
Role Models	4	3.0
Awards	2	2.5
Training	2	2.5

*from 11 interviews

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information. Respondents particularly valued trustworthiness, transparency, and access to decision makers from organisations. The responses in the 'Other' category included reliability and visibility to membership.

Table 6.2 Attributes of Services and Information

Attribute*	Average	Important	Very Important
Trustworthiness		4	7
Transparency	1	4	6
Access to Decision Makers		6	5
Timely	4	3	4
Mutual Respect		7	4
Economic Benefit	2	6	3
Flexibility – Communication/Delivery	2	7	2
Flexibility - Timing	2	7	2
Innovative Ideas	1	8	2
Other - availability			2

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The FRDC, other research institutions, the Council and industry members were considered trustworthy. Opportunities for engagement and improvement included greater promotion of the Council and its work, facilitating broader engagement with decision makers such as DAFF and also getting the message out to, and building relationships with, conservation groups and consumers.

Value Proposition Workshop

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed and demonstrated how this aids the planning of future communication strategies. The benefit from the workshop came from the ability of the participants to reflect on the meaning of the outcomes for ACPF and formulate a value proposition to guide communication and service delivery (see Table 6.3 Reviewing Your Value Proposition).

ACPF identified that industry member organisations, government and research providers are its stakeholders. These stakeholders value having national representation to raise the industry and product profile through marketing and promotion, and access to resources, research funds and research outcomes coordinated for the benefit of the industry.

Due to the constraints of teleconferencing, the action planning exercise for increasing value in the future by identifying potential services, activities and opportunities was not undertaken during the workshop.

Table 6.3 Developing Your Value Proposition

1. Market - *for which stakeholder is the value proposition being created?*	Karen and others – member organisations, wildcatch prawn industries and their fishers and fisher organisations, orgs in every state, every wild catch prawn fisherman, Stephen – wider stakeholders FRDC, CRC and government
2. Value - *what do the stakeholders value most?*	Karen – dollars for R&D projects, outcomes from projects, other information from national sources which they may not have access to; us doing things for them to save them doing it themselves Terry – equitable and equity across all the organisations in the Council Dylan – $ for their businesses through marketing and promotion Kim – marketing and R&D Steven – national unity is value positive for members
3. Offering - *which products or services are being offered?*	Karen – national representation gives stronger body, aligning activities so consistency in issues and messages in two way communication Terry – national, access to resources, conduit to CRC and FRDC Dylan – one representative voice, up to date information Kim – covered Stephen – R&D services is key plank of organisation, and advocacy
4. Benefits - *what are the benefits for the stakeholders?*	Karen – direct access to info, say and support , better coordination, don't have to worry about national issues Terry – peak body reduces duplication, power in numbers Dylan, Kim – peak body benefits Stephen – stakeholders have better understanding of national industry wider than their state, access to research finance
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	Karen – depends whether individuals wish to work independently or through other key stakeholders (CRC projects and relevant politicians, there are other competitors (NSIA, SSA, Commonwealth Fisheries Association are national bodies but how well resource? Where do they play?) but they don't have national coordination Terry – other orgs cover all seafood, so we can concentrate on wild caught prawn industry Dylan – similar to Terry Kim – no alternative as singular representative for prawn industry Stephen – we have asked our members what they want compared to others who may tell their members rather than ask
6. Proof - *what evidence is there to substantiate your value proposition?*	Karen – contract with CRC as participant with them as evidence Terry – still alive! Dylan – information from Two Way research Kim – members are still paying contributions Stephen – got a quorum at the AGM, better than quorum!

7 Conclusion

The Australian Council of Prawn Fisheries has identified that its strengths include advocacy, policy development based on research evidence, the ability to broker research which is relevant to the industry and close ties with industry and government. Future communication and engagement strategies include participation at the national level, providing opportunities for getting positive messages to wider community, enhanced collaboration across industry sectors and ensuring funding and representation along the value chain for stakeholders.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

8 References

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Appendix 9 Northern Territory Seafood Council

Northern Territory Seafood Council – Case Study Final Report

This case study report is based on data collected for the NTSC case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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1 Acknowledgements

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3 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The Two-Way Communication – Empowering Industry Project arose from the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'.

The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. The Two-Way Communication – Empowering Industry project arose from a number of industry consultations. During meetings held as part of the Empowering Industry project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, Empowering Industry hosted a workshop 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

• Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;

• Undertaking a process for clarifying who are the members and stakeholders;

• Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;

• Developing strategies to improve the organisation's two-way communication and membership support; and

• Extending these understandings and pathways for effective communication across the fishing and seafood industry.

These key aspects were then developed into the project objectives, and a project plan which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations.

4 Objectives

The primary objective of the Two-Way Communication – Empowering Industry Project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry.

The five stated objectives of the Two-Way Communication Project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs;

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members;

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange;

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation; and

5. To extend project outcomes on a national basis.

5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising as it did from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from facilitated workshops by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for fishing and seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The case study method

A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009 p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

Selection of case study organisations

The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry. There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were selected as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For details of workshop attendance, see Appendices in Main Report.

Communication audit

The first research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently available to suit organisations' communication needs and what are the roles and responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the seafood industry was also conducted.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish, 2009, p. 420). The number, gender and age of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents - All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7
Categories		**Board**		**Staff**	**Fishers/Members**		**Other**
70		26		12	25		7

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and taking the time to focus on the issues, guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies, which highlighted differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile – Northern Territory Seafood Council

The Northern Territory Seafood Council (NTSC) is the peak representative body of the seafood industry including wild catch and aquaculture in the Northern Territory.

NTSC has a strong web presence with their website, www.ntsc.com.au, and produce a quarterly newsletter, *Seafood Council News*, and an annual *Year in Review*. The NTSC has Licensee Committees / Associations of licence holders that are members of the NTSC and the Chair of each of these is a member of the NTSC Board. Licensees are also individual members of the NTSC. NTSC provides secretariat services for all member Licensee Committees/Associations as well as advice on a wide range of issues that impact on the seafood industry. The seafood industry sector groups represented by NTSC are as follows:

- Non Pearl Aquaculture
- Coastal Line Fishery
- Aquarium Fishery
- Timor Reef Fishery
- Demersal Fishery
- Offshore Net and Line Fishery
- Pearl Aquaculture
- Barramundi Fishery
- Spanish Mackerel Fishery
- Mud Crab Fishery
- Trepang Fishery
- Coastal Net Fishery
- Trader/Processor Sector

The website states: 'At the national level the Northern Territory Seafood Council is involved in a wide range of issues, from maritime and industry training to such issues as biodiversity, marine protected areas, foreign incursions into fishing grounds and resource sharing.'

Case study methods – Northern Territory Seafood Council

Twelve respondents were engaged in semi-structured interviews either face to face or by telephone. The respondents were chosen to represent a mixture of members, employees, board members and industry. The age and gender of the respondents are shown in Table 5.3. Interviews took place during December 2011 and January and February 2012. The preliminary data were presented to NTSC representatives on June 15 2012 and the Value Proposition workshop was held on November 12 2012.

Table 5.3 Interview Respondents – NTSC

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
9	3	-	4	2	1	3	2

An explanation of the scoring is shown in Table 5.4 below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.4 Scoring

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the relative frequency of communication on these topics, featuring both inbound and outbound communication (see Table 5.4). For NTSC, research and resource access/management were dominant, particularly for inbound information, whilst marketing/promotion, policy development and regulations/licences also featured.

Figure 6.1 Topics of Information – Inbound and Outbound
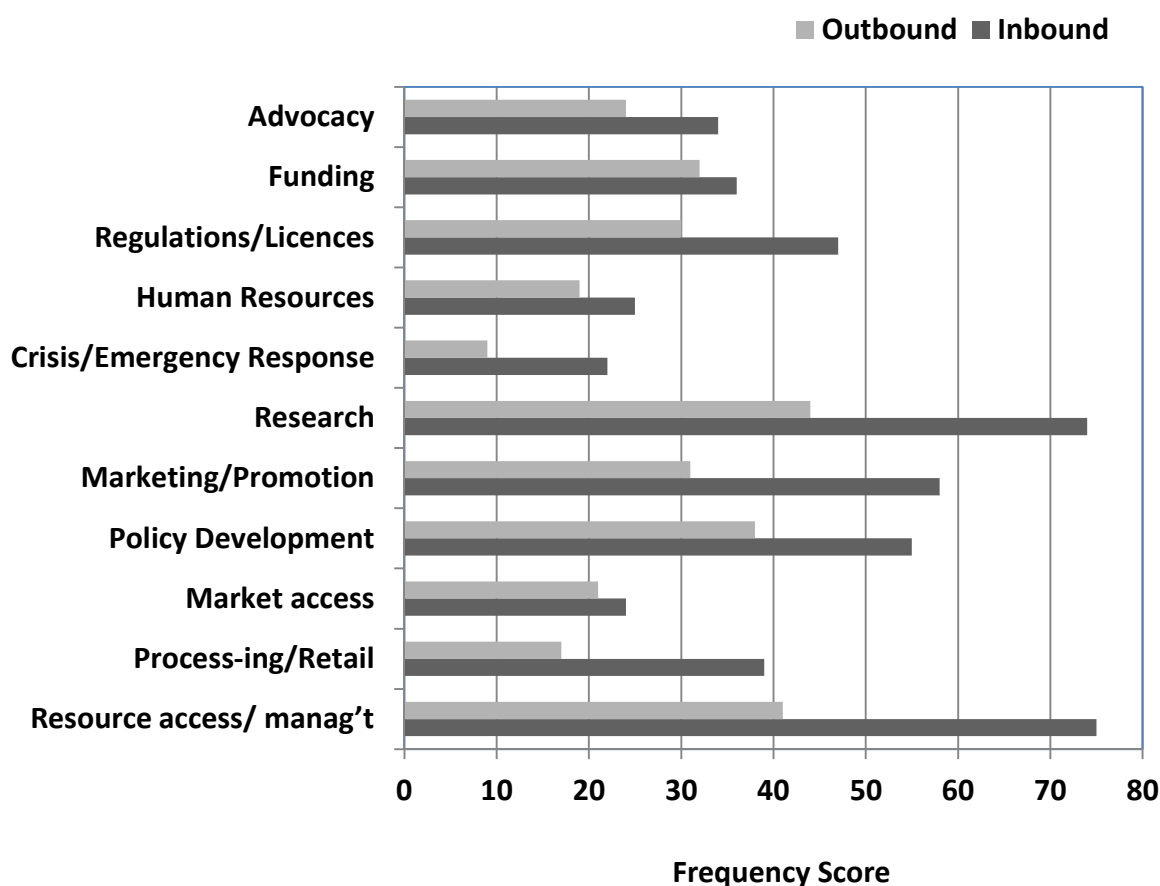
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For NTSC, the Northern Territory Department of Primary Industry and Fisheries (DPIF) were the primary communicators, with the sector organisations which make up the Council and FRDC also important.
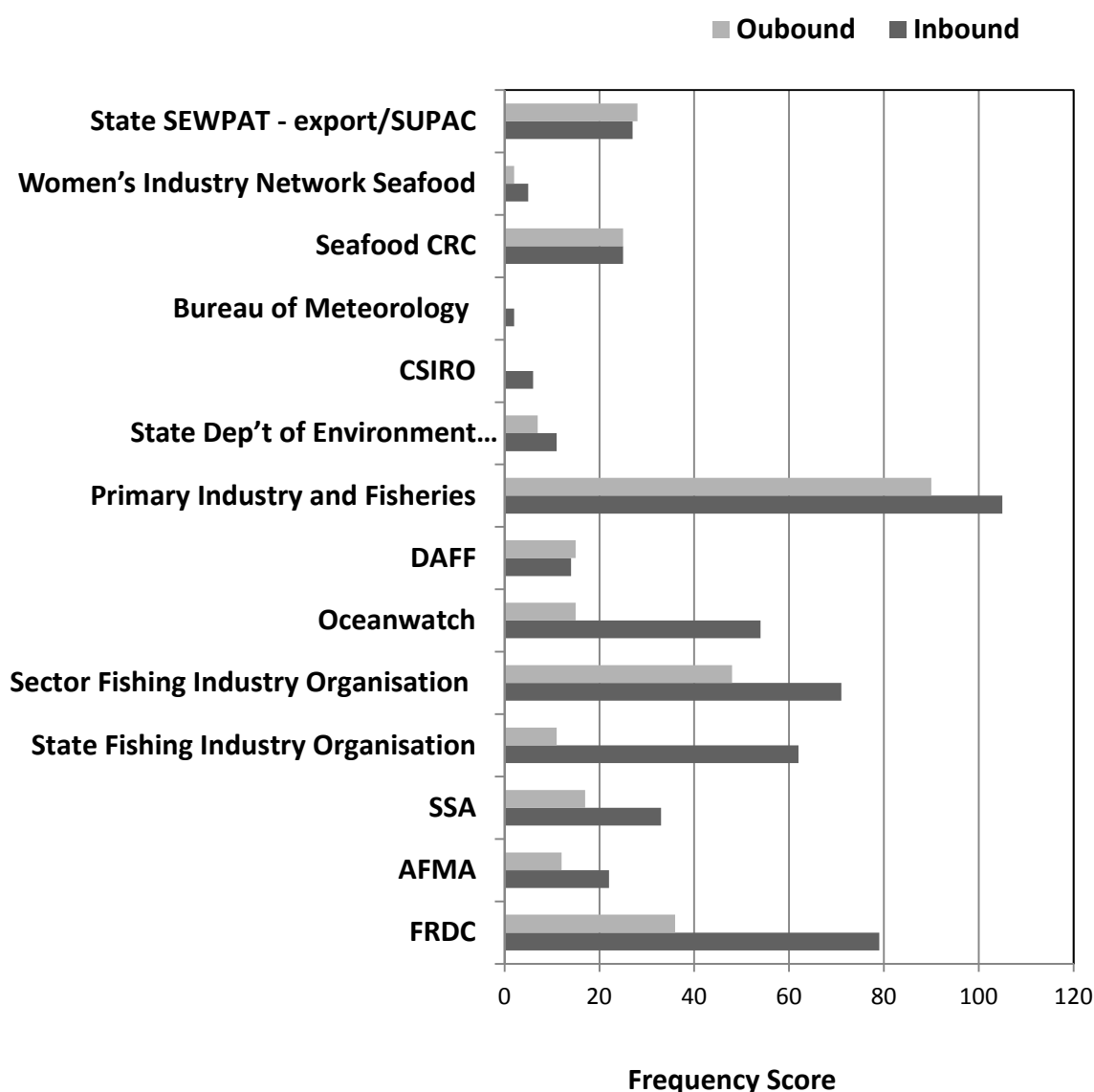
Figure 6.2 Sources of Information – Inbound and Outbound

Frequency Score

Public Sources of Information

Respondents also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that the frequency of gaining particular subject matter from these sources was similar to the frequency of information coming from organisations and agencies, particularly for resource access/management, marketing and promotion and in times of crisis or emergency response, with research being the exception. This is not surprising given the broader audience for these types of information, but highlights that NTSC stakeholders are unlikely to receive adequate specific information on research unless targeted to them by NTSC.

Figure 6.3 Topics from Public Sources
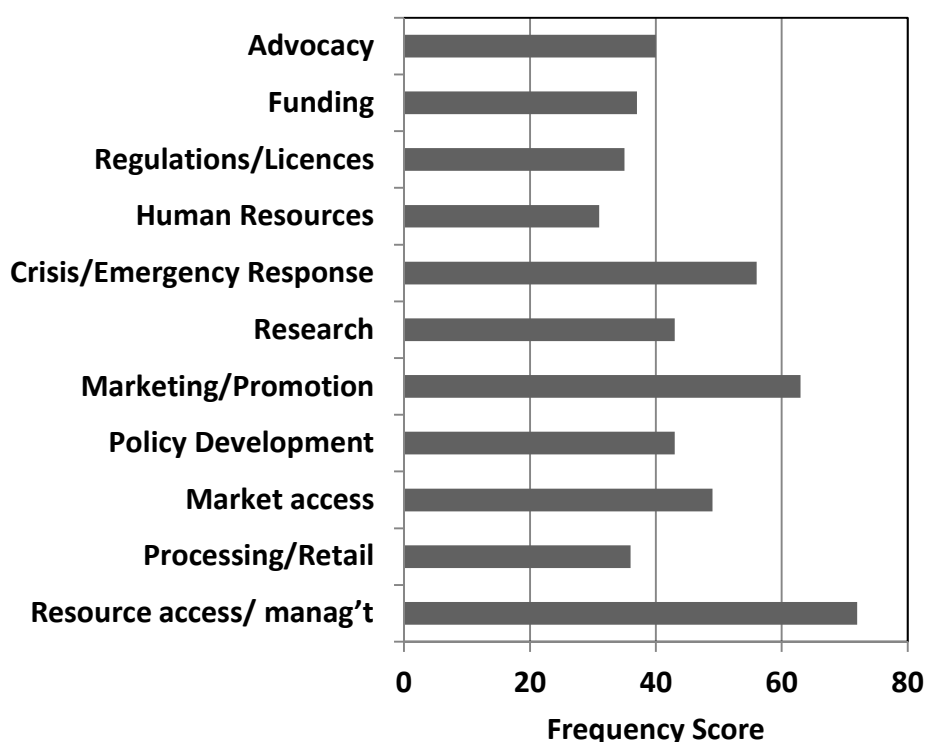
The most commonly cited public sources of information were business associates, and the internet, with newspapers and newsletters also featuring, as shown in Figure 6.4 Public Sources of Information. This highlights the importance of networks and the often opportunistic nature of two way communication, as well as the importance of appropriate technology for accessing the information that is available.

Figure 6.4 Public Sources of Information
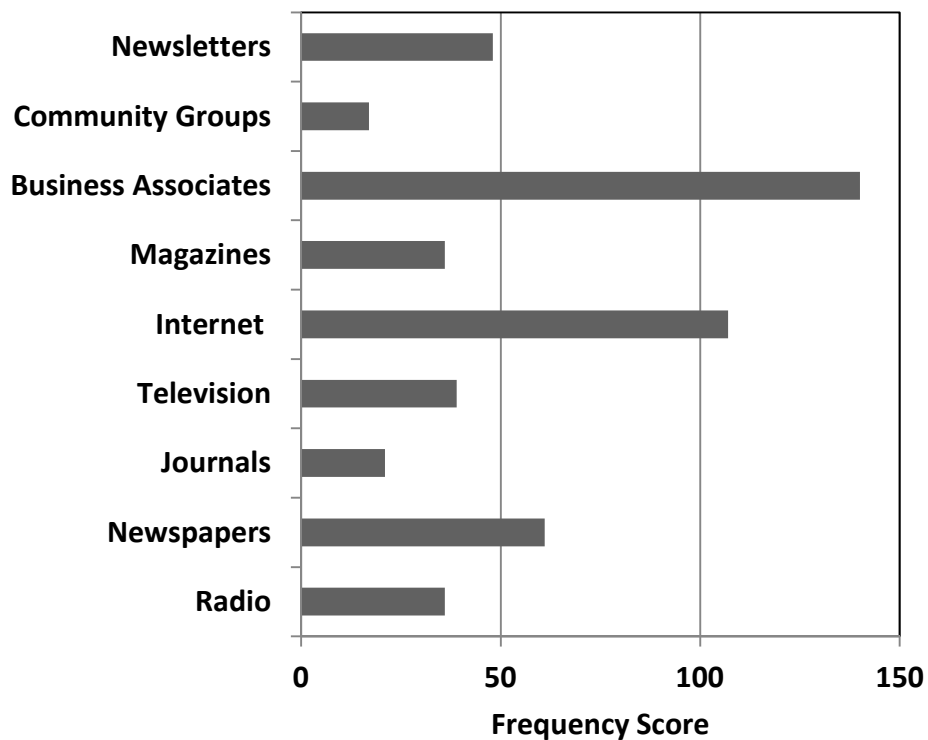
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email and telephone were common for two-way communication as well as communication in person and by both electronic and standard mailing list.

Figure 6.5 Modes of Communication
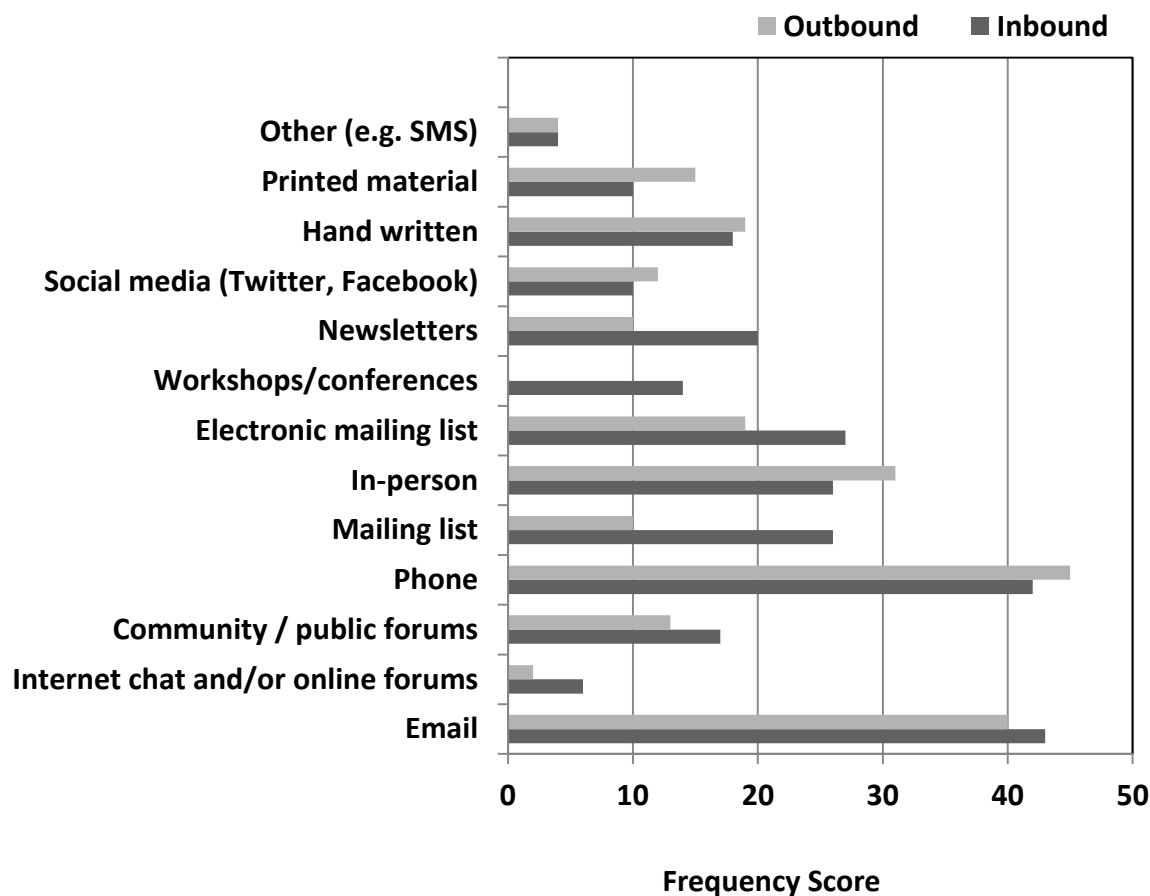
Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The quarterly response is associated with the quarterly newsletter, however the high proportion of rarely is an indication that there is a gap in the communication process in reaching the target audience.

Figure 6.6 Communication to Members
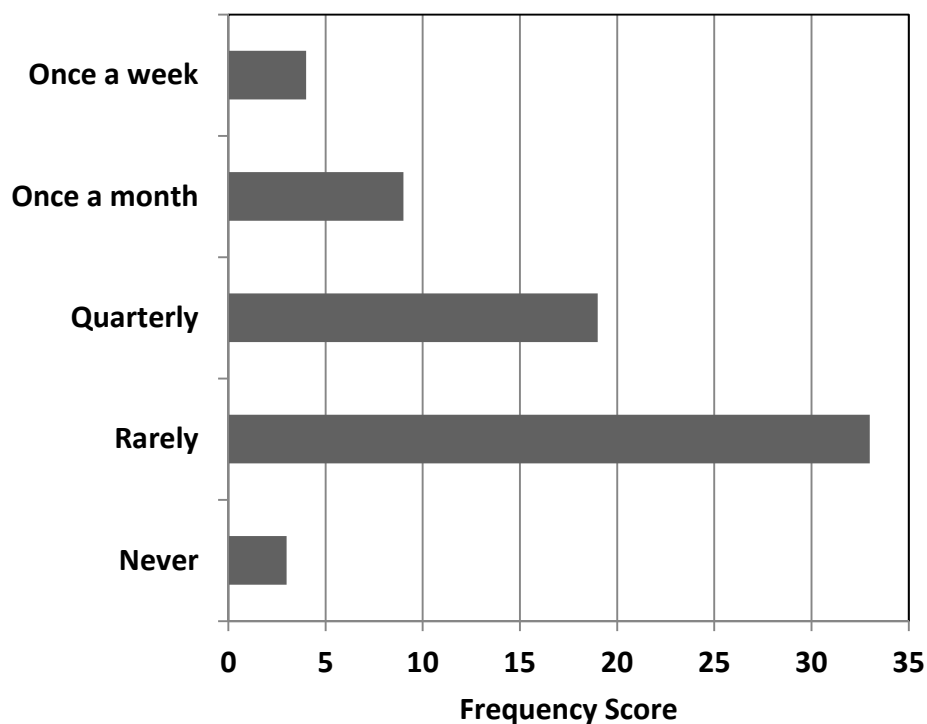
Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with NTSC to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 6 respondents who completed this question.

Figure 6.7 Respondent Engagement with Organisation
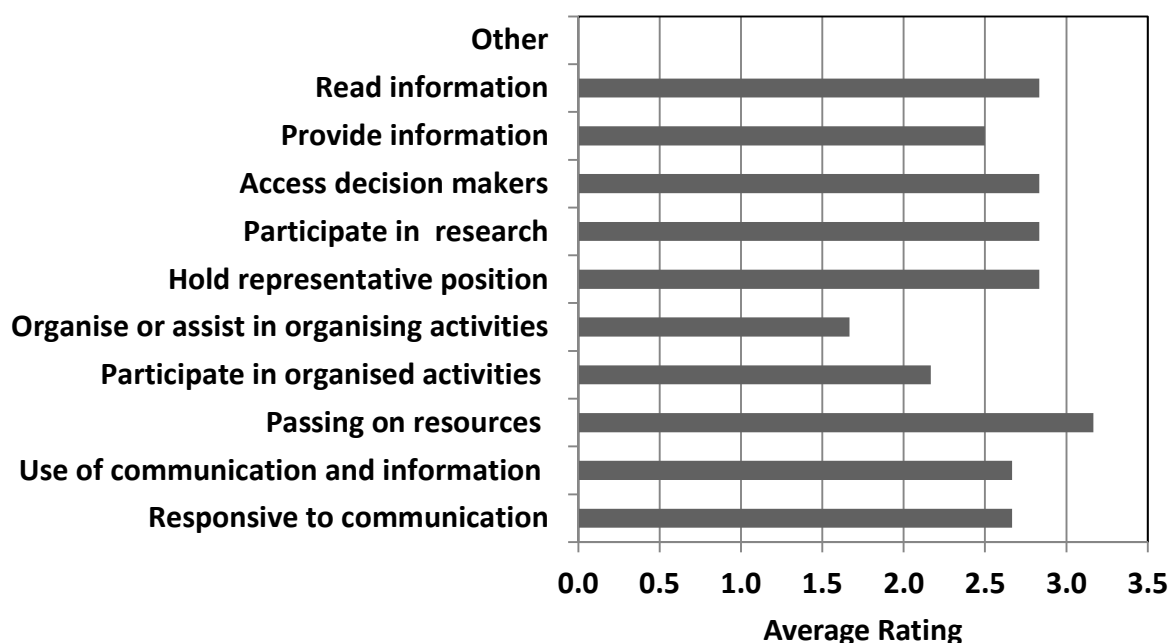
Services Provided to Members

Respondents were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by NTSC and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 11 responses to this question) and the corresponding average rating for the service.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Recognition	11	3.0
Networking	10	2.9
Leadership	10	3.1
Raising Profiles	10	3.7
Role Models	7	3.3
Empowerment	7	2.6
Awards	9	3.4
Mentoring	7	2.6
Training	4	2.8
Social	7	2.5
*from 11 responses		

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information. Respondents particularly valued trustworthiness, transparency and mutual respect as well as timely services and information from organisations. (There was one response of economic benefit being considered slightly important not shown in table). The responses in the 'Other' category include how the members communicate back to the organisation; accuracy and lack of bias; making time for each individual as a person; and taking into account poor literacy and/or English language skills i.e. providing for members from culturally and linguistically diverse (CALD) backgrounds.

Table 6.2 Attributes of Services and Information

Attribute*	Not Important	Average	Important	Very Important
Trustworthiness				12
Transparency		1	3	8
Mutual Respect		1	4	7
Timely			5	7
Access to Decision Makers	2		4	6
Flexibility – Communication/Delivery	2	2	3	5
Flexibility - Timing	1	2	5	4
Innovative Ideas		2	6	4
Economic Benefit	1	3	5	2
Other			1	3

* out of 12 responses

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. NTSC, the industry members, and the DPIF were considered trustworthy. Opportunities for engagement and improvement included greater connection with government, FRDC and businesses within the value chain.

Value Proposition Workshop

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed and demonstrated how this aids the planning of future communication strategies. The benefit from the workshop came from the ability of the participants to reflect on the meaning of the outcomes for NTSC and formulate a value proposition to guide communication and service delivery (see Table 6.3 Reviewing Your Value Proposition).

NTSC identified that industry members (licence holders) and government were the primary stakeholders, whilst the general community, environment groups and industry workers were also stakeholders. These stakeholders value having one representative voice to provide industry support towards maintaining or improving the value of the licence and the sustainability of the industry and which provides value for money.

There was insufficient time for the action planning exercise for increasing value in the future by identifying potential services, activities and opportunities to build on the value proposition.

Table 6.3 Developing Your Value Proposition

1. Market - *for which stakeholder is the value proposition being created?*	All discussed. **Levy paying licence holders,** (260) compulsory membership which is unique cf. other states, those who pay for our services, **NT government** who provide funding (cabinet and fisheries department) and use NTSC as **consultative arm**, whole of industry? What does the constitution say – NFP **promotion and development and education for whole industry** Multi-faceted industry, limited funds and resources, environment and community, skippers and workers in the industry Community – due to education component of constitution Therefore core stakeholders, plus peripheral beneficiaries including community and environment groups and industry workers Surviving in the industry
2. Value - *what do the stakeholders value most?*	**Representative** and united voice, (not always the case, can't always communicate what the board's aspirations are); for government NTSC is representative and **single contact point**, changes and improvements which benefit the industry and working towards **maintenance/improvement of the asset value of the licence**, but it is slow and benefits the whole community Is silence agreement? Board's knowledge is used to assume that members are satisfied. How to independently track members satisfaction?
3. Offering - *which products or services are being offered?*	Recognition of industry efforts, e.g. awards, Information - to members, from members, public two way, **Industry Support**, e.g. policy development, through representation (voice for industry), information, awareness of industry issues, a voice for industry, responsive, promotion and marketing, industry research and development, securing funding for industry-driven development research
4. Benefits - *what are the benefits for the stakeholders?*	To provide a single voice, industry cohesion, local state and national representative, advocacy and information, raising profile and positive image, maintain access to resources, trust with stakeholders, pride in industry, industry pride, **coordination, cost efficiency**, increased professionalism, bang for buck, economy of scale
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	No direct alternative, otherwise would be individual groups, divisive and expensive,
6. Proof - *what evidence is there to substantiate your value proposition?*	Comparison with other states, dysfunctional Actual deliverables – NT Caught, fisheries plans, licence transfers, labelling, increased footprint in national industry, successful funding applications

7 Conclusion

The Northern Territory Seafood Council has identified that its strengths include having a representative voice and a single point of contact for promoting the industry and close ties with industry, government and research providers. Future communication and engagement strategies may include enhanced collaboration across industry sectors and ensuring funding and representation along the value chain for stakeholders.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

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Appendix 10 Tasmanian Seafood Industry Council

Tasmanian Seafood Industry Council – Case Study Final Report

This case study report is based on data collected for the TSIC case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach, investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

- Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;

- Undertaking a process for clarifying who are the members and stakeholders;

- Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;

- Developing strategies to improve the organisation's two-way communication and membership support; and

- Extending these understandings and pathways for effective communication across the fishing and seafood industry.

These key aspects were then developed into the project objectives, and a project plan which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations.

4 Objectives

The primary objective of the Two-Way Communication – Empowering Industry Project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry.

The five stated objectives of the Two-Way Communication Project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs;

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members;

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange;

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation; and

5. To extend project outcomes on a national basis.

5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising as it did from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from facilitated workshops by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The case study method

A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009, p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

Selection of case study organisations

The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry. There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were selected as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For details of workshop attendance, see Appendices in Main Report.

Communication audit

The first research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently available to suit organisations' communication needs and what are the roles and

responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the seafood industry was also conducted.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish, 2009, p. 420). The number, gender and age of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents - All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7
Categories		Board		Staff	Fishers/Members		Other
70		26		12	25		7

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and taking the time to focus on the issues, guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies, which highlighted

differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile - Tasmanian Seafood Industry Council

The Tasmanian Seafood Industry Council (TSIC) is the peak body representing the interests of wild capture fishers, marine farmers and seafood processors in Tasmania. TSIC works in conjunction with the industry sector groups to ensure that all sectors of industry are ecologically sustainable and make an ongoing economic contribution to the Tasmanian economy, particularly in regional areas. The activities of TSIC are overseen by a Board that is elected biannually by TSIC members.

TSIC has a strong web presence with their website, www.tfic.com.au, and regular communication via the bi-monthly *Fishing Today* magazine in conjunction with the Department of Primary Industries Parks Water and Environment (DPIPWE). TSIC website states 'The primary purpose of the magazine is to provide information of interest to all those involved in the seafood industry. There are regular contributions from TSIC, DPIPWE, IMAS, MAST and Seafood Training Tasmania as well as from our sector groups.' The website also contains industry profiles for the aquaculture sector (mussels, oysters and salmonid), the wild capture sector (abalone, commercial dive, rock lobster, scale fish and scallops) and the seafood processing and handling sector.

The website further states 'While the primary focus of TSIC as an industry representative organisation is on the generic issues that are 'cross sectoral' in nature, the industry sector groups focus more closely on the issues that are of concern specifically to their sector. Issues include management arrangements, compliance, research and market access.' The seafood industry sector groups in Tasmania are as follows:

Tasmanian Abalone Council (TAC)

Tasmanian Abalone Growers Association (TAGA)

Tasmanian Aquaculture Council (TAC)

Tasmanian Commercial Divers Association (TCDA)

Tasmanian Oyster Research Council

Tasmanian Rock Lobster Fishermen's Association (TRLFA)

Tasmanian Salmonid Growers Association (TSGA)

Tasmanian Scalefish Fishermen's Association (TScalefishFA)

Tasmanian Scallop Fishermen's Association (TScallopFA)

Tasmanian Shellfish Executive Council (TSEC)

Case study methods – Tasmanian Seafood Industry Council

Twelve respondents were engaged in semi-structured interviews either face to face or by telephone. The respondents were chosen to represent a mixture of members, employees, board members and industry. The age and gender of the respondents are shown in Table 5.3. Interviews took place during December 2011 and January 2012. The preliminary data were presented to TSIC representatives on May 15 2012 and the Value Proposition workshop was held on November 12 2012.

Table 5.3 Interview Respondents – TSIC

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
10	2	-	1	4	4	2	1

An explanation of the scoring is shown in Table 5.4 Scoring below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.4 Scoring

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the relative frequency of communication on these topics, featuring both inbound and outbound communication (see Table 5.4). For TSIC, research, policy development and resource access/management were dominant, which reflects the role of TSIC as a research 'broker' and the strong emphasis on evidence based policy development within the organisation.

Figure 6.1 Topics of Information – Inbound and Outbound
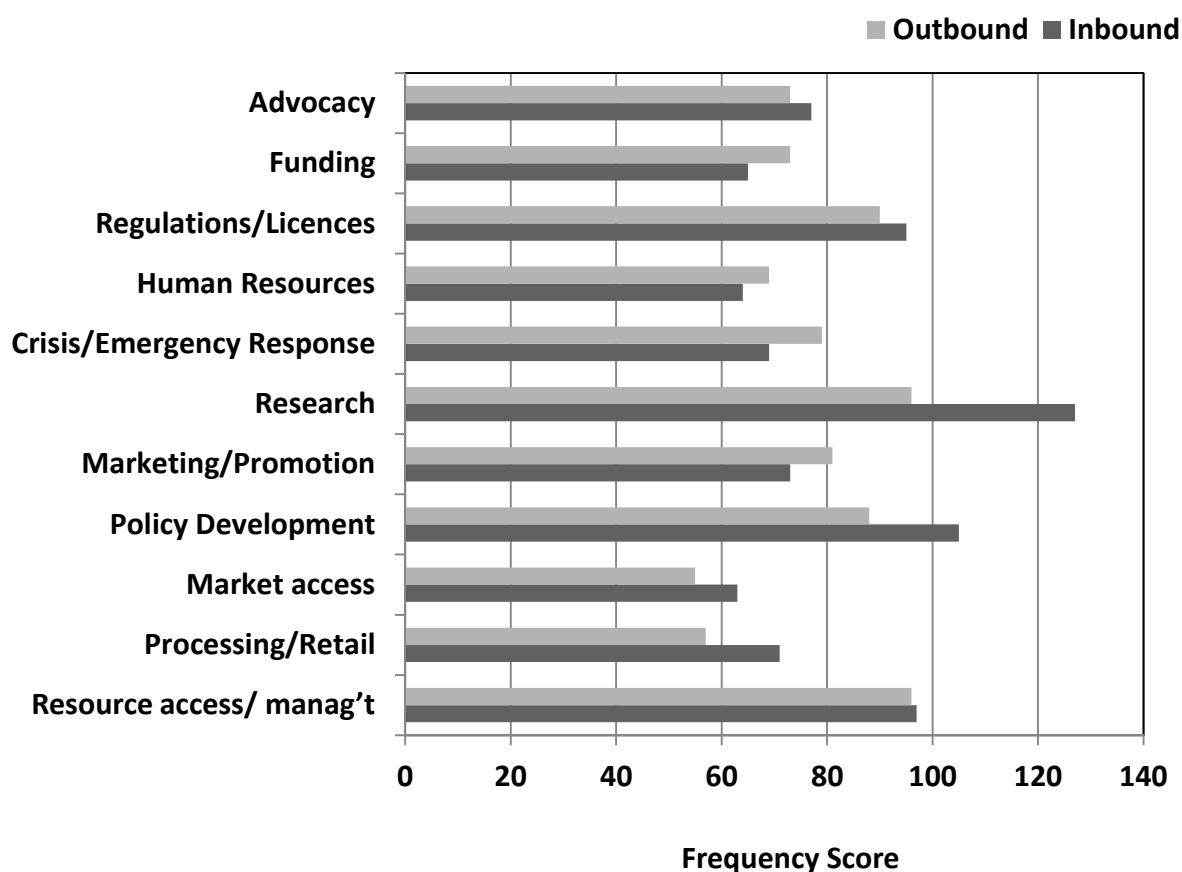
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For TSIC, the sector organisations which make up the Council were the primary communicators, with DPIPWE, OceanWatch and FRDC also important.

Figure 6.2 Sources of Information – Inbound and Outbound

Public Sources of Information

Interviewees also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that, while overall the frequency of sourcing particular subject matter from these sources was substantially lower than the frequency of information coming from organisations and agencies, public channels were nevertheless an important source of information, particularly on research, regulations and licences, resource access/management and regulations/licences.

Figure 6.3 Topics from Public Sources
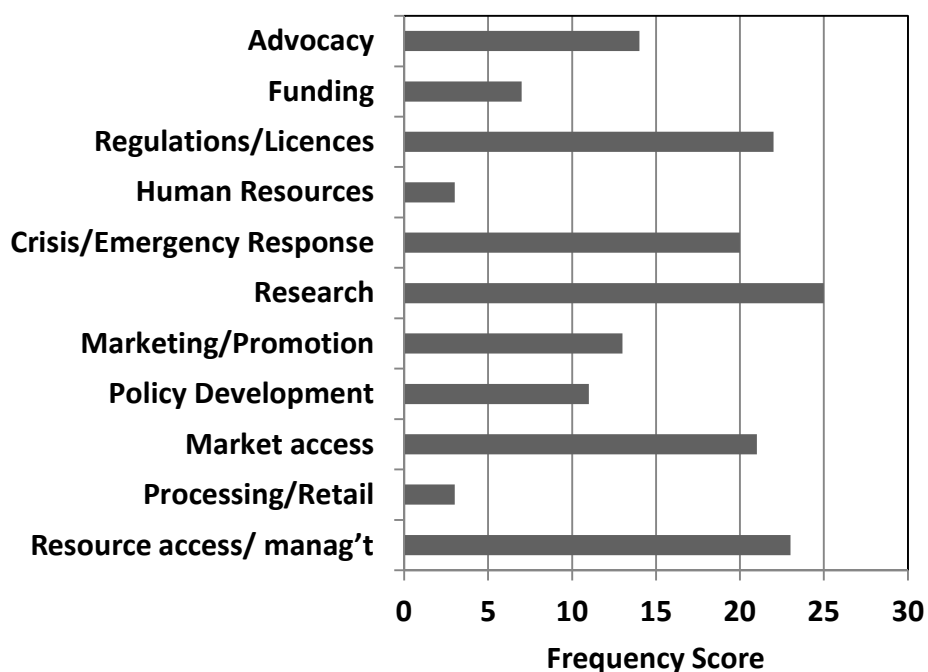
The most commonly cited public sources of information were newspapers (often relating to crisis or resource access/management), newsletters and ABC Radio (for current affairs and weather), as shown in Figure 6.4 Public Sources of Information.

Figure 6.4 Public Sources of Information
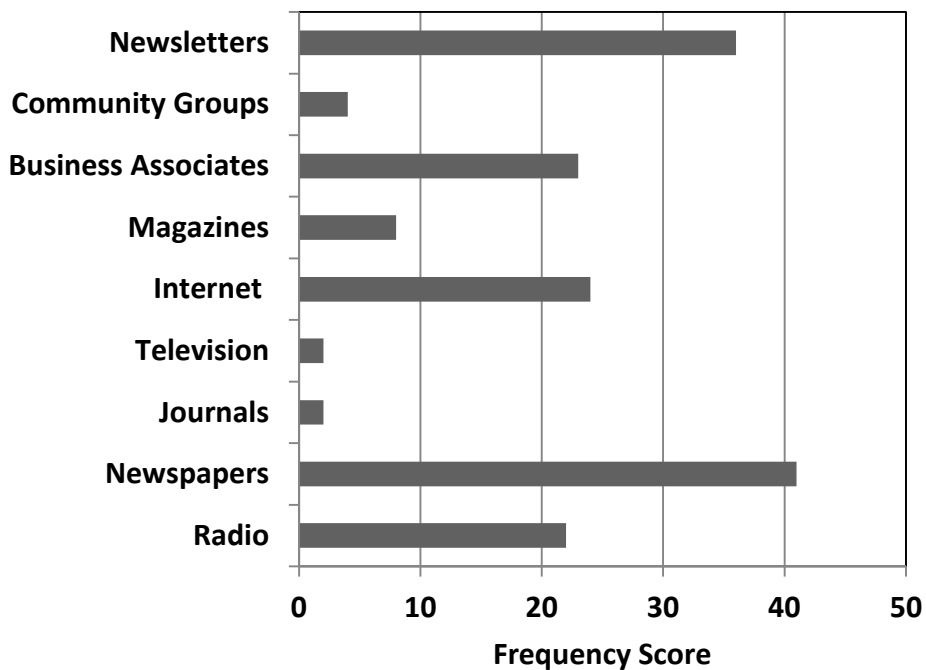
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email, telephone and in person were common for two-way communication (reflecting the ability for immediate response) whereas using an electronic or conventional mailing list was an important mode for inbound information but less outbound communication. Community/public forums were considered to be more relevant to outbound information than inbound information.

Figure 6.5 Modes of Communication
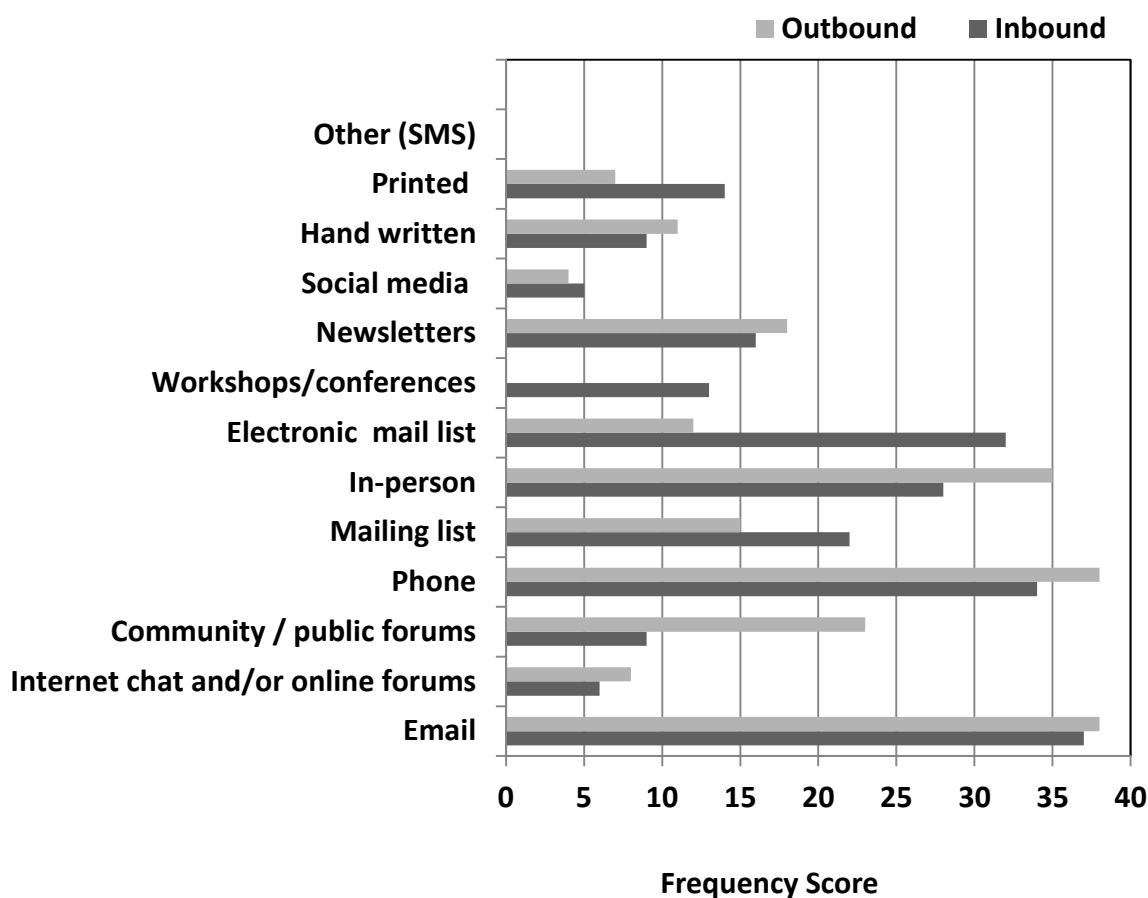
Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The indication that members receive communication either monthly or more frequently suggests a well-functioning communication process in reaching the target audience.

Figure 6.6 Communication to Members
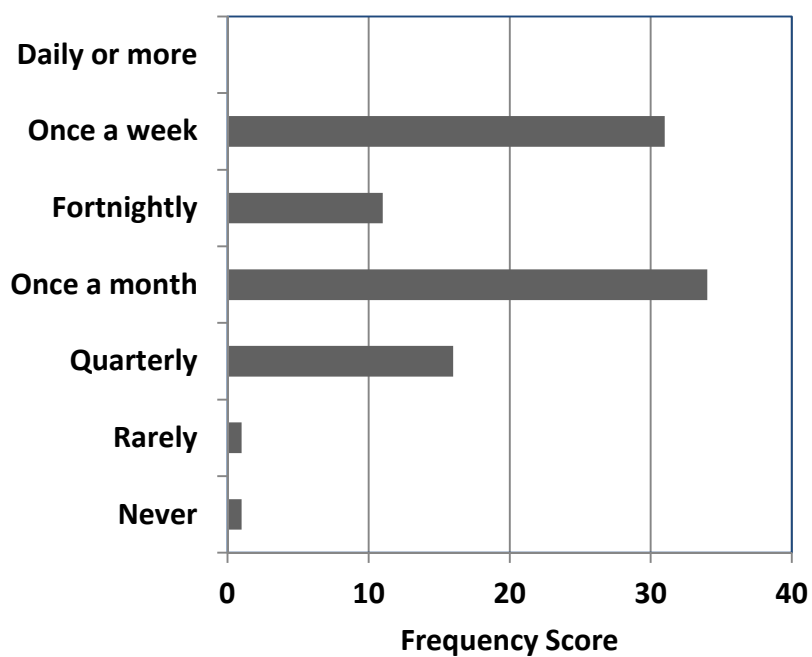
Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with TSIC to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 10 respondents who completed this question.

Figure 6.7 Respondent Engagement with Organisation

Services Provided to Members

Interviewees were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by TSIC and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 12 interviews) and the corresponding average rating for the service.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Social	8	2.5
Recognition	7	3.7
Leadership	7	3.1
Training	7	3.1
Networking	6	3.0
Awards	6	4.7
Raising Profiles	5	4.0
Mentoring	5	3.0
Role Models	5	2.8
Empowerment	5	3.2

*from 12 interviews

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information. Respondents particularly valued economic benefit, transparency, trustworthiness and timely services and information from organisations.

Table 6.2 Attributes of Services and Information

Attribute*	Not Important	Average	Important	Very Important
Economic Benefit			2	9
Transparency			2	9
Trustworthiness			3	8
Timely			3	8
Mutual Respect			4	7
Access to Decision Makers	3		1	7
Flexibility – Communication/Delivery	1	1	4	5
Flexibility - Timing	1		6	4
Innovative Ideas		1	7	3
Other - availability				1
* out of 11 responses, none considered slightly important				

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The research institutions, industry members, DPIPWE and the Bureau of Meteorology were considered trustworthy. Opportunities for engagement and improvement included clearer lines of communication; more local meetings; facilitating wider community engagement with consumers and decision makers by establishing a context to connect with this wider audience (for example a seafood festival); and greater connection with industry personnel such as skippers and deckhands.

Value Proposition Workshop

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed and demonstrated how this aids the planning of future communication strategies. The benefit from the workshop came from the ability of the participants to reflect on the meaning of the outcomes for TSIC and formulate a value proposition to guide communication and service delivery (see Table 6.3 Reviewing Your Value Proposition). TSIC identified that industry members, government, research providers and the general community are its stakeholders. These stakeholders value having one voice to raise the industry profile, provide recognition, leadership and empowerment and to provide policy development which is evidence based.

Table 6.3 Developing Your Value Proposition

1. Market - *for which stakeholder is the value proposition being created?*	Industry members, government, research providers, general community in that order – 'can't have industry without policy and can't have policy without research' Constitution says members, but currently being reviewed
2. Value - *what do the stakeholders value most?*	Raising industry profile, recognition (e.g. awards), leadership and empowerment, one voice, resource access and management, research, regulation and licencing, policy development, information
3. Offering - *which products or services are being offered?*	Advocacy, source of information across areas that people see TSIC providing value in, resource access and management, research, regulation and licencing, policy development, crisis management – covers most of the topics of information in Table 1/Graph 1.
4. Benefits - *what are the benefits for the stakeholders?*	Economic benefits, ethical representative organisation linked with attributes in Table 4 Communication, engagement, funding opportunities, representation around resource management Evidence based policy
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	We are the peak state organisation able to see the big picture, representing across the sector, along the value chain, support and working in collaboration
6. Proof - *what evidence is there to substantiate your value proposition?*	Work we do, communication we undertake

An action planning exercise for increasing value in the future was undertaken to identify potential services, activities and opportunities, working through the steps as documented in Table 6.4 Increasing Value –Action Plan shown below.

Table 6.4 Increasing Value – Action Plan

Outcome	What activities/ services/ opportunities?	What outcomes/ results/ changes?	HOW will the activities create the outcomes listed?	Through what mechanisms?	What resources would be needed?
Short-term Community engagement Members engagement	Sustainable Seafood Day next year Engaging whole of industry Report card to industry – success and failure stories	TSIC and industry to talk and showcase to the public - Raising profile, change in community attitude and cultural change	Local practices, cooking demonstration Engagement 'two-way' 'It's about food!' people want to know where the food comes from, the catching story	Targeted environment Education, display material/DVDs/lear ning materials	TSIC resources and Oceanwatch in organising Engaging members – potential $ maker for the industry
Mid-term Social licence	Social licence Learn more about it/positive acceptance and come up with a strategy	Continued resource access, acceptance by membership and broader community to achieve economically sustainable industry cf. non-viable seafood industry	Cultural re-setting Combatting negative responses to the industry and remove some uncertainty	Communication and networking	Lots!
Long-term					

7 Conclusion

The Tasmanian Seafood Industry Council has identified that its strengths include advocacy, policy development based on research evidence, the ability to broker research which is relevant to the industry and close ties with industry and government. Future communication and engagement strategies include participation at the national level, providing opportunities for getting positive messages to wider community, enhanced collaboration across industry sectors and ensuring funding and representation along the value chain for stakeholders.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

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Appendix 11 Victorian Recreational Fishing

Victorian Recreational Fishing – Case Study Final Report

This case study report is based on data collected for the VRFish case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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1 Acknowledgements

Rural Training Initiatives Pty. Ltd. would like to thank the staff, members and stakeholders of Victorian Recreational Fishing who have contributed to the Two-Way Communication – Empowering Industry Project, in particular, Executive Officer Christopher Collins, and Chair, Russell Conway and the staff of the Melbourne office for their assistance and input to the project.

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3 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The Two-Way Communication – Empowering Industry Project arose from the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'.

The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. The Two-Way Communication – Empowering Industry project arose from a number of industry consultations. During meetings held as part of the Empowering Industry project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, Empowering Industry hosted a workshop 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach, investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

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The overarching objective of this project was to improve the effectiveness of communication for seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

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A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009, p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

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The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry. There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were selected as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For details of workshop attendance, see Appendices in Main Report.

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The first research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently available to suit organisations' communication needs and what are the roles and

responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the seafood industry was also conducted.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish, 2009, p. 420). The number, gender and age of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. . The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents - All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7
Categories		Board		Staff	Fishers/Members		Other
70		26		12	25		7

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and taking the time to focus on the issues, guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies, which highlighted

differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile - Victorian Recreational Fishing

Victorian Recreational Fishing (VRFish) is the peak body representing a community of over an estimated 721,000 Victorian recreational fishers. VRFish has a strong web presence with their website, www.vrfish.com.au, and regular communication via the quarterly Fishing Lines magazine. Many members also utilise the Department of Environment and Primary Industries fortnightly 'Fish-e-Fax' newsletter on recreational fishing.

The VRFish website states that 'VRFish works to provide fishers with support through facilitation, advocacy, education strategies and policy development. As the peak body representing a recreation industry worth nearly $2.3 billion, VRFish utilises the expertise and experience of members to inform the development of policy and provide responses to government that represent the views of Victorian recreational fishers. VRFish advocates for sustainable development of Victoria's fisheries by creating policies in consultation with our members that protect fishing as a resource and as a recreation.'

The website further states 'VRFish is governed by a Board of nine elected directors, including a Chair and two Deputy Chairs, elected from the membership. The Board guides and monitors the business and affairs of VRFish on behalf of the members.'

The VRFish Charter … 'is to consult broadly with the recreational fishing community to represent the views of recreational fishers in an accurate and timely manner to Government and their agencies, as well as communicate effectively with the recreational fishers of Victoria.'

Case study methods – Victorian Recreational Fishing

Eleven respondents were engaged in semi-structured telephone interviews. The respondents were chosen to represent a mixture of members, employees, and board members. The age and gender of the respondents are shown in Table 5.3. Interviews took place during February and March 2012. The preliminary data were presented to VRFish representatives on May 11 2012 and the Value Proposition discussion was held with the Executive Officer on November 26 2012.

Table 5.3 Interview Respondents – Victorian Recreational Fishing

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74

9	2	1	1	2	2	4	1

An explanation of the scoring is shown in Table 5.4 Score below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.4 Score

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the relative frequency of communication on these topics, featuring both inbound and outbound communication (see Table 5.4). For VRFISH, resource access/management, research and policy development were dominant, which reflects the role of VRFISH in representing recreational fishers and the emphasis on policy development within the organisation. Advocacy and regulations/licences were also important but not identified as strongly as the other dominant categories.

Figure 6.1 Topics of Information – Inbound and Outbound
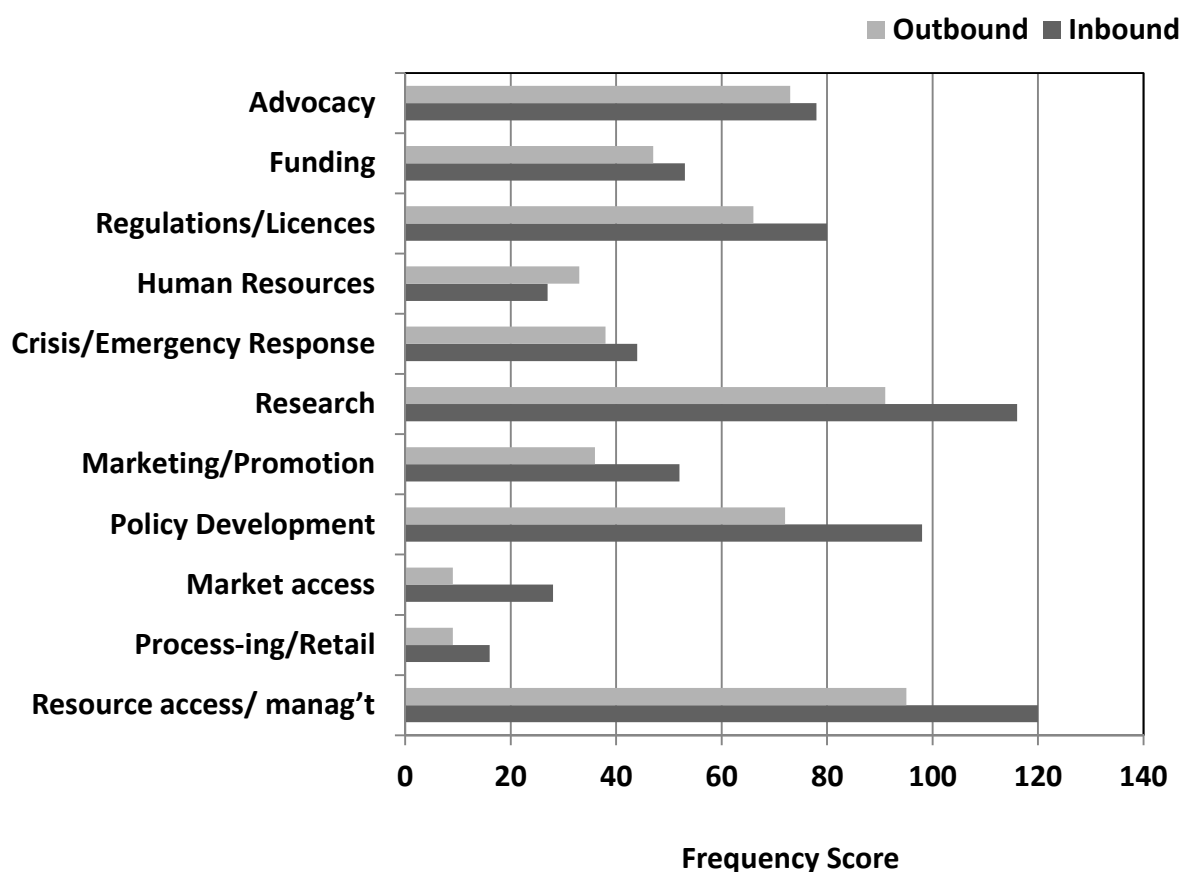
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For VRFISH, primary communication was with Department of Primary Industries Victoria, (now amalgamated and renamed Department of Environment and Primary Industries) which incorporates Fisheries and other State bodies.

Figure 6.2 Sources of Information – Inbound and Outbound
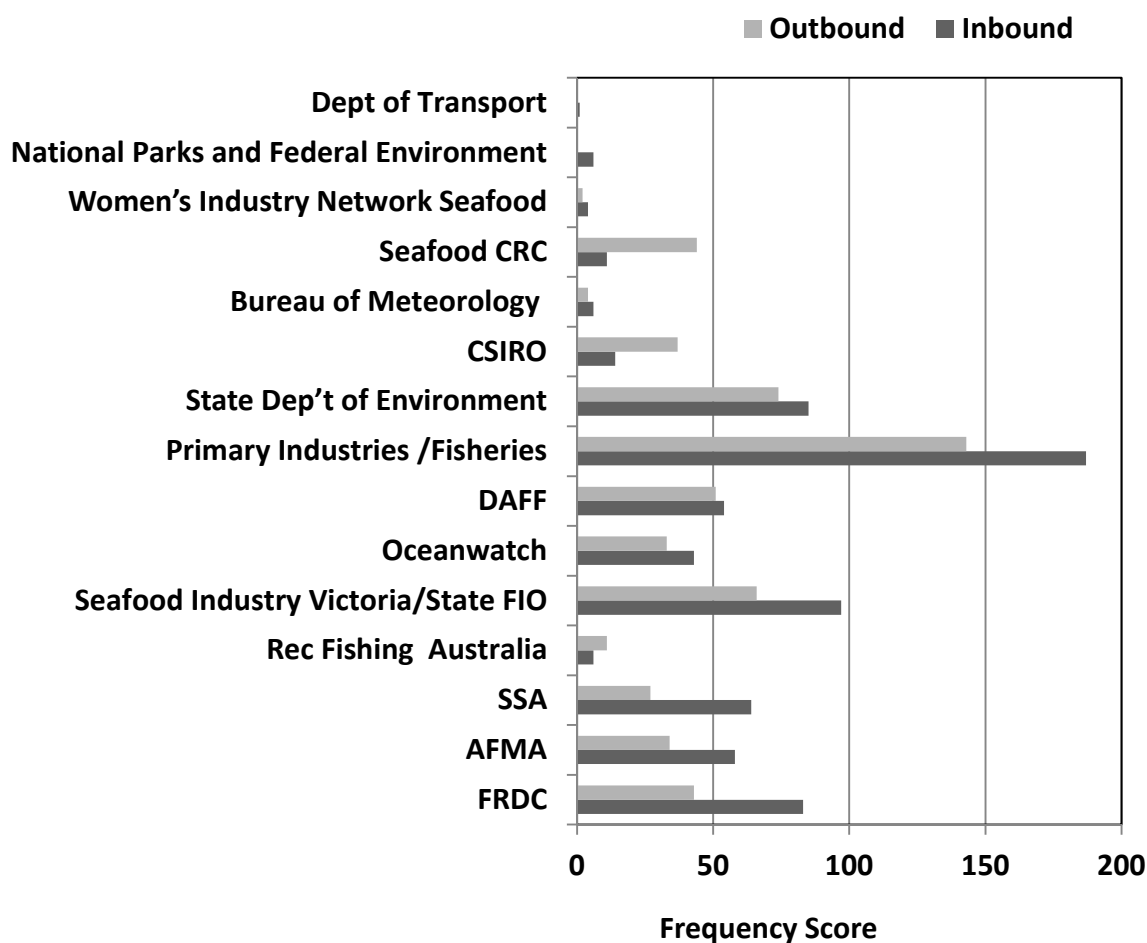
Public Sources of Information

Interviewees also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that the frequency of sourcing particular subject matter from these sources was lower overall but with a similar pattern to the frequency of information coming from organisations and agencies. Public channels were an important source of information, particularly on advocacy (what was happening in politics and resource management and if and where VRFish was gaining a voice), regulations and licences, resource access/management and research. Obtaining information on marketing and promotion via public channels was similar to that from agency and organisational sources, which is a reflection of advertising and promotion through the public media.

Figure 6.3 Topics from Public Sources
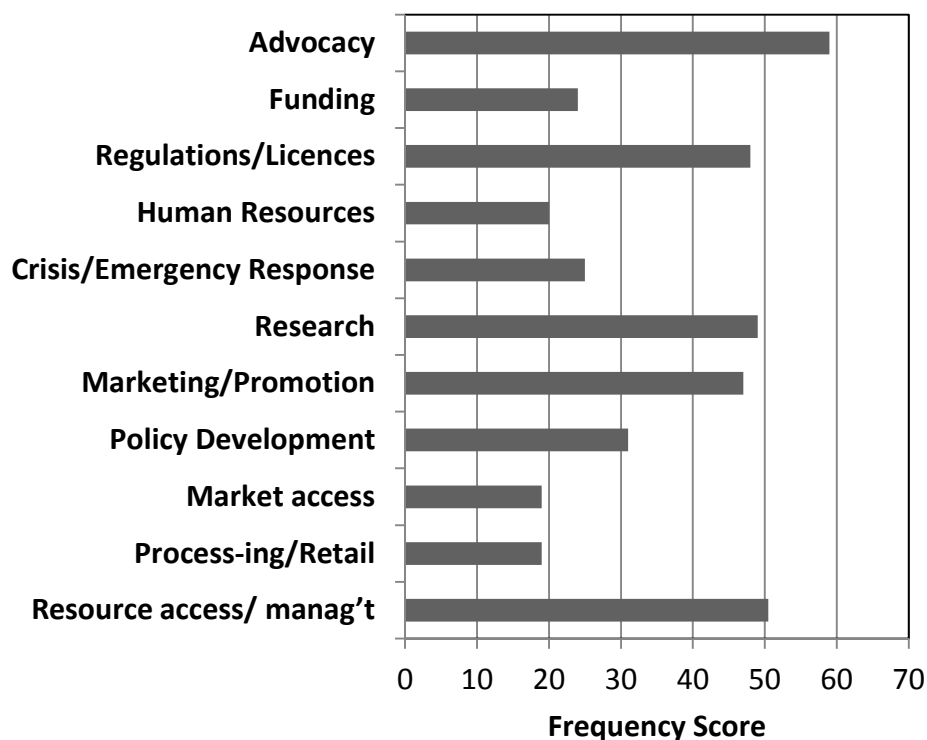
The most commonly cited public sources of information were internet (usually relating to where fish were biting), newspapers, local radio for weather and fishing conditions and television for fishing shows as shown in Figure 6.4 Public Sources of Information.

Figure 6.4 Public Sources of Information
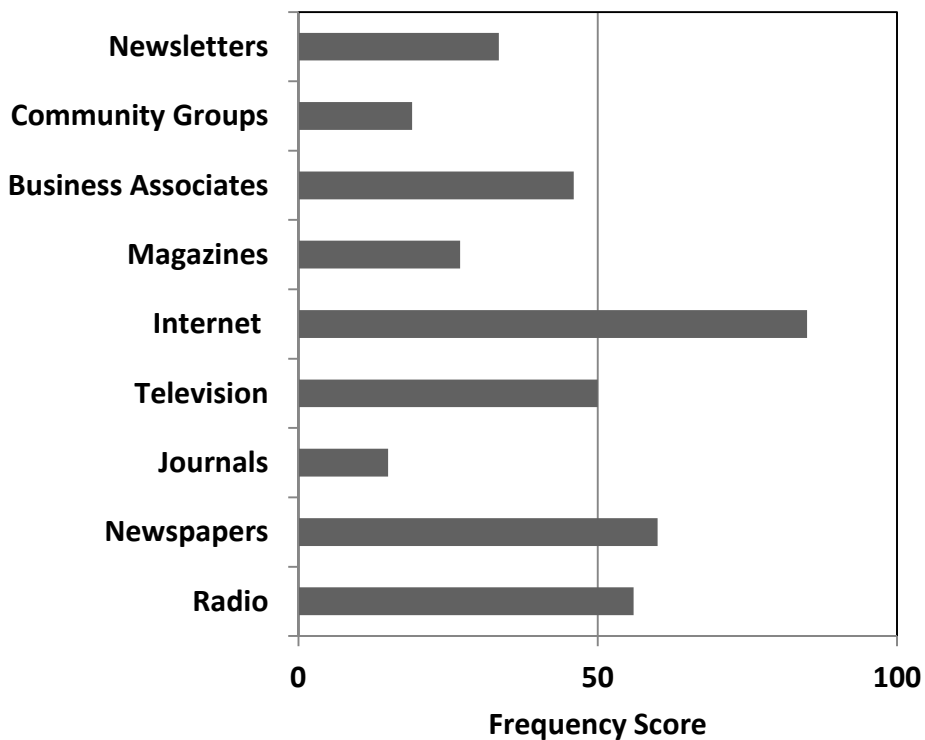
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email, telephone, electronic mailing list and in person were common for two-way communication with the ability for immediate response. Social media, printed material, mailing lists and community/public forums also featured, indicating a range of communication pathways, reflecting the diversity of the VRFish membership base.

Figure 6.5 Modes of Communication
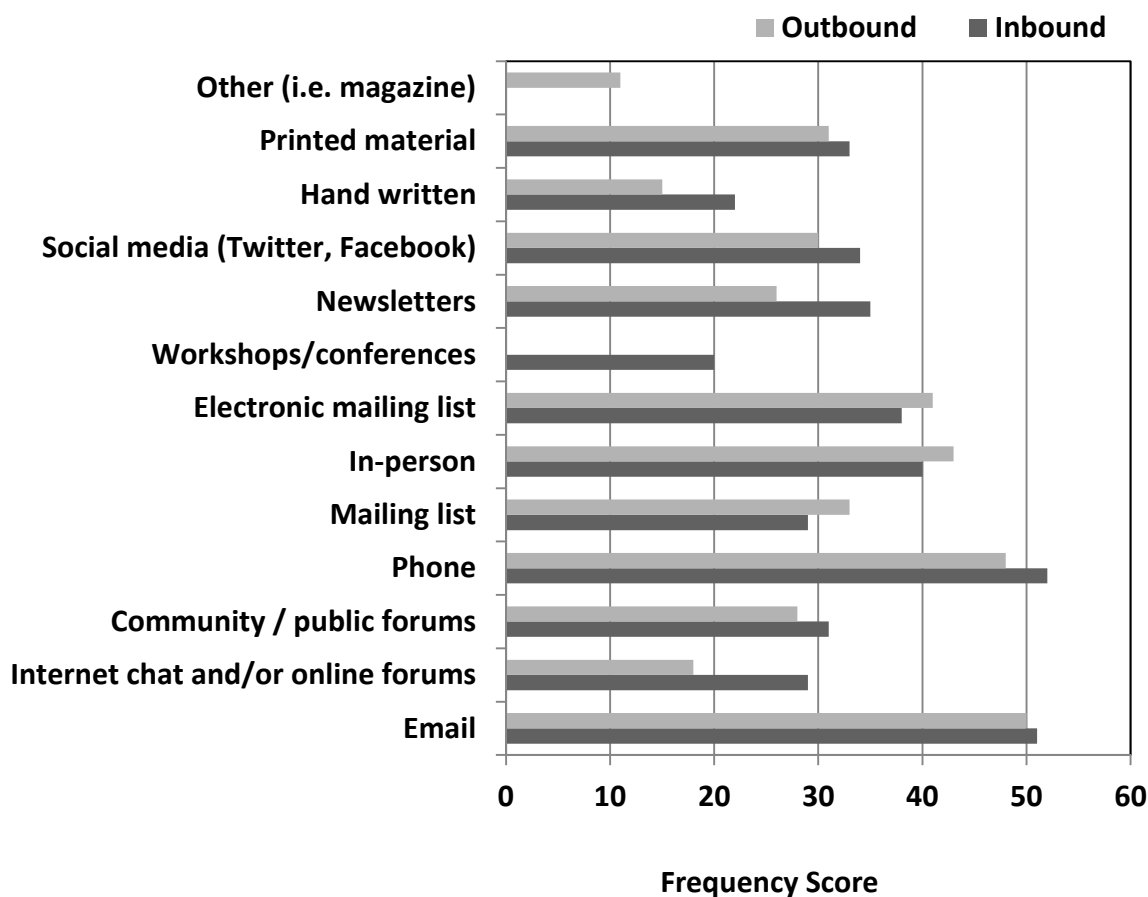
Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The indication that most members receive communication either monthly or more frequently suggests a well-functioning communication process in reaching the target audience and the network of fishing groups which make up VRFish.

Figure 6.6 Communication to Members
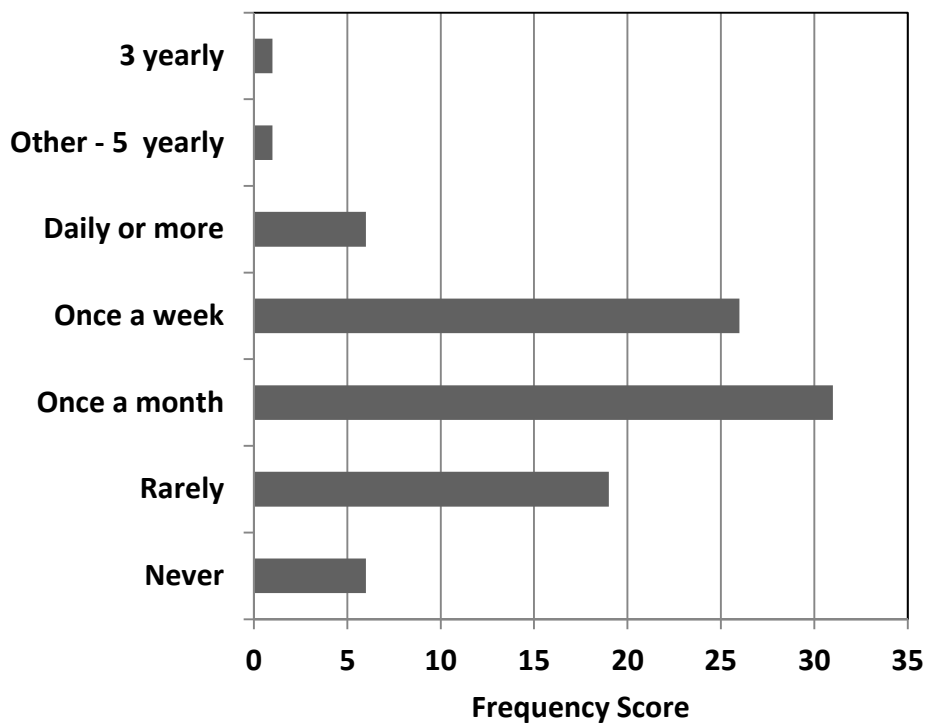
Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with VRFish to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 10 respondents who completed the question.

Figure 6.7 Respondent Engagement with Organisation

Services Provided to Members

Interviewees were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by VRFish and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 11 interviews) and the corresponding average rating for the service. Leadership, raising the industry profile, recognition and networking, along with the social aspects and empowerment were seen as strengths of VRFish.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Leadership	11	3.9
Raising Profiles	11	3.4
Recognition	10	3.2
Networking	10	3.8
Social	10	3.1
Empowerment	10	3.4
Role Models	9	4.4
Mentoring	8	3.2
Awards	4	2.3
Training	3	1.7

*from 11 interviews

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information. Respondents particularly valued trustworthiness, mutual respect, transparency, and access to decision makers. Attributes in the 'Other' category which were rated as very important included honesty and cohesion; working closely with DPI and DSE (now the one department); being seen as the 'go to' agency; pitching communication at the right level; and going to politicians with questions before each election.

Table 6.2 Attributes of Services and Information

Attribute*	Not Important	Average	Important	Very Important
Trustworthiness			1	10
Mutual Respect			3	8
Transparency			4	7
Access to Decision Makers			4	7
Innovative ideas		1	5	5
Flexibility – Communication/Delivery		1	6	4
Timely		1	7	3
Economic Benefit**	1	4	3	2
Flexibility - Timing		3	7	1
Other -				4

* out of 11 responses

**For economic benefit, one response of slightly important was recorded.

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The DPI fisheries officers, members of the fishing clubs and VRFish representatives were considered trustworthy. Opportunities for engagement and improvement included wider community engagement with groups currently less well represented such as women, young people, indigenous and

the CALD community. Improving stakeholder relations with government, and building trust between recreational fishers and divergent interest groups were also mentioned.

Value Proposition Workshop

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed and demonstrated how this aids the planning of future communication strategies. VRFish did not hold a Value Proposition workshop, however a discussion on how to formulate a value proposition to guide communication and service delivery was held with the Executive Officer (see Table 6.3 Developing Your Value Proposition below).

VRFish identified both its members (recreational fishers in Victoria) and government as stakeholders, as well as suppliers in the recreational fishing industry. These stakeholders value VRFish for its advocacy in representing their interests whilst government appreciates the ability to connect with recreational fishers in a cost-effective manner through VRFish.

Table 6.3 Developing Your Value Proposition

1. Market - *for which stakeholder is the value proposition being created?*	Internal customers i.e. members who are recreational fishers – Board and State Council and member organisations
	External customer – suppliers, DPI (funding body), DSE, Parks Vic
2. Value - *what do the stakeholders value most?*	Deliver value – advocacy for internals, represent their interests in the right way
	Value for money, due to volunteer input, not expensive to run, lean and clean and punch above weight, worth investing in, don't pay excessive salaries, rely on and tap into passion
3. Offering - *which products or services are being offered?*	Information: views of stakeholders – state, local, federal, international – and views of members -two way
	A single point of call but can't provide a 'single voice' as have evolved to be conduit and not decision makers
4. Benefits - *what are the benefits for the stakeholders?*	Stay around the table, common areas of interest, democratic, passion of team, leverage of volunteers, provide a range of views as all voices considered, take the heat for government, input into planning and strategy and funding for sector
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	Common interests with stakeholders
	Roundtable – includes individuals and some groups – not delivering all services that VRFish does
6. Proof - *what evidence is there to substantiate your value proposition?*	Good opinion and corporate citizen –seen to be by stakeholders particularly externals, 5 year business model, funding agreement for 4 years, stay around the table Still here, long standing, 17 years Rec fishing roundtable – keep everyone 'in the tent'

Board elections – more nominees than positions
Minister relationship good
How do we reward passion and volunteering?

7 Conclusion

Victorian Recreational Fishing has identified that its major strength is advocacy. Close ties and good working relationships with members, industry and government particularly on resource access and management, and research to inform policy development, are also strengths. Future communication and engagement strategies can be developed based on a value proposition capitalising on these strengths, and by continuing through the workshop process.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

8 References

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Appendix 12 Western Rock Lobster Council

Western Rock Lobster Council – Case Study Final Report

This case study report is based on data collected for the WRLC case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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3 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The Two-Way Communication – Empowering Industry Project arose from the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'.

The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. The Two-Way Communication – Empowering Industry project arose from a number of industry consultations. During meetings held as part of the Empowering Industry project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, Empowering Industry hosted a workshop 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach, investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

- Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;

- Undertaking a process for clarifying who are the members and stakeholders;

- Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;

- Developing strategies to improve the organisation's two-way communication and membership support; and

- Extending these understandings and pathways for effective communication across the fishing and seafood industry.

These key aspects were then developed into the project objectives, and a project plan which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations.

4 Objectives

The primary objective of the Two-Way Communication – Empowering Industry Project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry.

The five stated objectives of the Two-Way Communication Project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs;

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members;

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange;

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation; and

5. To extend project outcomes on a national basis.

5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising as it did from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from facilitated workshops by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for fishing and seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The case study method

A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009, p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

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The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile – Western Rock Lobster Council

The Western Rock Lobster Council (WRLC) is a non-profit incorporated organisation representing the commercial Western Rock Lobster Fishermen of Western Australia since 2001. The Council has a Board of twelve members representing Managed Fishery Licence (MFL) holders, with three members from each of the two Northern Zones and six members from the Southern Zone.

WRLC has a web presence with their website, www.wrlc.com.au. WRLC website states ' The WRLC addresses issues such as changes to the Management System of the Western Rock Lobster Fishery, prepares submissions to Government on behalf of the industry, sources funding for industry projects, attends meetings and lobbies Government on behalf of the fishermen, provides advice and information to a number of committees, steering groups and stakeholder organisations within the various sectors of the fishery, assists with safety, training and education programs for fishermen, ensures Government processes are equitable, transparent and justifiable, and strives to ensure the catching sector of this valuable industry remains a viable, effective and responsible member of the fishing community.'

Case study methods – Western Rock Lobster Council

Fourteen respondents were engaged in semi-structured interviews either face to face or by telephone. The respondents were chosen to represent a mixture of members, employees, board members and industry. The age and gender of the respondents are shown in Table 5.3. Interviews took place during February, March and April 2012. The preliminary data were presented to WRLC representatives on June 28 2012. No Value Proposition workshop was held.

Table 5.3 Interview Respondents – WRLC

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
10	4	1	1	2	3	5	2

An explanation of the scoring is shown in Table 5.4 Score below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

Table 5.4 Score

Frequency	Score	Engagement	Score
Never/data not available	0	Very Low	0
Rarely	1	Low	1
Quarterly	2	Average	2
Monthly	3	Above Average	3
Weekly	4	High	4
Daily	5		

6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the relative frequency of communication on these topics, featuring both inbound and outbound communication (see Table 5.4). For WRLC, crisis and emergency response, research and resource access/management were dominant, particularly for inbound information. This result partly reflects the marine parks issue which was current at the time of interview.

Figure 6.1 Topics of Information – Inbound and Outbound
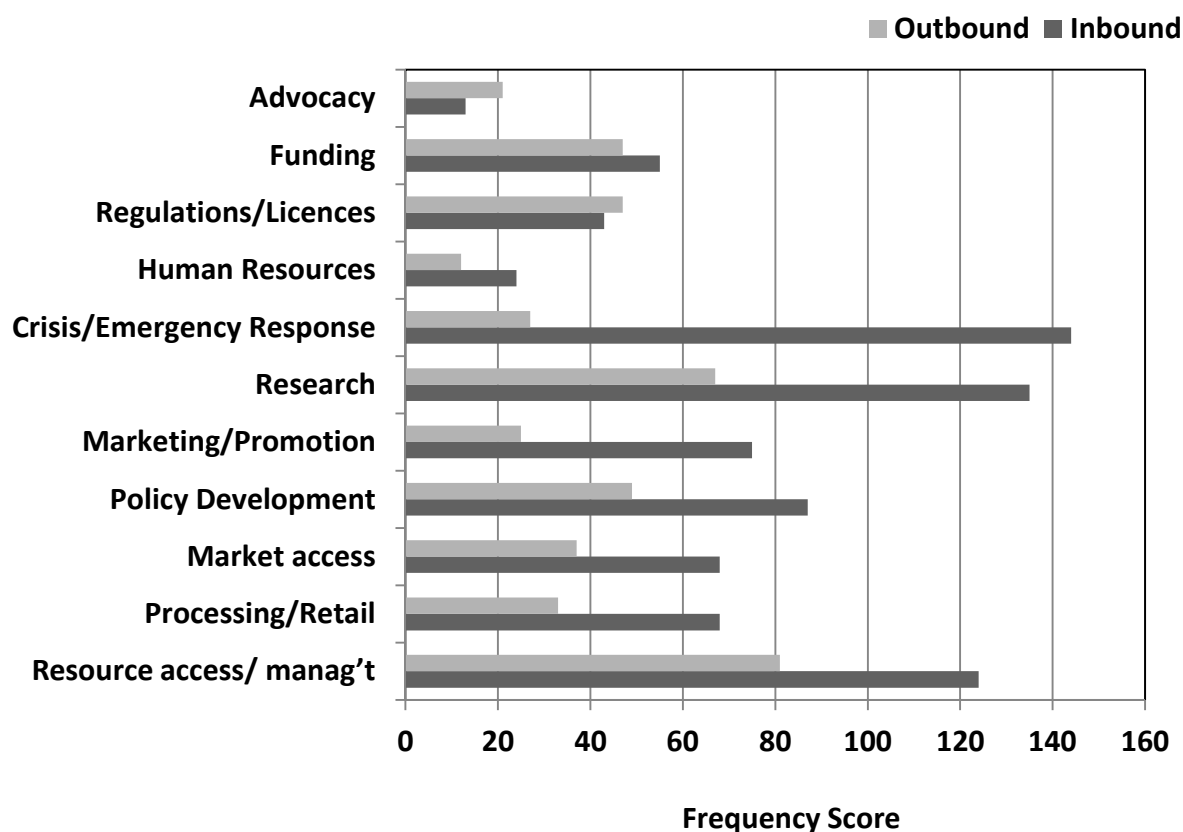
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For WRLC, the Department of Fisheries WA, the Western Australian Fishing Industry Council (WAFIC) and FRDC were the primary communicators.

Figure 6.2 Sources of Information – Inbound and Outbound
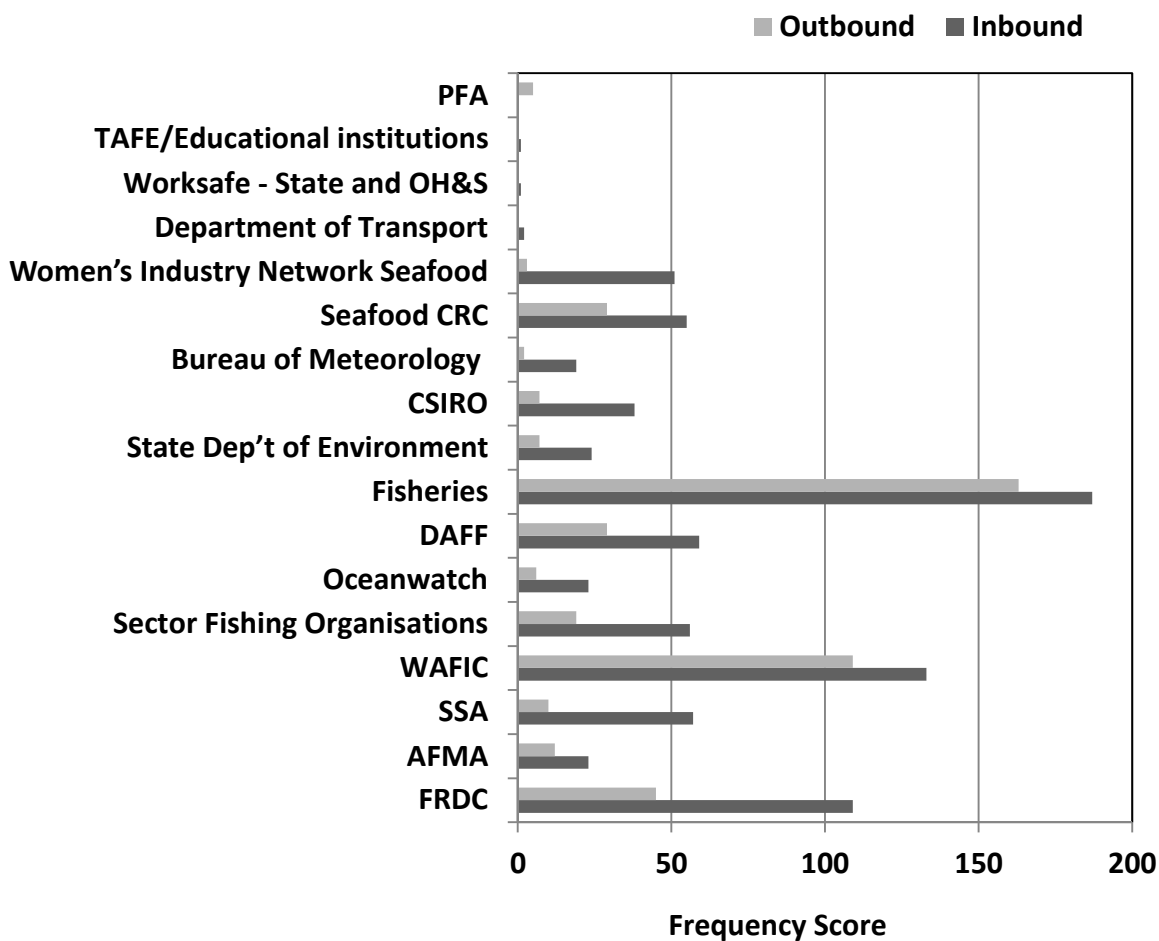
Public Sources of Information

Interviewees also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that, while overall the frequency of sourcing particular subject matter from these sources was substantially lower than the frequency of information coming from organisations and agencies, public channels were nevertheless an important source of information, particularly on resource access/management, processing/retail and research.

Figure 6.3 Topics from Public Sources
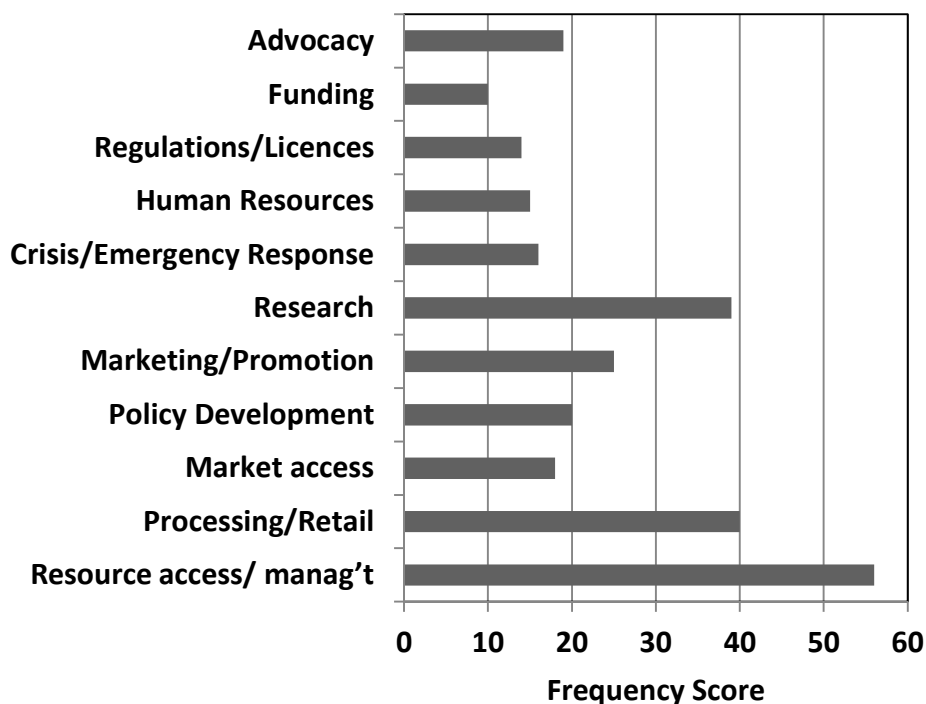
The most commonly cited public sources of information were business associates, newsletters and the internet, as shown in Figure 6.4 Public Sources of Information. There is the potential to build on the networking and information exchange that is occurring between business associates to further the aims of WRLC. The opportunity is also there to make better use of social media and web based technology to get maximum benefit from internet technology to broaden both the range and the subject matter of messages to a wider audience.

Figure 6.4 Public Sources of Information
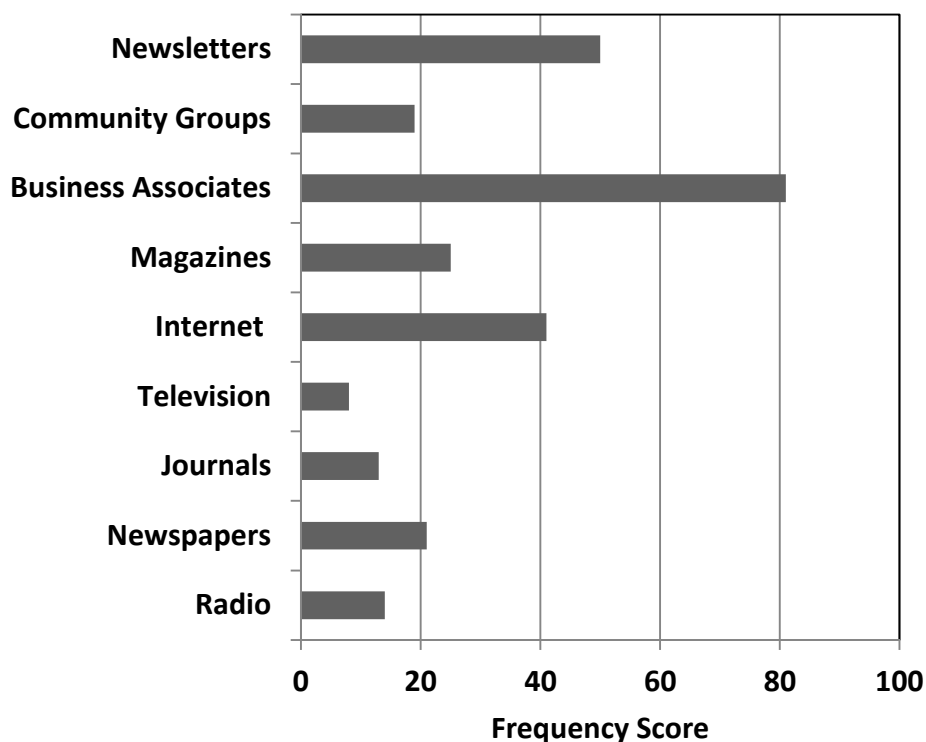
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email, telephone and in person were common for two-way communication whereas using an electronic mailing list was an important mode for inbound information but less so for outbound communication.
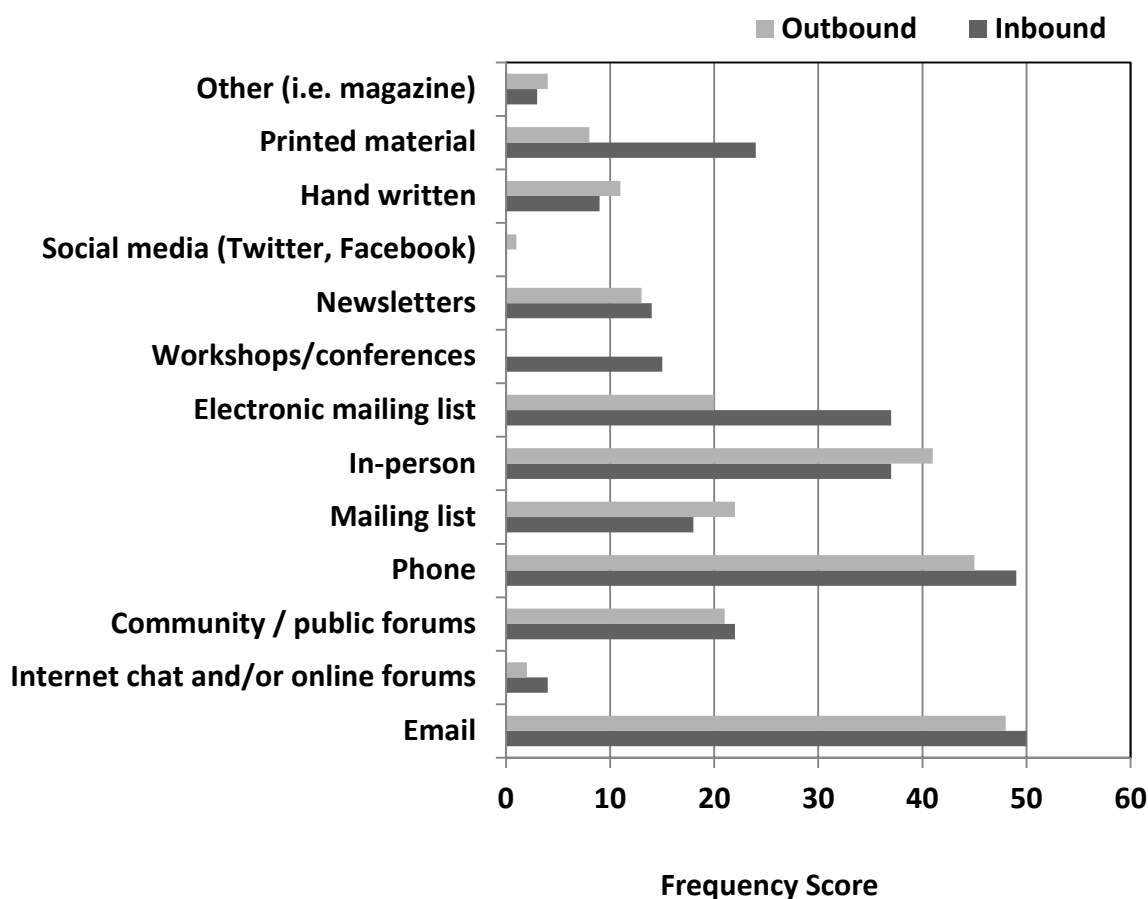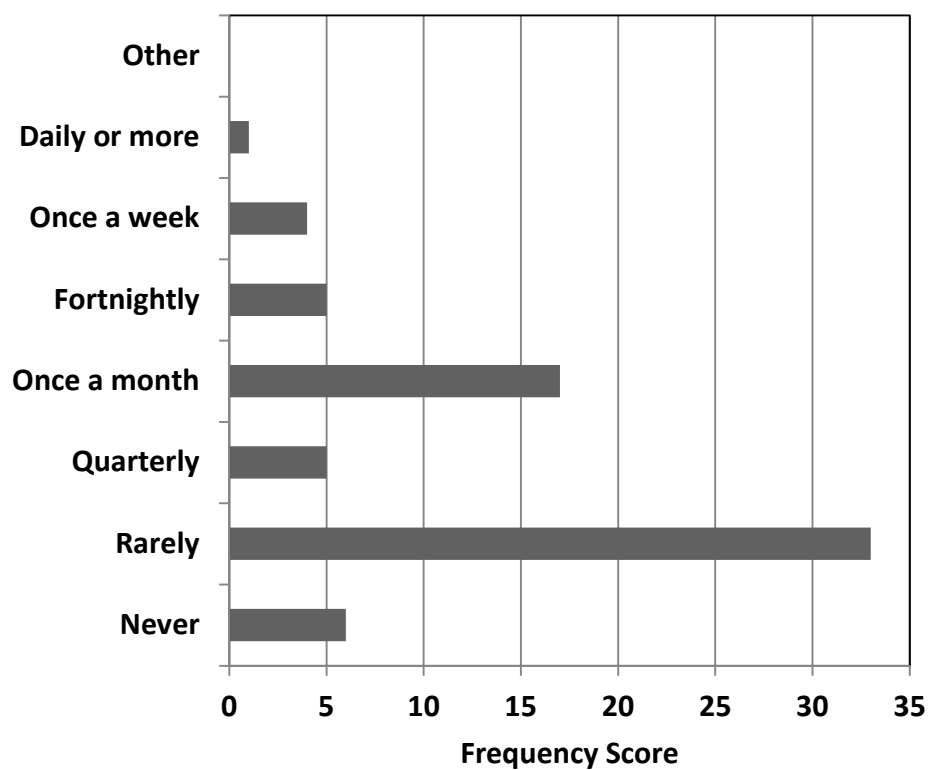
Figure 6.5 Modes of Communication

Frequency Score

Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The indication that members receive communication predominantly rarely at the time of the interviews suggests that the communication process in reaching the target audience needs improvement.

Figure 6.6 Communication to Members

Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with WRLC to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 13 respondents who completed this question.

Figure 6.7 Respondent Engagement with Organisation
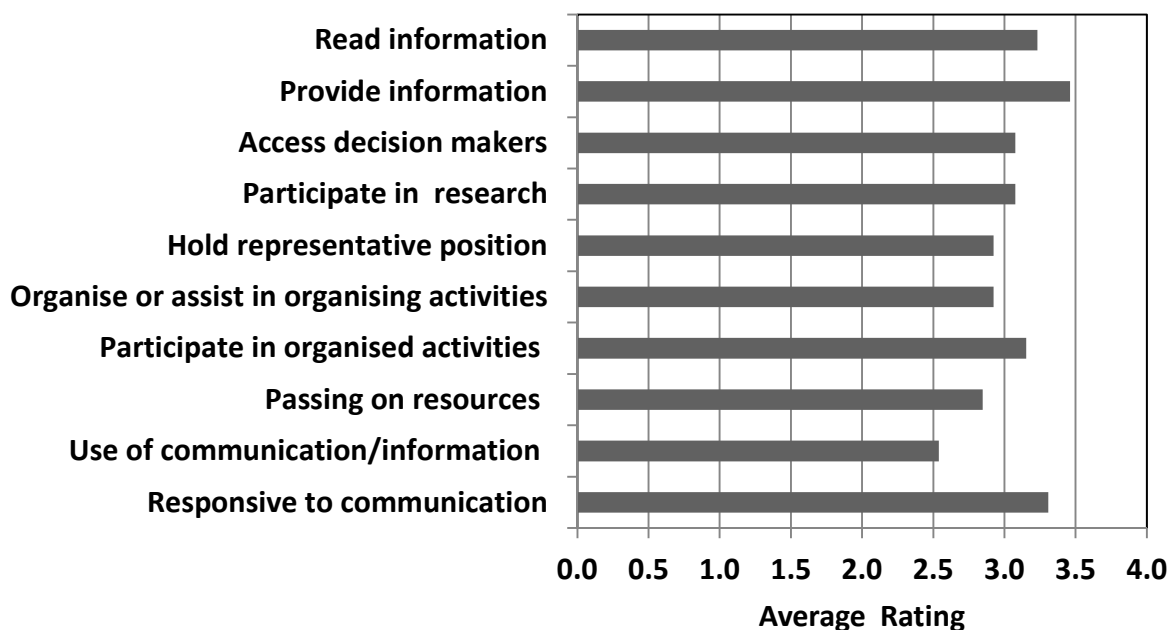
Services Provided to Members

Interviewees were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by WRLC and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 14 interviews) and the corresponding average rating for the service.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Recognition	11	3.2
Raising Profiles	11	2.6
Networking	11	2.8
Leadership	10	3.7
Empowerment	10	3.1
Role Models	7	3.6
Social	7	2.3
Mentoring	7	3.4
Training	5	3.3
Awards	2	3.5

*from 14 interviews

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information – one respondent did not respond and there were no responses of 'Not Important.' Respondents particularly valued transparency, trustworthiness, access to decision makers and mutual respect from organisations. Responses in the 'Other' category included networking; ability to communicate and speak publicly; up to date information; responsiveness; and openness to ideas of members.

Table 6.2 Attributes of Services and Information

Attribute*	Slightly Important	Average	Important	Very Important
Transparency				13
Trustworthiness			2	11
Access to Decision Makers			3	10
Mutual Respect			4	9
Economic Benefit		1	4	8
Timely			5	8
Innovative Ideas	1	1	3	8
Flexibility – Communication/Delivery			6	7
Flexibility - Timing		2	7	4
Other - availability				5

* out of 13 responses

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The Department of Fisheries, particularly the scientific staff, the research institutions, industry members and industry bodies were considered trustworthy. Opportunities for engagement and improvement included wider engagement with Fisheries, the processing sector, conservation groups, independent experts, WAFIC and relevant industry groups in Australia and further afield. Communication improvements included upgrading the website, more direct and effective

communication with members, the provision of trade information, and training and development for Board members.

Value Proposition Workshop

WRLC was unable to accommodate a Value Proposition workshop, which was to bring together the interview data with the desktop analysis and findings from the preliminary workshop, give an illustration of how a value proposition is developed and demonstrate how this aids the planning of future communication strategies.

7 Conclusion

The Western Rock Lobster Council has identified that its strengths include recognition, raising profiles and leadership. Future communication and engagement strategies need to ensure that members are better informed and consulted on industry issues and that there is enhanced collaboration across industry sectors and with key stakeholders. As these strategies were unable to be explored in a Value Proposition workshop, it is difficult to draw firm conclusions from the information presented in this report.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

8 References

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Appendix 13 Wildcatch Fisheries SA

Wildcatch Fisheries South Australia – Case Study Final Report

This case study report is based on data collected for the Wildcatch Fisheries South Australia case study, and should be read in conjunction with the outcomes and conclusions from the cross case analysis in the main report to gain the full benefit of project participation.

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3 Background and Need

A priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The Two-Way Communication – Empowering Industry Project arose from the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'.

The ability for robust two-way communication with members and stakeholders is crucial to fishing and seafood industry organisations and their ongoing effectiveness and value to their members. The Two-Way Communication – Empowering Industry project arose from a number of industry consultations. During meetings held as part of the Empowering Industry project (FRDC 2009/300), communication and connection between peak/representative bodies and their members featured in discussion across all sectors in the fishing and seafood industry. To address this issue specifically, Empowering Industry hosted a workshop 'Strengthening Membership Communication and Support in Peak Industry Bodies in the Australian Fishing and Seafood Industry' in Melbourne in April 2010, to inform projects that could help peak or representative industry bodies to improve communication between themselves and their constituents.

At the workshop, sixteen industry stakeholders discussed the concept of enhancing the effectiveness of membership involvement in industry organisations and developing a value-proposition. The industry organisations articulated the issues that impact on organisation effectiveness and which they believe could be addressed through research into improved and coordinated communication strategies. The issues included:

- Defining the relevance of organisations as to their roles and representation;
- Understanding the value and product they have to offer members;
- Identifying the key messages for their members and broader industry;
- Enabling connection with the target audience to meet their needs;
- Ensuring the clarity of the message amongst competing messages; and
- Aligning priorities and needs throughout organisational structures.

The next phase of industry consultation resulting from the workshop was the formation of a Project Development Group that oversaw the development of the concepts to preliminary application stage, followed by the selection of a Principal Investigator to deliver the project. A Project Advisory Group was then formed to provide expert knowledge and assistance to the Principal Investigator.

The concepts were distilled down to the key research question – how can seafood industry organisations communicate more effectively and by doing so add value for their members? Best practice indicates that unambiguously defining the role and responsibilities of organisations so they have a clear purpose and understanding of what they have to offer, and to whom, is essential. Communication with members and stakeholders as to how they can engage and contribute is important to keep members interested and supportive of the organisation. This communication must include clear messages which effectively grasp the target audience, cutting through competing messages and distractions and reaching directly to them. The communication strategies must align with the mission and values of the organisation which attracted the members and stakeholders in the first place. Only when the needs of everyone throughout the entire organisation are met will the communication strategies be successful.

Based on this evidence, the project team chose a case study approach, investigating six case study organisations. The selection of the participating organisations was undertaken in close consultation with the Project Advisory Group based on agreed selection criteria. This approach would not only enable in-depth insights into organisational communication within the industry but it would also provide opportunities for working with the organisations to broaden their understanding of their communication capacity and strategies for improvement. The project focused on five key aspects of communication:

- Carrying out a communication audit to gain an understanding of what tools are already in use and the current status of communication in these organisations;

- Undertaking a process for clarifying who are the members and stakeholders;

- Defining the organisation's Value Proposition by assisting to identify their roles and responsibilities and understand what their key 'value proposition' is to members;

- Developing strategies to improve the organisation's two-way communication and membership support; and

- Extending these understandings and pathways for effective communication across the fishing and seafood industry.

These key aspects were then developed into the project objectives, and a project plan which encompassed both current theory and practice of organisational communication and the issues identified from the industry consultations.

4 Objectives

The primary objective of the Two-Way Communication – Empowering Industry Project was increased strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders. This was achieved by working with six case study organisations to understand their current communication processes, define their member and stakeholder base, develop a 'value proposition' and communication strategy and then to apply this knowledge across the fishing and seafood industry.

The five stated objectives of the Two-Way Communication Project were:

1. To complete a communication audit to gain an understanding of what generic tools are already available to suit organisations' communication needs;

2. To assist organisations to clearly define their roles and responsibilities and develop an understanding of what their key 'selling proposition' is to members;

3. To clarify organisations' members and stakeholders, identify shared members and identify opportunities and methods to minimise duplication and maximise information exchange;

4. To specifically modify and tailor communication techniques to improve communication and membership support in six case-study organisation; and

5. To extend project outcomes on a national basis.

5 Methods

Research approach

The Two Way project provided a unique opportunity to engage with fishing and seafood industry organisations. The nature of the project, arising as it did from industry consultation and previous research outcomes, meant that a multiple case study design was appropriate, with embedded semi-structured interviews, and data collected from facilitated workshops by the researchers. This data was complemented by a literature review and information about the organisations available in the public domain. The data gathering allowed the researchers to build a rich picture of the traits and complexities of the organisations. The knowledge gained from the data analysis allowed the organisations to understand and reflect on their current processes and think about their potential for change and improvement during the workshop activities.

The overarching objective of this project was to improve the effectiveness of communication for seafood industry organisations. The premise was that if organisations have a clear understanding of why they exist and what they have to offer – leading to a clearly articulated value proposition –they will be better placed to tailor and target communication with members and stakeholders and thereby be more effective. The preliminary research outcomes provide the evidence base for constructing a value proposition and communication strategy for each organisation, and, when analysed in conjunction with the workshop outcomes, for developing principles of effective two-way communication applicable across the industry.

The case study method

A case study is an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, and which relies on multiple sources of evidence to answer 'how' and why' questions (Yin 2009, p. 18).The multiple case study method was chosen as the most suitable, with semi-structured interviews embedded in each case study. In addition, case studies are appropriate when behavioural control of events is not possible or sought and when the focus is on contemporary events (Yin 2009, p. 8). The multiple case study approach enabled the collection of data which reflected the geographical, representational and industry sector diversity across the fishing and seafood industry (for details on individual case study organisation, see Appendices in Main Report).

Selection of case study organisations

The industry was introduced to the project via a project rationale communication process guided by the Project Advisory Group. Expressions of interest from organisations willing to participate were sought with the selection criteria and requirements for participating organisations distributed across the industry. There were more expressions of interest than could be accommodated within the research approach. Six industry organisations which met the selection criteria were selected as case-study organisations. The selection ensured a cross section of bodies representing sector, state and national interests as well as representational, funding base and geographical diversity, as demonstrated in Table 5.1 Case Study Organisations below.

Table 5.1 Case Study Organisations

Organisation	Type	Funding	Interviews
Australian Council of Prawn Fisheries	National, sector specific	Industry associations	12
Northern Territory Seafood Council	Territory, multiple sectors	Levy on licence holders	12
Tasmania Seafood Industry Council	State, multiple sectors	Levy on commercial fishers	12
Victorian Recreational Fishers	State, sector specific (recreational)	Proportion of licence fees	11
Western Rock Lobster Council	State, sector specific	Proportion of access fees	14
Wildcatch Fisheries SA	State, multiple sectors	Individual membership fee	10

Data collection

The data collection process began with a preliminary meeting between the Principal Investigator and the executive officers of the selected case study organisations. The research process was explained and background information on the organisations was collected. Semi- structured interviews, either face to face (27) or by telephone (43) were conducted from December 2011 until May 2012 across the six case study organisations. Preliminary findings were presented to the organisations in a subsequent series of workshops to check the validity of the findings and start the process of reflection. The outcomes from the workshops and the further analysis of the data were used to develop a draft 'value proposition' which was then the basis of a second series of interactive workshops held predominantly in the latter part of 2012. For details of workshop attendance, see Appendices in Main Report.

Communication audit

The first research task was a communication audit of the organisations' current communication. The communication audit data was obtained in three ways – document analysis of material obtained by a desk top search, followed by semi-structured interviews with selected participants in the six case study organisations including questions aimed at attaining both quantitative and qualitative information, and information obtained from participants at the preliminary outcomes workshop and the Value Proposition workshop. The communication audit gave an understanding of what generic tools are currently available to suit organisations' communication needs and what are the roles and responsibilities of the six industry organisations. A comparative document analysis of successful organisation models beyond the seafood industry was also conducted.

Hargie and Tourish (2004, p. 240) suggest a combination of qualitative and quantitative methods is the optimum approach for communication audits and whilst survey questionnaires are common, the interview is more appropriate where communication experiences need to be explored in detail. The semi- structured interview format enabled the researchers to understand what, how and with whom two-way communication occurred, based on combining the approach of Clampitt (2009) and Millar and Tracey (2009). The interviews yielded meaningful quantitative data as well as providing the insights and benefits of qualitative data (Hargie and Tourish, 2009, p. 420). The number, gender and age of the respondents are shown in Table 5.2 Respondents – All Case Study Organisations. The dominant role was chosen for those respondents for whom there is a crossover of roles between board, staff/management and fishers/members. Semi-structured interviews carried out by two researchers enabled consistency of data collection and open-ended questions allowed exploration of issues and topics of importance for the respondents.

Table 5.2 Respondents - All Case Study Organisations

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
58	12	2	9	11	21	20	7
Categories		**Board**		**Staff**	**Fishers/Members**		**Other**
70		26		12	25		7

Workshop approach

At the preliminary workshop, the outcomes from the interview data and document analysis were presented to each organisation. The workshop aimed to clarify the organisation's members and audience and to check the validity of the information assembled in the data collection phase. The review by respondents and key informants of the preliminary outcomes at the workshop stage, and the draft case study report at the report writing stage, assists the construct validity of the case study and helps to avoid possible bias by the research investigators (Yin 2009, p. 41).

The Value Proposition workshop aimed to assist organisations to understand and clearly define their roles and responsibilities and develop an understanding of their key 'value proposition' to members. This exercise also identified opportunities and methods to minimise duplication and maximise information exchange as well as tailor communication techniques to improve communication and membership support in the organisation.

The interviews allowed for rich data collection and the opportunity to probe further into responses. The workshop process gave the researchers an opportunity to meet with the organisations and key stakeholders and guide them through a process of self-reflection and taking the time to focus on the issues, guided by the data that had emerged from the specific case study, and also from the collated data across the six case studies, which highlighted differences and possibilities across the organisational structures and functions for organisations to tap into and consider as strategies for themselves.

Extending project outcomes

The cross case analysis of the case study organisations provided a model of communication strategies which can be generalised across the fishing and seafood industry. In addition to the individual case study reports to each participating organisations, and the project research report, the key outcomes from the project have been collated into a practical guide to extend the project outcomes on a national basis.

Case Study Profile - Wildcatch Fisheries SA

Wildcatch Fisheries South Australia (WFSA) is the peak industry body for the commercial wild harvest fishing industry in South Australia. The Abalone, Blue Crab, Charter, Marine Scale, Prawn, Sardine, Southern Rock Lobster fisheries and the South Australian Women's Industry Network all make up WFSA and come together to address common issues. WFSA aims to provide an efficient and effective platform for all sectors to participate and contribute to the strategic direction of the industry and for WFSA to accurately reflect the key strategic issues from the individual sectors.

WFSA has a web presence with their website, www.wfsa.org.au, although it is not easily found via web search engines. The WFSA website contains industry profiles for the seafood industry sector groups in South Australia as follows:

Spencer Gulf and West Coast Prawn Fishery

Spencer Gulf and West Coast Prawn Fishery

Abalone Fishery; Western Zone Abalone (Abalone Industry Association of SA); Southern Zone Abalone; Central Zone Abalone

Lakes and Coorong Fishery Southern Fisherman's Association

Blue Crab Fishery (SA Blue Crab Pot Fishers Association)

Charter Boat Fishery (Charter Boat Owners Association)

Marine Scalefish Fishery (Marine Fishers Association)

Sardine Fishery (SA Sardine Industry Association)

Rock Lobster Fishery Northern Zone (NZRL) Southern Zone (SEPFA)

South Australian Women's Industry Network (SAWIN

Case study methods – Wildcatch Fisheries South Australia

Ten respondents were engaged in semi-structured interviews either face to face or by telephone. The respondents were chosen to represent a mixture of members, employees, board members and industry. The age and gender of the respondents are shown in Table 5.3. Interviews took place during January to March 2012. The preliminary data were presented to WFSA representatives on May 2 2012 and the Value Proposition workshop was held on October 11th 2012.

Table 5.3 Interview Respondents – WFSA

Gender		Age (years)					
Male	Female	15-24	25-34	35-44	45-54	55-64	65-74
10	-	-	2	1	5	1	1

An explanation of the scoring is shown in Table 5.4 below. For example, a response of 'Rarely' receives a score of 1, and scores are totalled to give an overall frequency score for that item. The exception to this is the segment on Communication to Members when each response received a score of 1. In relation to the question in which respondents were asked to rate their engagement with the case study organisation, a response of 'Low' receives a score of 1 and 'High' a score of 4 and the scores are averaged across each item.

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| Frequency	Score	Engagement	Score
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6 Results and Discussion

Communication Audit

The communication audit results based on interview data give a snapshot of current two way communication – what topics, who to and from, by what mode of communication and how regularly. The purpose of the audit was to understand the current communication structure and processes and to gain a feel for communication effectiveness.

Figure 6.1 Topics of Information – Inbound and Outbound shows the topics considered, with an estimation of the relative frequency of communication on these topics, featuring both inbound and outbound communication (see Table 5.4). For WFSA, resource access/management was dominant with research and policy development also significant.

Figure 6.1 Topics of Information – Inbound and Outbound
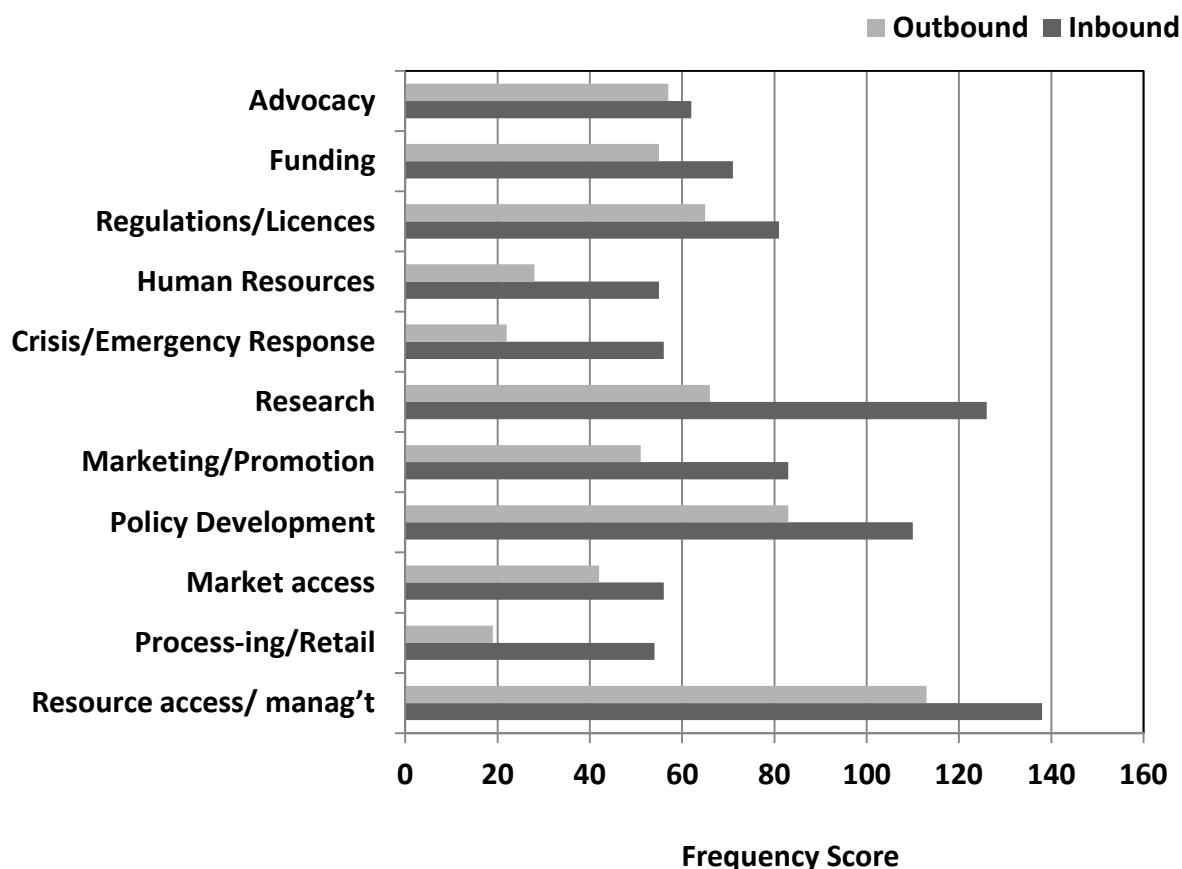
Consideration of inbound and outbound communication with other organisations and agencies, (specifically not including directly to individual members which is the subject of a separate question), gives an appreciation of how well the organisation is networked, and who the primary sources of information exchange are. The relative frequencies of this inter-organisational communication are shown in Figure 6.2 Sources of Information – Inbound and Outbound. For WFSA, Primary Industries and Regions South Australia (PIRSA) Fisheries were the primary communicators, with member groups, OceanWatch and FRDC also important. PIRSA Fisheries is responsible for fisheries management and planning, licensing and permits, and legislation compliance for recreational fishers and the commercial fishing industry.

Figure 6.2 Sources of Information – Inbound and Outbound
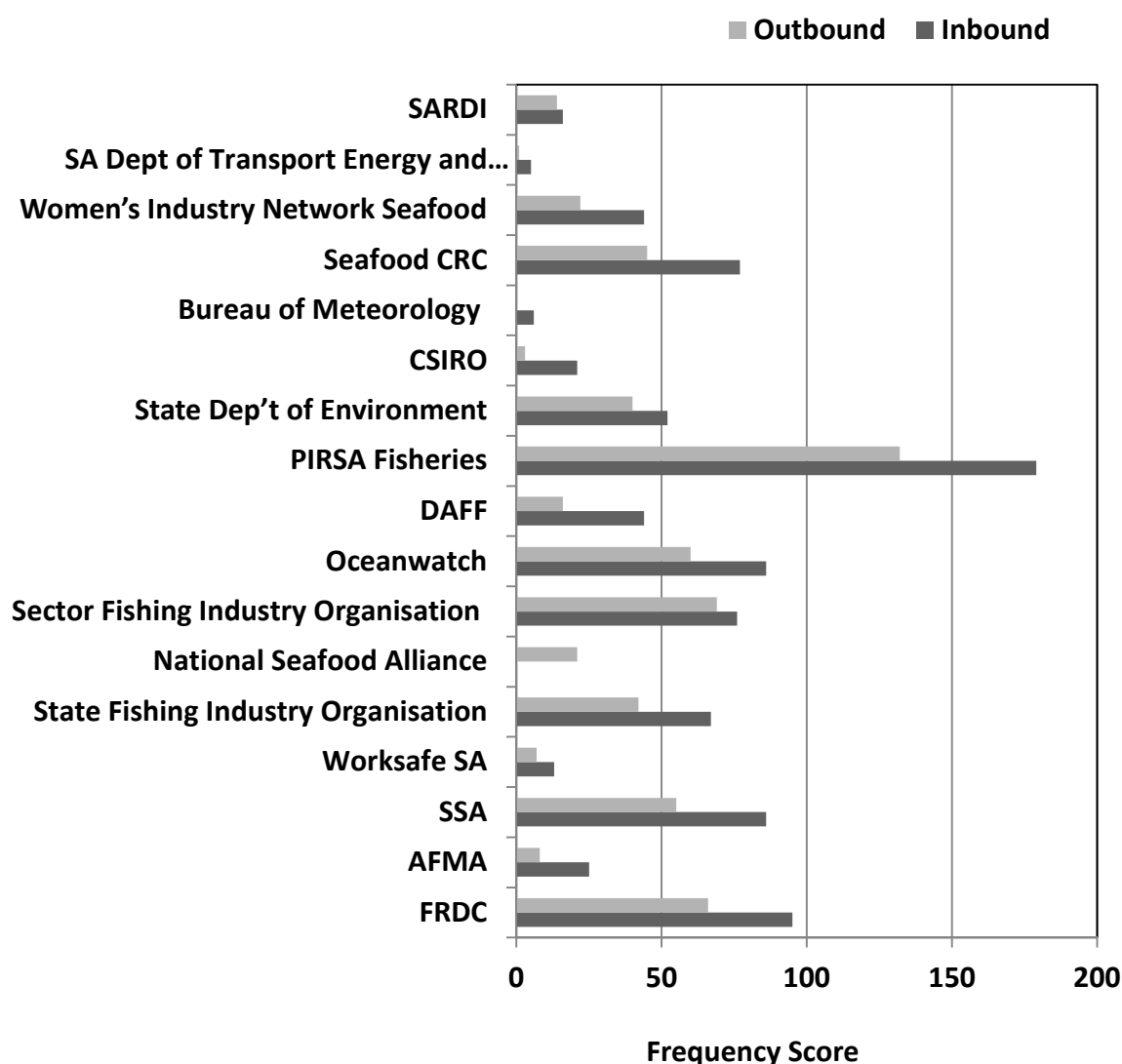
Public Sources of Information

Interviewees also estimated the topics and frequency of information from public information sources, such as radio, internet, television and business associates. Figure 6.3 Topics from Public Sources shows that, while overall the frequency of sourcing particular subject matter from these sources was lower than the frequency of information coming from organisations and agencies, public channels were nevertheless an important source of information, particularly on resource access/management, policy development and advocacy.

Figure 6.3 Topics from Public Sources
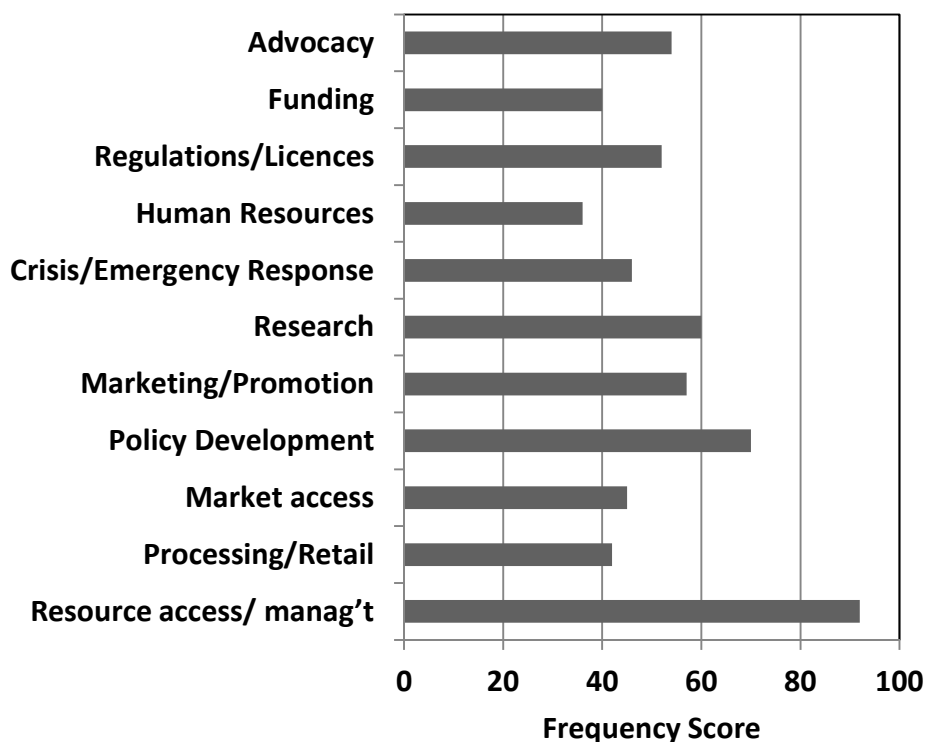
The most commonly cited public sources of information were business associates, internet, newspapers and newsletters as shown in Figure 6.4 Public Sources of Information. There is the potential to build on the networking and information exchange that is occurring between business associates to further the aims of WFSA. The opportunity is also there to make better use of social media and web based technology to get maximum benefit from internet technology to broaden both the range and the subject matter of messages to a wider audience.
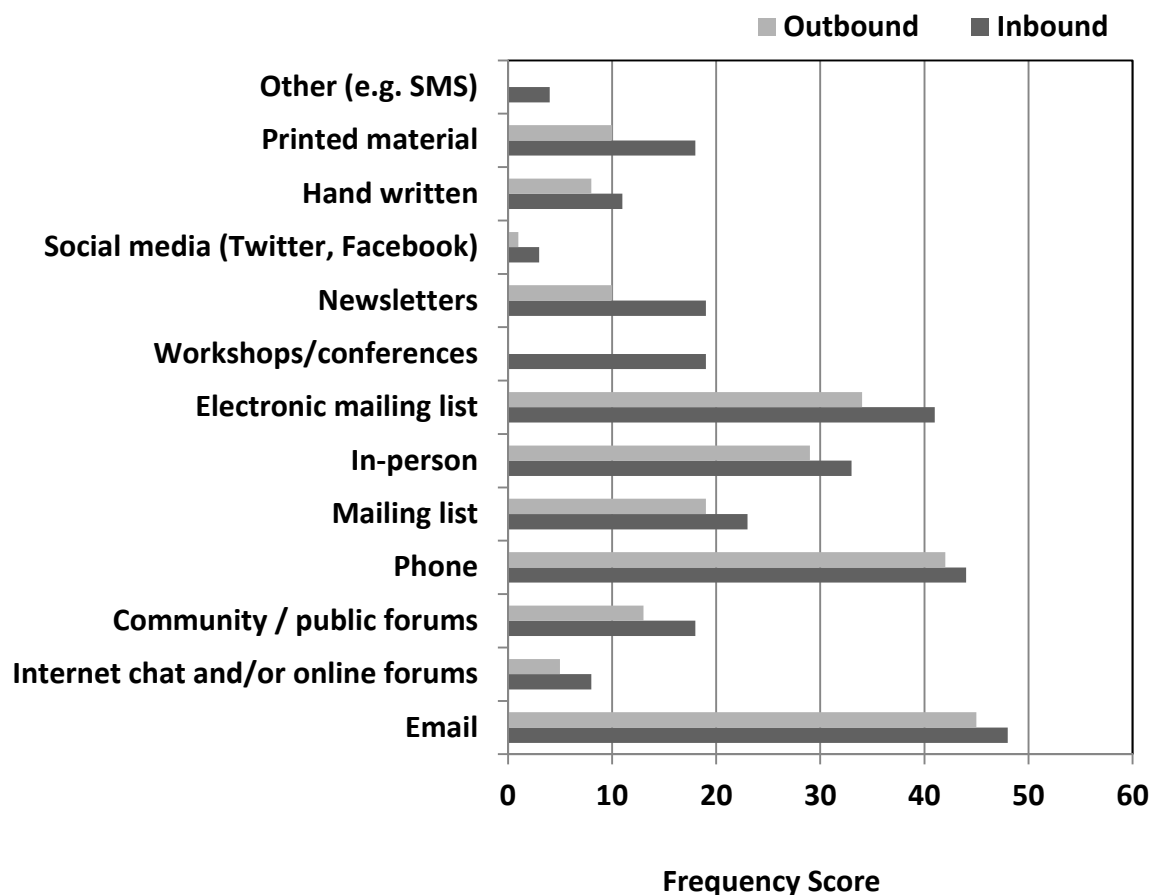
Figure 6.4 Public Sources of Information
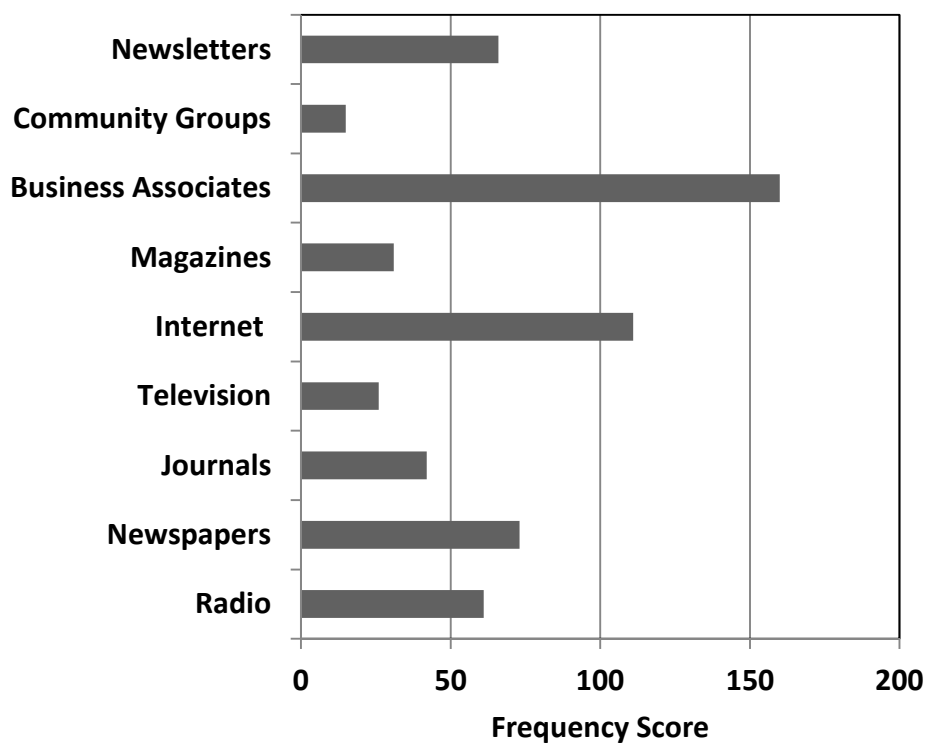
Modes of Communication

Respondents identified the common modes of communication as shown in Figure 6.5 Modes of Communication. Email and telephone were prominent with electronic and in person also important.
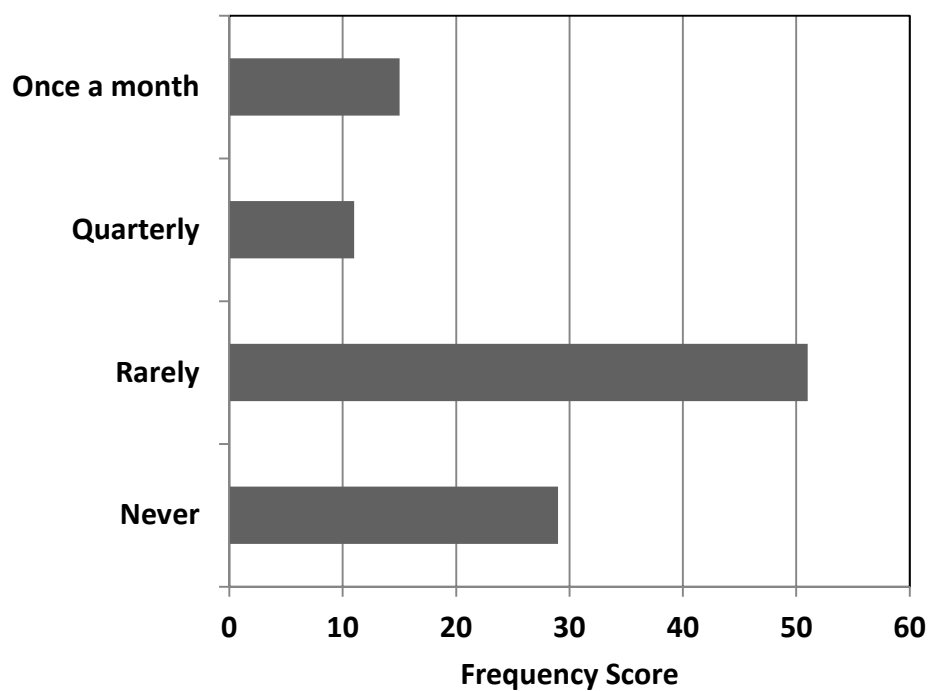
Figure 6.5 Modes of Communication

Communication to Members

The frequency of communication to members is shown in Figure 6.6 Communication to Members. The indication that members receive communication predominantly rarely at the time of the interviews suggests that the communication process in reaching the target audience needs improvement.

Figure 6.6 Communication to Members

Respondents Engagement with Case Study Organisation

Respondents were asked about their interaction and engagement with WFSA to ascertain their likely knowledge of the organisation and enable calibration of engagement level with other interview responses. They were asked to rate their engagement with the organisation in relation to the aspects of engagement shown below in Figure 6.7 Respondent Engagement with Organisation, by rating themselves very low, low, average, above average and high which was interpreted on a scale of 1 to 5 with 1 being very low or no response (refer Table 5.4). Figure 6.7 shows the average rating of the 10 respondents.

Figure 6.7 Respondent Engagement with Organisation
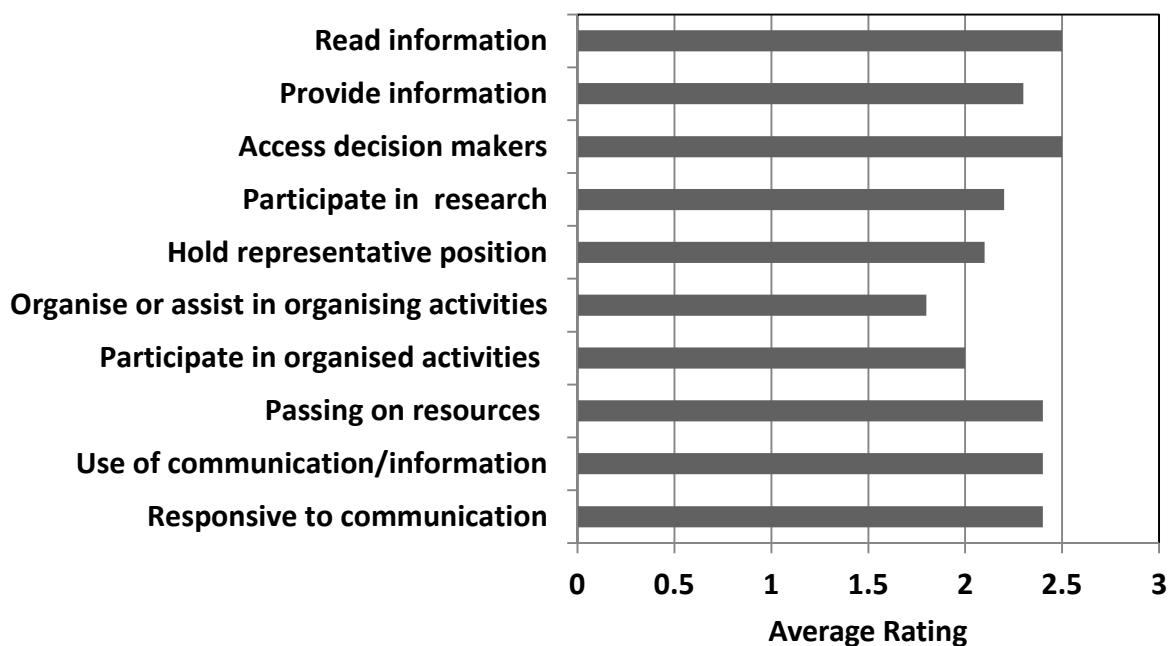
Services Provided to Members

Interviewees were provided with a list of the types of services or benefits that membership of an industry organisation may provide. They were asked which of these services was provided by WFSA and to rate them on a scale of 1 to 5 with 1 being poor or non-existent and 5 being excellent. The results are shown in Table 6.1 Services Provided to Members below, with the number of positive responses (from 10 interviews) and the corresponding average rating for the service. Recognition, networking, leadership and raising profiles were seen as strengths of WFSA.

Table 6.1 Services Provided to Members

Service	Number of Responses*	Average Rating Out of 5
Recognition	10	2.4
Networking	10	3.5
Leadership	9	2.8
Raising Profiles	9	3.1
Role Models	7	2.9
Empowerment	7	2.6
Awards	5	2.6
Mentoring	5	1.4
Training	4	2.5
Social	4	1.6

*from 10 interviews

Attributes of Accessing Services and Information

Respondents were asked about the attributes which they considered important in accessing services and information from an organisation they considered valuable. They were asked to indicate if an attribute was not important, slightly important, average importance, important or very important which was interpreted on a scale of 1-5, with 1 being not important or no response and 5 being very important. These attributes and responses are shown in Table 6.2 Attributes of Services and Information. Respondents particularly valued access to decision makers, mutual respect and trustworthiness from organisations. Attributes in the 'Other' category included accuracy; seeing the whole picture; acknowledgement; cohesion; credibility; and value for money.

Table 6.2 Attributes of Services and Information

Attribute*	Average	Important	Very Important
Access to Decision Makers		1	9
Mutual Respect		1	9
Trustworthiness		1	9
Transparency		2	8
Timely	2	2	6
Economic Benefit	1	3	6
Innovative Ideas	2	3	5
Flexibility – Communication/Delivery	3	3	4
Flexibility - Timing	4	2	4

Respondents were also asked who they considered to be a trusted source of information and who else they would like to engage with or be informed by. The research institutions, industry members and representatives and PIRSA were considered trustworthy. Opportunities for engagement and improvement included building and maintaining relationships across a broad range of stakeholders including Government, recreational fishers and the research arm of PIRSA, as well as broader outreach to grassroots through local meetings and targeted information.

Value Proposition Workshop

The Value Proposition workshop brought together the interview data with the desktop analysis and findings from the preliminary workshop, gave an illustration of how a value proposition is developed and demonstrated how this aids the planning of future communication strategies. The benefit from the workshop came from the ability of the participants to reflect on the meaning of the outcomes for WFSA and formulate a value proposition to guide communication and service delivery (see Table 6.3 Reviewing Your Value Proposition).

WFSA identified that industry members, government and research providers are its stakeholders. However, ensuring that WFSA has the resources and ability to ensure that these stakeholders can work together to achieve the aims of the organisation and the stakeholders remains a challenge and the focus of ongoing work.

Table 6.3 Developing Your Value Proposition

1. Market - *for which stakeholder is the value proposition being created?*	On going conversations with all stakeholders, perhaps starting with CEOs
	Survey of member organisations and members of those organisations
	What is the charter/role of WFSA?
2. Value - *what do the stakeholders value most?*	Survey of stakeholders identified in 1 and evidence from Two Way Research
3. Offering - *which products or services are being offered?*	Evidence from Two Way Research
4. Benefits - *what are the benefits for the stakeholders?*	Evidence from Two Way Research and 2.
5. Alternatives and differentiation - *what alternative options does the market have to the product or service?*	What alternative options does the market have to the product or service?
6. Proof - *what evidence is there to substantiate your value proposition?*	Evidence from Two Way Research and 1 and 2

An action planning exercise for increasing value in the future was undertaken to identify potential services, activities and opportunities, working through the steps as documented in Table 6.4 Increasing Value –Action Plan shown below.

Table 6.4 Increasing Value – Action Plan

Outcome	What activities/ services/ opportunities?	What outcomes/ results/ changes?	HOW will the activities create the outcomes listed?	Through what mechanisms?	What resources would be needed?
Short-term Networking	Council Advisory Committee (CAC) – formalise links to NSIA etc.	Begin to understand the importance of WFSA	Recognition, value and clarification	CAC meetings and networks	Coordination and commitment from member groups
Business certainty (BC)	Structured quarterly reporting around BC			Structured email or publication	Executive Officer and marketing
Profiling	Publicity for industry	Visibility, raising profile	Recognition, value and clarification	Advertisements, videos	Marketing department
Branding	Quarterly achievements	Support and engagement	Recognition, value and clarification	e.g Electronic signature and web address on all emails	Low cost, small improvements but some administrative time required
Return on investment	Greater awareness of benefits		Deliver message in more branded fashion		
Sharing information with members	Increased communication and building message to industry and members		Enhanced communication Better coordination of messages to industry	Email newsletter via hyperlink to website Printed version also available	Editorial, production cost mainly for printed version or get sector groups to distribute via their information/newsletter
WFSA is small scale and has trouble influencing departments and policy	Read the Lima declaration 1975 e.g. precis by Leon Pittard	Political lobbying and raising profile	Focus on particular issues	Meetings and short simple briefs for issues	

and what is the future for the industry?	Improve BC				
Mid-term Alternative revenues (Jonas) Industry promotion		Increased community acceptance of fishing as an industry			Think about in kind resources and how to tap in strategically
Product promotions (raised by Neil)	Working with other organisations to promote seafood	Add value to industry and licence holders for returns to their investment by improving markets		Partnerships? Importers, processors etc. – coordinating role?	Marketing campaign could be expensive – is it WFSA core business?
(Raised by Justin)	Marketing levy? For promotion	Funds/resources for promotion		WFSA role in encouraging industry and promoting the cause of seafood	Resources for lobbying (and administration of levy by some organisation/agency)
Understand WFSA relationship with aquaculture, processing etc. to give foundation to help improve industry overall	WFSA investigations and/or industry collaboration and coordination? 12 sectors	Enhanced understanding	Understand sphere of influence (Covey's spheres of influence) and focus on inner influence circle and drawing others into it		In kind contributions? Strategic project and be specific - ask each sector to contribute half an hour/month
Long-term – for later discussion					

7 Conclusion

Wildcatch Fisheries South Australia has identified that opportunities arise from the ability of WFSA to provide recognition, leadership and networking to members and stakeholders, however resource constraints and the ability to unite the represented sectors make this challenging.

Future communication and engagement strategies include enhanced collaboration and commitment from member groups especially for industry and product promotion and political lobbying, tapping into the in kind contribution of members for strategic projects and improved communication channels, and utilising the skills and input of Council Advisory Committee.

The outcomes from all the case study organisations have been included in a cross case analysis which is provided in the main project report. The cross case analysis will enable generalisation of the outcomes across the industry which will provide additional beneficial insights for individual case study organisations beyond their own findings.

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