

**Strategic media training
for the Australian
Seafood Industry**



Brand + Communication Agency

Project No: 2011/409

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People development program: strategic media training for the Australian Seafood Industry

FULLER Brand and Communication Agency

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Project No: 2011/409

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The Fisheries Research and Development Corporation plans, invests in and manages fisheries research and development throughout Australia. It is a statutory authority within the portfolio and the federal Minister for Agriculture, Fisheries and Forestry, jointly funded by the Australian Government and the fishing industry.

1. Non-technical summary

People development program: strategic media training
for the Australian Seafood Industry

Project No: 2011/409

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Objectives

The objectives of the project were:

1. Creation of a key influencer group of current and future leaders representing every aspect of industry (regional, territory, national) who will create the communication agenda.
2. Convening a strategic communications planning workshop with the key influencer group which will consider the industry's key communication challenges and opportunities.
3. Development of a strategic communications plan to improve public perception of the industry and its engagement with national opinion makers and other economic sectors. The strategy will identify:
 - Target audiences: who are the seafood industry's key influencers and stakeholders?
 - Key Messaging: current and future challenges and how they will be addressed; positives of Australian seafood industry; negatives of Australian seafood industry.
 - Key Spokespeople: a primary and secondary leader in each state and territory.
 - Communication tactics: how will the seafood industry communicate with its stakeholders?
4. Development of an education program that will train industry representatives about contemporary strategic communication - how to do it and why it needs to happen - utilising the latest communications techniques including media.
5. Identification of seafood industry leaders/spokespeople in each state and territory in Australia who will undertake training.
6. Delivery of strategic communication and media training to key industry stakeholders at locations around Australia (at least five locations eg SA, VIC, NSW, QLD, WA). The training will equip current and future industry spokespeople with communication skills that will help them perform their responsibilities as leaders including:
 - the key messages required to communicate current and future challenges of the industry and how they might be addressed;
 - contemporary communication tactics that can help build healthy relationships with key stakeholders and build trust with the general public;

- professional presentation and media skills (how to conduct a professional presentation and how to conduct a media interview including how to perform during a crisis);
 - internal communication skills to build a positive and proactive culture among the membership of peak industry organisations.
7. Development of an annual “update” program of communication education and activity that leverages and connects existing leadership and communication activities (e.g. the creation of a communications workshop at existing annual conferences.)

Non-technical summary:

Outcomes achieved

The key outcome is the delivery of more open and transparent communication along the entire fisheries value chain. This will improve public perception and profitability of the industry.

The project played a vital role in addressing the key challenge of the fisheries industry, which is to ensure major investments and achievements by both industry and Government receive sufficient community visibility which should then have a positive down stream effect on the key indicators of sustainability for the industry. The project did this by building capacity in key industry spokespeople to ensure consistent communication, regular positive messaging about the industry to target audiences, including the public.

The project provided participants with education and training materials to assist in the management of communication activities, including proactive and reactive media activity. It also enabled a stronger relationship between the media and key industry representatives through the implementation of initiatives including a media database and education on managing a positive relationship with the media.

The result of the project will be the creation of improved business communication practices that will lead to a stronger voice for the Australian seafood industry, improved engagement with the general public leading to greater trust and reputational management and a more mature, sustainable seafood industry.

One of the significant challenges facing the Australian seafood industry is achieving long-term sustainability for the industry. With ongoing efforts and investment being made by all

sectors of the industry and Government, ensuring that the broader Australian community is both informed about the industry's progress (in regards achieving sustainability) and

engaged with these efforts and at the same time engaged in the direction for the industry is an important 'marker' for the industry.

Research by the FRDC in 2011 discovered that community perceptions around the sustainability of commercial fishing are a key driver of their perceptions of the industry as a whole.

The research also uncovered that community perceptions of the seafood industry were poor and highlighted what could be described as "the seafood paradox": there is a general perception the world is running out of seafood and non-meat forms of protein, yet at the same time the pressure has never been greater to limit the amount of wild catch and indigenous fishing and aquaculture farming in Australia.

The FRDC implemented a strategy to promote the science and current practice of the industry to ensure long-term sustainable fishing industry. A key tactic of this strategy was to initiate media and communication training for fishing industry leaders so that they were better able to manage popular opinion in Australia.

South Australian Communication Agency, FULLER, successfully tendered to deliver the training program and it advocated that prior to training, there should be a process of identifying the key issues facing industry through stakeholder and media research; and the development of a communication strategy which would provide a better understanding of audiences, issues and messages. The strategic communications was developed through a workshop with key influencers from the industry, and the resulting plan captured key audiences, primary and secondary spokespeople, messaging to be used in communication and media activities and tactics that can be implemented at a local level to improve perception of the seafood industry.

Training materials were developed based on the strategic communications plan and a one-day workshop was developed in conjunction with experienced media professionals Ian Doyle and Ron Kandelaars – of the ABC and Channel 7 respectively. The training sessions were conducted in New South Wales, Queensland, Victoria, South Australia and Western Australia, and exceptional uptake saw every session at full capacity, with some attendees travelling from interstate to participate.

The training sessions covered a broad range of communications topics, aiming to inform participants in areas such as; developing key messages, preparing for and participating in media interviews, building relationships with media, telling positive stories, public presentation skills, and strategic communications.

Practical application of these skills in mock television interviews – complete with lights, camera and probing questions about real and current issues facing the seafood sector – put program participants to the test and provided an insight into the pressures of a media interview scenario. This experience was described by many participants as one of the most valuable aspects of the training.

In order to extend the benefit of the training program more broadly within the industry, a number of activities were undertaken at the conclusion of

the program, including a number of PR activities to promote the training program and the development of a media database to facilitate a stronger relationship with media contacts. A summary version of the media training is also planned for the 2013 Seafood Directions conference in October. This will ensure a larger number of participants are exposed to basic media training.

A total of 56 participants took part in the media training, consisting of 11 from New South Wales, 11 from South Australia, 11 from Victoria, 13 from Queensland and 10 from Western Australia. Most participants were high-level managers or leaders from a range of seafood operations.

Feedback from participants was overwhelmingly positive, with key statistics from post-training evaluation highlighting that:

- 100% of participant felt their knowledge of professional communication had improved
- 94% felt more confident in conducting media interviews
- 96% understood how to prepare for a media interview
- 87% understood how to prepare a media release
- 90% understood how to approach the media
- 98% understood how to prepare key messages
- 96% felt the training met their expectations
- 92% would like to see the training continued annually

Keywords

People development program, strategic media training, media, interview, key messages, strategic communication, public relations, media story

2. Acknowledgements

Ian Doyle, Director, Doyle Media Services and Ron Kandelaars, Director, RK Media delivered the media training material on behalf of FULLER.

3. Background

The project initiated from research conducted in 2011 by the FRDC which highlighted that community perceptions of the seafood industry were poor and there was misunderstanding about the sustainability of the industry.

As a result, the FRDC put in place a strategy to promote the science and best practice of the industry, with media and communication training for key influencers within the industry being a key tactic of the strategy.

The FRDC appointed South Australian communication agency, FULLER, to run strategic media training for the Australian Seafood Industry.

Following a process to develop strategic communications plan for the industry, FULLER implemented a training program in 2012 which was conducted in New South Wales, Queensland, Victoria, South Australia and Western Australia.

4. Need

In 2011, the FRDC conducted research to gauge community perceptions of the achievements and ongoing investment the industry is making into achieving long-term sustainability.

The results from the 2011 research indicated that the Australian community remains divided with:

- just over one in three (37%) believing the industry was sustainable;
- just over one in four (26%) believing the industry was not sustainable; while
- the remaining one in three (37%) just not sure if the industry was sustainable or not.

Among those who were uncertain or dismissive that the industry was currently sustainable, there was a clear sense of pessimism with 52% not confident the industry would become sustainable.

The results clearly highlighted that there was a substantial challenge to better inform, educate and influence community perceptions about the long-term sustainability of the fishing industry.

They also suggested that community perceptions around the sustainability of commercial fishing was a key driver of their perceptions of the industry as a whole. By focusing on improving their view on sustainability, it could help drive improvements in perception across the entire industry.

As a result of the research, the FRDC implemented a strategy to promote the science and current practice of the industry to ensure long-term sustainable fishing industry.

A key tactic of this strategy was to initiate media and communication training for fishing industry leaders so that they were better able to manage popular opinion in Australia.

5. Objectives

The objectives of the project and evidence of their achievement are summarized below:

Objective	Achievement summary
<p>Creation of a key influencer group of current and future leaders representing every aspect of industry (commercial, government, research) who will create the communication agenda.</p>	<p>Achieved in the initial research phase of the project (see appendix 3 for summary of feedback)</p>
<p>Convening a strategic communications planning workshop with the key influencer group which will consider the industry's key communication challenges and opportunities.</p>	<p>Achieved in the initial research phase of the project (see appendix 3 for summary of feedback)</p>
<p>Development of a strategic communications plan to improve public perception of the industry and its engagement with national opinion makers and other economic sectors. The strategy will identify:</p> <ul style="list-style-type: none"> - Target audiences: who are the seafood industry's key influencers and stakeholders? - Key Messaging: current and future challenges and how they will be addressed; positives of Australian seafood industry; negatives of Australian seafood industry. - Key Spokespeople: a primary and secondary leader in each state and territory. - Communication tactics: how will the seafood industry communicate with its stakeholders? 	<p>Achieved (see appendix 3 for full strategic communication plan)</p>
<p>Development of an education program that will train industry representatives about contemporary strategic communication - how to do it and why it needs to happen - utilising the latest communications techniques including media.</p>	<p>Achieved (see appendix 3 for training workbook and training presentation powerpoint)</p>
<p>Identification of seafood industry leaders/spokespeople in each state and territory in Australia who will undertake training.</p>	<p>Achieved (see appendix 3 for participant list)</p>
<p>Delivery of strategic communication and media training to key industry stakeholders at locations around Australia (at least five locations eg SA, VIC, NSW, QLD, WA). The training will equip current and future industry spokespeople with communication skills that will help them perform their responsibilities as leaders including:</p> <ul style="list-style-type: none"> - the key messages required to communicate current and future challenges of the industry and how they might be addressed; - contemporary communication tactics that can help build healthy relationships with key stakeholders and build trust with the general public; - professional presentation and media skills (how to conduct a professional presentation and how to conduct a media interview including how to perform during a crisis); - internal communication skills to build a positive and proactive culture among the membership of peak industry organisations. 	<p>Achieved (see appendix 3 for training workbook and training presentation powerpoint)</p>
<p>Development of an annual "update" program of communication education and activity that leverages and connects existing leadership and communication activities (e.g. the creation of a communications workshop at existing annual conferences such as the 2013 Seafood Directions conference.)</p>	<p>Achieved (see summary of extension activities in section 7)</p>

6. Methods

Stage 1. Round table workshop

A full-day workshop was held with key decision makers and industry influencers to clarify the scope of the project, establish deliverables and agree to key milestones.

This workshop included a round-table discussion to:

- Confirm goals and objectives of the project
- Identify target audiences
- Primary and secondary leaders in each state
- Key messaging to be used across the industry
- Tactics to be used to engage audiences
- Existing activities that can be leveraged
- An implementation plan

Stage 2. Research

Telephone research was conducted with industry, government, peak body and research representatives to understand current communications training and activities and the specific challenges and opportunities for each state and territory.

Telephone and email research with industry media was also conducted to understand their perception of the seafood industry and what was required to build trust and rapport with the media in order to improve the industry's public profile.

A media database was also established at this stage.

Stage 3. Strategic Communication Plan

With the information gathered from the workshop and research, an industry wide strategic communication plan was developed which captured the goals and objectives, the key audiences, the primary and secondary messaging to be used in communication and media activities and tactics that could be implemented at a local level to improve perception of the seafood industry. (see appendix 3)

Stage 4. Preparation of Education and Training Tools

Education and training materials were developed for the project to be delivered Australia wide. This was collated into a comprehensive powerpoint training presentation and a printed training manual for participants to take-away from the session for future reference. The training manual included:

- How to write a media release
- Interview tips
- Key messaging quick reference guide

- A range of national and local messages to use in communication activities
 - A brief overview of contemporary communication trends such as social media, web, video, SMS etc.
- (see appendix 3)

Stage 5. Delivery of education and training

Experienced media trainers Ian Doyle and Ron Kandelaars – of ABC and Channel 7 respectively – delivered a one-day training session in five key locations:

- Brisbane
- Sydney
- Melbourne
- Port Lincoln
- Perth

In total, 56 participants attended the training, which included including a briefing of the strategic communication plan, key messages, local issues requiring public relations and opportunities to engage media. It also provided hands-on media training including interview skills, crisis management and an introduction to contemporary communication trends.

Stage 6. Extension of training materials

In order to spread the benefit of the training more broadly among the industry, the training program was extended through media activity to promote it through industry publications, development of a media contact database, selected training materials added to the FRDC website and the planned delivery of a summary media training session at the 2013 Seafood Directions conference. (see appendix 3)

7. Results / Discussion

Stage 1 & 2. Round table workshop & Research

The aim of the round-table and research phases of the project was to gain an understanding from a cross section of the industry and the media about the industry's communication strengths and weaknesses, which would help FULLER design a media training program that was targeted and relevant. It also enabled the FRDC to identify other communication opportunities to be included in this or future FRDC projects.

Stage 1 of the research consisted of face to face consultation with a group of nine key industry influencers in March 2012 (e.g. state government fisheries managers, representatives from industry associations and research organisations) including a Strengths, Weaknesses, Opportunities and Threats analysis on the industry and a review of key issues.

Stage 2 consisted of a qualitative telephone and email survey of 18 additional industry stakeholders (covering the commercial, aquaculture, fish markets, recreational and indigenous sectors) again seeking opinions about the industry's key issues and challenges.

Stage 3 consisted of a qualitative telephone and email survey of seven representatives from the media (e.g. print and broadcast journalists from national, state and regional media outlets) to determine external attitudes about industry challenges and the capacity of industry to manage these publicly.

The industry research found that there was a frustration that seafood positives (health, sustainability) were not being communicated in a strategic way to the public. This was due to the lack of a unified industry voice, a lack of agreement over key messaging and poor industry communication skills.

The industry opinion maker and stakeholder consultation suggested that a coordinated communications effort was required across the entire industry to resolve some of its key reputation issues.

This was also the view of the media, which was eager for more frequent information from the industry, in particular stories that present a balanced positive outlook.

Barriers to putting this into practice included the absence of one united spokesperson or peak body; limited resources within sector-based national and state based peak bodies who do not have the resources to coordinate communication activities; a lack of communication skills (which will be partly addressed by the Strategic Media Training project); and the absence of a common or united view across the industry on key issues.

The industry acknowledged it must do a much better job of telling positive stories about generic issues such as:

- Sustainable fishing / processing practices
- Health benefits of seafood
- Use of technology for production enhancements
- Aquaculture as a sustainable food resource amid the food security discussion

Stakeholders were enthusiastic about the potential to tap into communications training and provide key industry ambassadors with the tools and skills required to better represent the industry.

Key training requirements included:

- 73% of respondents identified broadcast media skills as an area for urgent attention
- 67% of respondents identified a need to improve understanding of the online space, especially social media
- 47% of respondents felt that training in message communication would be beneficial
- 33% of respondents identified a need to improve writing skills, especially media releases and articles
- 20% of respondents identified a strong need for training in strategic planning and issues management

While media training was an essential skill requirement across the board, respondents all agreed that conducting reactive media relations alone was not going to resolve the industry's reputation issues. They felt there was a need for the industry to conduct proactive public relations at a regional/sector and national level to create positive reputation change.

A number of recommendations for the media training program were drawn from the research and consultation phase, including:

- Development of a national media contact list of seafood, fishing, rural and regional writers to enable more direct contact.
- Best Practice Examples – presentation of a series of positive seafood story examples (press, radio) with background process eg media release, email pitch to illustrate ideal communication approach and outcome.
- Scenario Planning – Develop a series of scenarios from the issues identified in this research with step-by-step guidelines of how these might be managed in the media.
- Real Life Training (Press) – Participants asked to draft a media pitch email to their local newspaper about a positive story for their sector. Pitch to include writing a punchy, engaging brief, identification of the “hook”, photo / vision opportunities, organising a spokesperson. Emails to be reviewed by the group during the session and then sent to media contacts to review the results.
- Media Networks – Participants asked to research and identify local media representatives prior to attending the training session and will be given training in how to connect with these media networks and build lasting relationships. Responses from the media survey will be used to highlight the different preferences of journalists when it comes to receiving information and maintaining a relationship with a contact.
- Professional Media Skills – Presentation skills, media release writing and media pitching to be included in the Strategic Media Training program.
- Media Resources – Fact sheets and other resources summarising the key issues impacting the industry need to be prepared prior to the training and provided to participants as part of their training workbook. The workbook should also include media release templates, notes on how to attract media to events, tips on maintaining a good media relationship, issues / health benefits fact sheets etc.
- Social Media – Consideration of how a basic introduction to social media can be included as part of the Strategic Media Training program or whether this needs to be delivered as a separate training program (drawing lessons from the beef industry's campaign against animal rights activists – <http://ow.ly/bgj07>).

Media representatives interviewed expressed support for the industry and a willingness to publicise good news stories. They expressed a frustration at the lack of communication from the industry.

The research supported the need for a common communication strategy; better media resources such as case studies and fact sheets; and better training of its key representatives.

The research also identified around 50 “communication ambassadors” who should undertake media training as a priority.

A full version of the research findings can be found in Appendix 3

Stage 3. Strategic Communication Plan

Following the research phase of the project, a strategic communication plan was developed to guide the development of the media training program to ensure it addressed the challenges facing the industry and capitalising on the opportunities identified.

The research identified that the industry suffered from the lack of a united voice, unclear and inconsistent messaging, a lack of public focus on the health benefits of seafood and an ad hoc approach to media relations. The research also noted a number of positive communication opportunities.

To meet the need for a united industry voice, the strategic communication plan recommended identifying and providing professional communication training to key seafood industry stakeholders. These were categorised as “ambassadors” (future leaders with minimal industry communication experience) and “mentors” (senior leaders with lengthy experience as industry communicators).

Both groups were invited to take part in communication training to ensure that there was a dynamic exchange of ideas and a foundation for an orderly generational handover of communication responsibilities from mentors to ambassadors, without the loss of relationships or intellectual property.

The ambassadors and mentors would develop an understanding of the importance of consistent messaging and influence this messaging at two levels: big picture industry issues and key positives and specific sector issues.

The strategy recommended that messaging be expanded within the training program content. This was achieved by incorporating a real, current issue into the messaging component of the training where participants were briefed on the FRDC’s status of key Australian fish stocks report and then interviewed about the topic. When the report was released to the public, one participant was interviewed by the media on the topic and handled the experience very professionally, thanks to the training (see page XX for full details).

The strategy also recommended that the training be held in five state centres and introduce participants to the broad field of communication: public presentations, community engagement, as well as mass media such as newspapers, radio and TV and social media. The participants would be provided with extensive communication resources including presentation templates, media databases and fact sheets.

While the strategy recommended including a basic introduction to social media in the training program, this was not incorporated due to time restrictions on the workshops, as social media was not part of the initial project scope (only one day was allowed in the initial planning to cover the topics outlined in the project scope).

Another area of the strategy that has not yet been implemented is the extension of the mentor and ambassador groups into an ongoing networking initiative. This activity will need to be facilitated by the FRDC or other peak body that can coordinate ongoing networking opportunities or establish online networking via a tool such as LinkedIn.

A full version of the research findings can be found in Appendix 3

Stage 4. Preparation of Education and Training Tools

Both a media training presentation and workbook were developed for training participants.

A full version of the presentation and workbook can be found in Appendix 3

Stage 5. Delivery of education and training

Experienced media trainers Ian Doyle and Ron Kandelaars – of ABC and Channel 7 respectively – delivered a one-day training session in five key locations:

- Perth
- Hobart
- Port Lincoln
- Melbourne
- Sydney

In total, 56 participants attended the training, which included including a briefing of the strategic communication plan, key messages, local issues requiring public relations and opportunities to engage media. It also provided hands-on media training including interview skills, crisis management and an introduction to contemporary communication trends.

The training was extremely valued by participants, with post-training surveys highlighted the satisfaction and learnings. Findings included:

- 100% of participant felt their knowledge of professional communication had improved
- 98% understood how to prepare key messages
- 94% felt more confident in conducting media interviews
- 96% understood how to prepare for a media interview
- 87% understood how to prepare a media release
- 90% understood how to approach the media
- 83% understood how to deliver an effective presentation
- 100% felt the size of the group was effective
- 88% felt the training content was relevant
- 92% felt the training workbook was helpful
- 79% felt it was useful to have a mix of sectors in the group
- 78% felt it was valuable to have a mix of experienced and less experienced communicators in the group
- 80% would like to continue to meet with an ambassador and mentor group relevant to their sector about industry communication

- 100% agreed that the trainers were knowledgeable about the topic
- 100% felt the trainers' presentation style was effective
- 100% felt the trainers involved participants in hands-on learning activities.
- 96% felt the training met their expectations
- 92% would like to see the training continued annually

A full version of the post-training evaluation survey can be found in appendix 3

Anecdotal feedback from participants was also very positive. A snapshot of comments received from participants included:

"I would recommend that the FRDC continues to invest in this area as there are many people within our industry who will benefit through this." John Harrison, Chief Executive Officer, Western Rock Lobster Council Inc.

"It was an excellent day all round, a very good use of FRDC funds." Jedd Routledge, Natural Oysters.

"Thanks to you and the FRDC for the opportunity to part-take in the media training workshop. I learnt a lot (Ian and Ron were excellent) and will strive to enter this space a lot more than I currently do." Andrew Tobin, Senior Research Fellow James Cook University.

"I gained a great deal from the workshop, have a renewed appreciation for the benefits of professional media and PR experts, and additional skills to use in my day-to-day involvement with media, PR and general communications. Thanks again to FRDC for sponsoring the event, and supporting the seafood industry in such a progressive manner." Martin Exel, Chair, Commonwealth Fisheries Association.

"It was one of the best days out of the office I can recall for a long time. The guys oozed experience and expertise and shared a mountain of information that I am still processing. If this opportunity was to be in Perth again I would definitely have a couple extra of our team attend." David Carter, Austral Fisheries.

"Very informative, and I feel prepared for the expectations of a media interview." Ashley Oliver, Communications Manager, Seafood Industry Victoria.

"Very valuable – thank you." Michelle Christoe, Executive Officer at Seafood Services Australia.

"Very pleased with course content and delivery." Emily Rowe, Director, Crayfresh.

Stage 6. Extension of training materials

In order to spread the benefit of the training more broadly among the industry, the training program was extended through media activity to promote the program through industry publications, development of a media contact database and the planned delivery of a summary media training session at the 2013 Seafood Directions conference. Extension activities included:

Initiative	Activities
Promotion of training to industry via public relations	<ul style="list-style-type: none"> • Article in FRDC’s FISH magazine • Produce and pitch modified version of the FRDC FISH feature story for sector/ organisation newsletters
Feedback and accreditation	<ul style="list-style-type: none"> • Email to participants thanking them for involvement, making them aware of support resources for the program • Asking participants asking for nominations for future media training to create a database of contacts • Asking participants to be added to a media contact list and what issues they would be happy to be contacted on. It is proposed this list is hosted on the FRDC website • Create and send a certificate to recognise participation in the program
Material for FRDC website	<p>Collate information for the FRDC website to support participants from the program, including:</p> <ul style="list-style-type: none"> • How to develop messaging • Summary sheets – eg steps to engage the media, media channels to consider • Media Release Templates • Media databases
Media training summary session at Seafood Directions conference in October 2013	<ul style="list-style-type: none"> • Conduct a two-hour media training summary session at the Seafood Directions conference in October.

See appendix 3 for extension materials

8. Benefits and adoption

Based on the mix of participants involved in training, the benefits of the program will be far reaching within the industry. Organisations represented at the training included:

Various recreational fishing tour guides
Seafood Services Australia
Broadwater Oysters
James Cook University
SeaNet NSW
Australian Fisheries Management Authority
Coffs Harbour Co-op
NSW Department of Primary Industries
NSW Aboriginal Fishing Advisory Council
Tasmanian Seafood Industry Council
National Aquaculture Council
Seafood Industry Victoria
SeaNet VIC
SETFIA (South East Trawl Fishing Industry Association)
Melbourne Seafood Centre
Recfish Australia
Tasmanian Salmon Growers
Huon Aquaculture Group
Australian Southern Bluefin Tuna Industry Association
Wildcatch Fisheries South Australia
Stehr Group
Kinkawooka Mussells

Blaslov Fishing
NSW Aboriginal Fishing Advisory Council
Abalone SA
Natural Oysters
Austop Fisheries Pty Ltd
Crayfresh
Australian Southern Bluefin Tuna Industry Association
Marine Adaptation Network
Australian Barramundi Farmers Association
Queensland Seafood Industry Association
SeaNet Southern QLD
Australia Prawn Farmers Association
Northern Territory Seafood Council
Australian Barramundi Farmers Association
OceanWatch Australia
Tasmanian Seafoods
Austral Fisheries
Western Australia Marine Science Institution
Western Rocklobster Council
Western Australian Fishing Industry Council
Recfishwest
Aquaculture Council WA
SeaNet WA
Austral Fisheries

At the conclusion of the program, anecdotal feedback was received from Coffs Harbour Fisherman's Co-op Shane Geary, who was interviewed by ABC Radio and local television about the National Stock Status Report following his training, successfully delivering key messages which were widely broadcast.

Shane's feedback was as follows:

"Completing the FRDC communication training gave me additional confidence in reaching out to media with a story idea, and the knowledge of how to prepare well for the interviews so that I was able to stay on message and avoid panicking when facing 'difficult' questions,"

Anecdotal feedback from other participants was also very positive. A snapshot of comments received from participants included:

"I would recommend that the FRDC continues to invest in this area as there are many people within our industry who will benefit through this." John Harrison, Chief Executive Officer, Western Rock Lobster Council Inc.

"It was an excellent day all round, a very good use of FRDC funds." Jedd Routledge, Natural Oysters

"Thanks to you and the FRDC for the opportunity to part-take in the media training workshop. I learnt a lot (Ian and Ron were excellent) and will strive to enter this space a lot more than I currently do." Andrew Tobin, Senior Research Fellow James Cook University.

"I gained a great deal from the workshop, have a renewed appreciation for the benefits of professional media and PR experts, and additional skills to use in my day-to-day involvement with media, PR and general communications. Thanks again to FRDC for sponsoring the event, and supporting the seafood industry in such a progressive manner." Martin Exel, Chair, Commonwealth Fisheries Association.

"It was one of the best days out of the office I can recall for a long time. The guys oozed experience and expertise and shared a mountain of information that I am still processing. If this opportunity was to be in Perth again I would definitely have a couple extra of our team attend." David Carter, Austral Fisheries.

"Very informative, and I feel prepared for the expectations of a media interview." Ashley Oliver, Communications Manager, Seafood Industry Victoria.

"Very valuable - thank you." Michelle Christoe, Executive Officer at Seafood Services Australia.

"Very pleased with course content and delivery." Emily Rowe, Director, Crayfresh.

9. Further development

A range of extension activities for the program have been implemented and will spread the benefit of the media training program more broadly through the industry.

These include training materials being placed on the FRDC website and the development of a media contact database to facilitate a stronger relationship between industry representatives and the media.

A summary media training session is also planned for the Seafood Directions conference in October 2013, which will provide a condensed version of the training for a larger number of industry representatives.

In feedback received through the post-training survey, a total of 92% of participants said they would like to see the training delivered on an annual basis. This would enable a greater number of industry representatives take part in the training, but would also enable previous participants to 'refresh' their knowledge on a regular basis.

10. Planned outcomes

The first output of the project was the development of a database of key industry influencers who were invited to participate in the initial project scoping workshop and the development of a larger database of contacts from industry, government, research and media organisations who were invited to participate in the research phase of the project.

The second output was a research report which provided a summary of industry issues, the opportunities available to improve the perception of the industry and key messaging. The report highlighted which communication and media skills were in most demand and identified dozens of names of industry representatives to participate in the training. This output enabled the development of an effective communication plan and media training program that would deliver targeted learnings for participants.

It also resulted in the third output of the program – the development of a database of potential participants to invite to the training.

The fourth output of the project was a strategic communications plan which provided a roadmap for the training program, as well as future tactics to be implemented that would facilitate more open and transparent communication between the industry and key stakeholders.

The fifth output was the training and education program which provided participants with key tools and practical knowledge to manage proactive and reactive communication activities with the media and key stakeholders. This will result in more effective management of communication ensuring positive messaging is effectively delivered to target audiences, with the outcome being an improved public perception of the sustainability of the seafood industry.

The final output was the implementation of the extension activities for the program. This extended the benefit of the program more broadly than the training sessions by making the training materials available online, creating a media contact database and the delivery of a summary session at the 2013 Seafood Directions conference.

11. Conclusions

The first coordinated media training program for the seafood industry was a successful step in implementing the delivery of effective communication that will result in improved public perception on the sustainability of the industry.

The research conducted as part of the program provided strong insights into the challenges and opportunities for the industry. It found that there was a frustration

that seafood positives (health, sustainability) were not being communicated in a strategic way to the public. This was due to the lack of a unified industry voice, a lack of agreement over key messaging and poor industry communication skills.

The industry opinion maker and stakeholder consultation suggested that a coordinated communications effort was required across the entire industry to resolve some of its key reputation issues.

This was also the view of the media, which was eager for more frequent information from the industry, in particular stories that present a balanced positive outlook.

From the research, a strategic communication plan was formed which was an effective tool in shaping the media training program, but also providing a roadmap for future communication activities to meet the challenges identified and capitalize on the opportunities.

A media training and education program was delivered to 56 participants across five states – New South Wales, Victoria, South Australia, Western Australia and Queensland. The training included a briefing of the strategic communication plan, key messages, local issues requiring public relations and opportunities to engage media. It also provided hands-on media training including interview skills, crisis management and an introduction to contemporary communication trends.

The training was extremely valued by participants, with post-training surveys highlighting that 100% felt that their knowledge of professional communication had improved.

The training program will be extended more broadly throughout the industry with summary training materials being placed on the FRDC website and the development of a media contact database to facilitate a stronger relationship between industry representatives and the media.

A summary media training session is also planned for the Seafood Directions conference in October 2013, which will provide a condensed version of the training for a larger number of industry representatives.

To extend the benefit of the program to more industry representatives, it is recommended an annual training program be put in place. This was supported by 92% of participants who said they would like to see the training delivered on an annual basis. This would also enable previous participants to 'refresh' their knowledge on a regular basis.

Appendix 1. Intellectual property

No intellectual property created

Appendix 2. Staff

Project Team, Qualifications and Roles:



Peter Fuller

Managing Director, FULLER

Qualifications

Managing Director, FULLER, 20 years experience advising on and delivering strategic communication

Project Role

Project Leader, Strategic Communications Advisor and Facilitator



Olivia Jones

Account Director, FULLER

Qualifications

Account Director, FULLER, 10 years experience consulting in strategic communication and project managing the delivery of communication campaigns

Project Role

Strategic communications support research and project manager



Ian Doyle

Director, Doyle Media Services

Qualifications

Director, Doyle Media Services, 30 years experience as a journalist, media trainer and facilitator

Project Role

Facilitator, Media Training



Ron Kandelaars

Director, RK Media

Qualifications

Graduate Diploma in Education, University of South Australia. Bachelor of Arts, University of Adelaide

Project Role

Media Trainer



Kate Schlichting

Production Manager, FULLER

Qualifications

Associate Diploma of Marketing and Certificate of Sales

Project Role

Event Manager



Adele Thompson

Graphic Designer, FULLER

Qualifications

Bachelor of Visual Communication (Graphic design) University of South Australia

Project Role

Graphic Designer

Appendix 3. Other



**Fisheries Research and Development
Corporation**

Qualitative Research Study

***Identifying opportunities for communication
skills capacity building within the Australian
seafood industry***

May 2012

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Executive Summary

The Fisheries Research and Development Corporation appointed FULLER to run its Strategic Media Training for the Australian Seafood Industry project in January 2012 as part of its People Development Program.

The project methodology included a research phase to survey industry stakeholders and media about the communication methods and messages the industry needs to adopt to improve its public perception and reputation.

The aim of this research is to gain an understanding from a cross section of the industry and the media about the industry's communication strengths and weaknesses, which will help FULLER to design a media training program that is targeted and relevant. It will also enable the FRDC to identify other communication opportunities that can be included in this or future FRDC projects.

Stage 1 research consisted of face to face consultation with a group of nine key industry influencers in March 2012 (e.g. state government fisheries managers, representatives from industry associations and research organisations) including a Strengths, Weaknesses, Opportunities and Threats analysis on the industry and a review of key issues.

Stage 2 consisted of a qualitative telephone and email survey of 18 additional industry stakeholders (covering the commercial, aquaculture, fish markets, recreational and indigenous sectors) again seeking opinions about the industry's key issues and challenges.

Stage 3 consisted of a qualitative telephone and email survey of seven representatives from the media (e.g. print and broadcast journalists from national, state and regional media outlets) to determine external attitudes about industry challenges and the capacity of industry to manage these publicly.

The industry research found that there is a frustration that seafood positives (health, sustainability) are not being communicated in a strategic way to the public. This is due to the lack of a unified industry voice, a lack of agreement over key messaging and poor industry communication skills.

Media representatives interviewed expressed support for the industry and a willingness to publicise good news stories. They expressed a frustration at the lack of communication from industry.

The research supported the need for a common communication strategy; better media resources such as case studies and fact sheets; and better training of its key representatives.

The research also identified around 50 "communication ambassadors" who should undertake media training as a priority.

Summary of Findings

Stage 1 - Key industry Influencer Workshop

FULLER convened a full day Round Table workshop with key industry influencers on 15 March 2012 in Adelaide. This included an industry SWOT analysis and an audit of the key communication issues impacting the industry.

Participants:

- Peter Horvat, FRDC
- Jo-Anne Ruscoe, FRDC
- Martin Bowerman, Strategy First PR & Marketing
- Gavin Begg, SA Research and Development Institute (SARDI)
- Chris Calogeras, C-AID Consultants
- Peter Dietman, PIRSA Fisheries and Aquaculture
- John Diplock, Hamata Pty Ltd
- Pheroze Jungalwalla, National Aquaculture Council
- Lowri Pryce, OceanWatch Australia

SWOT Analysis

Strengths

Product

- Healthy - good for you
- Non-cancer causing (compare red meat image)
- Essential food group - omega 3 fatty acids
- Great taste
- "Sexy" protein
- Cost effective protein (value per kilogram)
- Social value - provides a recreational experience - the thrill of the first fish
- Non-urban foraging/hunter experience with self sufficiency return
- Sustainability - environmentally friendly products
- Regional economy contributor - tourism - good food trails - festivals
- Regional and urban employment
- Indigenous employment - self determination
- Economic contributor
 - Industry generates \$89 million per annum
 - Value add up to \$2 billion per annum (tourism, tackle, charter, processing)

Processing/Production

- World's best practice eg Northern Spencer Gulf, Coorong
- Australia has well managed, sustainable fisheries
- Aquaculture is clean/safe/sustainable
- Commercial fishers do the world a favour - feed the world
- Passion
- Knowledge
- Commitment
- Consumer interaction - interesting - see the product caught/processed

- Direct purchase from trawlers/fishermen
 - Link with farming/hunting
 - Licensed fish mongers can sell from boats
 - Theatre/colour/tourism
- Great case studies - Sydney Fish Market - paddock to plate
- Coffs Harbour
- Harvey Bay Seafood Festival

Weaknesses

Product

- Variability/inconsistency in
 - Quality
 - Availability
 - Freshness
 - Food safety concerns eg prawns/oysters
 - Authenticity of origin
- Price - perceived high/premium cost
- Poor consumer education - uncertainty
 - how long to keep fish
 - how to keep it
 - how to cook it

Production/Processing

- Industry disunity - no common communication line - silos (lobster, salmon, tuna)
- No single industry association or leader
- No money to fight the big NGOs - voluntary levies/membership fees - value??
- Commercial vs recreational disunity
 - opposition over access/volumes
 - peasant hunter vs big business
 - marine parks provide unique opportunity for unity
- Ownership vs access
 - fisheries are public property
 - whose right is it to fish?
- Endangered/threatened species
 - cute and cuddly/dolphins/turtles
 - industry hasn't managed well
 - defensiveness
 - need more transparency
 -
- Environmental NGOs
 - instilled opposition to "everything"
 - Left view of business
 - environmental scare campaigns
 - large marketing and communication budgets
 - can out PR the seafood industry - why? \$\$\$
- Ignorance leads to reputational risk
 - Poor community knowledge of well managed modern fishery
 - Loss of community trust through perceived poor practice
 - 50 to 60 year old guilt
 - never said sorry
 - never admitted past mistakes/responsibility

- no recognition by industry of past damage (compare Landcare)
- need to admit that fishing has an environmental impact - not huge
- Regulation
 - Government used to have regulatory and development roles
 - Now too much emphasis on regulation and compliance
 - Need more co-management and self regulation
 - fishers suffer from a regulatory burden like no other primary industry
 - beaten down - broken hearted - like Aboriginal community - doom, gloom, guilt
 - has created a risk averse culture (government and fishers)
- Government lack of endorsement of fishers or products
 - elector sensitivity
 - power of NGOs
- Lack of communication by industry - TOO SILENT, TOO LONG
 - huge variation in communication sophistication
 - community/government has a poor understanding of science/R&D/management
 - retailers - are they interested in a sustainable fishery - how do they communicate
 - fish shops - poor marketers/bad PR
- Lack of industry profitability - sustainability
 - oversupply - producers flood market
 - causes price fluctuations

Opportunities

- Consumers - our biggest allies
 - Engage consumers face to face - point of sale
 - Develop ambassadors/allies
 - Influence government - we want fresh Australian seafood
- Communication
 - break the silence - tell the good stories - good science, best practice
 - unity and consistency of messaging
 - develop a common language
 - common understanding
 - few leading spokespeople
 - lead community opinion
 - proactive not reactive
 - intelligent, honest, credible leadership (WHO?)
 - focus on positives eg prawns, salmon - good communicators
- Regulation as a positive
 - carefully controlled and monitored industry
 - environmental best practice
 - sustainable
 - recreational fishers pay license fees to sustain fishery
- Indigenous heritage
 - 50,000 year old fishing culture - honorable
- Marine parks
 - chance to bring commercial and recreational fishers together
 - working together for sustainability
 - spin to a positive opportunity
- Open dialogue with Greens/NGOs
 - Build partnership relationship
 - Greenpeace/WWF/AMCF/ACF
 - Working for the same goal - sustainable fisheries
 - Future proof the sea eg Landcare tree planting
 - Protect the biomass

Threats

- No single industry spokesperson/organisation
 - National Seafood Industry Alliance is underfunded - what is the value proposition to members
 - FRDC can't be a spokesperson - political
 - disorganised sector - legacy of Co-ops
- too much diversity in industry - nothing in common
- consumer misunderstanding eg Coral Sea trawling

Key Communication Issues

1. Live export of seafood eg lobster to China
2. Australian sea lions at risk - closure of fisheries
3. Wildlife interaction eg dolphins/turtles
4. NZ fur seals - impact on fishery vs animal rights
5. Competing infrastructure development
 - a. eg Ports - Gladstone, Moreton Bay
 - b. petrochemical
 - c. mining
 - d. desalination
6. Nutrient release into waterways - Aquaculture
7. Use of marine resources to feed fish eg fish meal - Aquaculture
8. Fish farming escapes/breeding and environmental risk - Aquaculture
9. Chemical residues/antibiotics - Aquaculture
10. Visual amenity - fishing/coastal settlement
11. Trawling (bottom trawling) - emotive
12. Exclusion zones - in shore fishing - coastal community expansion
13. Long line fishing
14. International fishing practices confused with Australian practices - misunderstanding
15. Marine Parks - risk of industry disunity/breaking ranks
16. Self regulation perpetuating bad practice
17. Low quality imported product - downgrade Australia seafood image
18. Animal ethics - cruelty/catch and release/humane slaughter
19. Managing natural variations in quality/size eg prawns/sardines
20. National Stock Status Report - decline in fishery by 15% - still 85% full

Stage 2 - Industry Stakeholders

FULLER was provided with a list of suggested stakeholders from the Industry Influencer workshop. These people were considered to be thought leaders in their various sectors and are already providing ad hoc media comment and public leadership. An email survey was distributed asking participants their views on: positive stories that should be told; communication opportunities for the industry and areas of communication training that would be beneficial for trainees.

FULLER also used this survey to identify the preferred industry candidates to receive training ie those who have the potential to become industry “communication ambassadors”.

Participants:

- Marty Phillips, President, Australian Barramundi Farmers Association
- Brian Jefferies, CEO, Australian Southern Bluefin Tuna Industry Association
- Martin Excel, Chair, Commonwealth Fisheries Association
- Grahame Turk, CEO, Sydney Fish Market
- Jamie Damaso, Support Officer, Fisheries Indigenous Development
- Robert Carne, Manager Indigenous Development, NT Fisheries
- Stephen Schnierer, NSW Aboriginal Fishing Advisory Committee
- Katherine Sarneckis, CEO, Northern Territory Seafood Council
- Kevin McAsh, Camden Haven Oysters
- Ewan McAsh, General Manager, McAsh Oysters
- Stephen Jones, NSW Oyster Committee
- Brett McCullum, Executive Officer, Pearl Producers Association
- Maria Mitris, Operations Manager, Pacific Reef Fisheries
- Nick Moore, Manager, Gold Coast Marine Hatchery
- Frank Prokop, CEO, Recfish Australia
- John Harrison, Executive Officer, Professional Fisherman’s Association
- Malcolm Poole, Executive Officer, Recreational Fishing Alliance NSW
- Paul Watson, Executive Officer, South Australian Sardine Industry Association

Summary of findings:

Issues facing the sector

- Misconception by public, conservative environmentalists and government about the industry’s sustainable practices
- Marine parks impacting the viability of fisheries
- Misinformation in the public space about seafood - overfishing, health risks etc
- Lack of a united industry voice
- Overregulation of the aquaculture industry is holding the industry back from growth
- Competition from cheap imports

Good stories to tell

- The entire Australian seafood sustainability story - quantify this with statistics
- Health benefits of eating fish, low fat, high in omega 3s, etc - quantify this with statistics
- Country of origin labeling laws - Northern Territory case study (NT is the only place in the country where imported seafood is labeled)
- Aquaculture Environmental Management System case studies
- Aquaculture addressing food security as a sustainable source of seafood
- Adoption of new methods/technology within all sectors to improve production processes and professional fishing techniques (eg haul nets with larger weave)

- The South Australian Sardine Fishery is now Australia's largest single species fishery by volume and is sustainably managed at 34,000 ton per annum.

Communication opportunities

- Social media
- TV reality programs
- TV advertising to promote seafood's health benefits
- Create an Australian seafood sustainability standard which can be independently certified against international benchmarks such as the United Nation's Food and Agriculture Organisation
- Partnerships and collaboration with NGOs
- Increase the influence of females in the sector, and in public to change the "macho" perception of industry
- Establish an industry group dedicated to improving the industry's reputation across all sectors
- Educate the industry on the value of being "good" ie politically correct: it is no longer OK to be a redneck
- Work collaboratively with hospitality and tourism sector to promote product (eg chef ambassadors etc)
- Consumer targeted campaign to engage the public and turn them into advocates for the industry eg use TV cooking shows, celebrity chefs, point of sale education materials about how to cook fish, types of fish, build relationships with food media
- Greater community engagement at a regional level (seafood events, festivals, education days, cooking demonstrations etc) - create a culture of seafood celebration in seafood regions
- Mobile websites with quick reference guides, information and facts
- School education programs
- Better engagement / relationship building with local media contacts

Beneficial communication skills

- Media interview skills - message construction and delivery, techniques for answering controversial questions and staying on message
- How to prepare for an interview – short answers, simple words, clear understanding of subject
- Positive story telling skills
- Media release writing - getting the angle and structure right
- Presentation / public speaking skills
- Social media and websites
- Government liaison / lobbying / partnerships
- Cross industry education (teaching sectors about the issues and challenges of other sectors)
- Strategic planning
- Issues management

Industry nominated “communication ambassadors”

Indigenous

1. Danny Chapman - Chair NSW Aboriginal Fishing Advisory Council
2. Jason Wilson - Member, NSW Aboriginal Fishing Advisory Council
3. Dan Kelly - Member, NSW Aboriginal Fishing Advisory Council
4. Terry Yumbulul - Member, NSW Aboriginal Fishing Advisory Council
5. Andrew Tipungwuti, NSW Aboriginal Fishing Advisory Council
6. Klaus Jeffrey, NSW Aboriginal Fishing Advisory Council
7. Simon Xuereb, NSW Aboriginal Fishing Advisory Council

National

1. Martin Excel, Chair, Commonwealth Fisheries Association
2. Grahame Turk, Managing Director, Sydney Fish Market
3. Katherine Serneckis, CEO, Northern Territory Seafood Council
4. Trixi Maddon, CFA
5. Simon Boag, CEO, South East Trawl Fishing Industry Association
6. Brian Jefferies, CEO, Australian Southern Bluefin Tuna Industry Association
7. Stuart Richie, Board Member, FRDC
8. Les Scott, CEO, Australian Longline
9. Annie Jarrett, Executive Officer, Northern Prawn Fishing Company
10. David Carter, CEO, Austral Fisheries
11. John Harrison, Executive Officer, Professional Fisherman’s Association
12. Robert Karney, Manager, Indigenous Fisheries
13. State fisheries directors

Bluefin Tuna

1. Claire Webber Researcher, Australian Southern Bluefin Tuna Industry Association
2. Craig Hughes, Tuna Farm/Operations Manager, Blaslov Fishing
3. Marcus Stehr, Director, Stehr Group

Barramundi

1. Marty Phillips, President, Australian Barramundi Farmers Association
2. Bob Richards, Managing Director, Humpty Doo Barramundi Farm
3. Chris Calogeras, Executive Director, Australian Barramundi Farmers Association

Northern Territory

1. Rob Fish, Chairman, Northern Territory Seafood Council
2. Donna English, Promotion and Marketing Officer, Northern Territory Seafood Council
3. Katherine Sarneckis, CEO, Northern Territory Seafood Council
4. Ziko Ilic, Professional Fisher/Wholesaler
5. Peter Manning, Professional Fisher, Vice Chairman, Northern Territory Seafood Council
6. Dan Richards, Humpty Doo Barramundi, Northern Territory Seafood Council
7. Biagio Spinella, Professional Fisher

Oysters

1. Kevin McAsh, Director, McAsh Oysters
2. Ewan McAsh, Director, McAsh Oysters
3. Martin Jackson, Researcher, Fisheries of Cornulla
4. Allan McIntyre, Owner, Hazelgrove Oysters
5. Ben Ralston, Owner, Ralston Bros Oysters
6. John Yianarous
7. Greg Carton, Owner, Broadwater Oysters

Pearls

1. Dave Mills, Researcher, Paspaley Pearls
2. Patrick Moase, General Manager - Production, Clipper Pearls
3. James Brown, Farm Manager, Cygnet Pearls

Prawns

1. Nick Moore, General Manager, Gold Coast Tiger Prawns
2. Alistair Dick, General Manager, Pacific Reef Fisheries
3. Helen Jenkins, Executive Officer, Australia Prawn Farmers Association

Recreational

1. Joe Azzopardi, Communication Manager, RecFish West
2. Matt Gillett, Policy Officer, RecFish West
3. Mike Nickolai, CEO, TARFISH Tasmanian Association for Recreational Fishing

Sardines

1. Kylie Bradicich, Treasurer/Financial Controller, South Australian Sardine Industry Association
2. Sean Kalling, Skipper/Owner, Markane Seafoods
3. Joe Tapley, Australian Southern Exporters

Stage 3 - Media Representatives

The media survey asked participants what is required to build trust and rapport with the media to improve the industry's reputation?

Participants:

- Maddison Lawrie, Coastal Leader
- Leigh Radford, ABC Rural
- Kimberlee Meier, Port Lincoln Times
- Sally Dakis, ABC Rural / Country Hour Tasmania
- Simon Wilkinson, Food Editor, The Advertiser
- Sue Neales, Rural and Regional Affairs, The Australian
- Terry Durack, Food Writer and Restaurant Critic, Sydney Morning Herald

Summary of findings:

Responses demonstrate that in general there is a strong willingness by the media surveyed to communicate the positive stories of the seafood industry at both a consumer and industry level. The majority of respondents said there is simply not enough information being communicated proactively by the seafood industry, and especially not the positive stories, which presents a great opportunity for the industry.

ABC Rural suggested that the seafood industry could also build stronger connections with mainstream media by tapping into social media.

The responses also highlight that each journalist has their own individual preference for receiving information and the type of information they like to receive – so building personal relationships is important.

Relationship with the seafood industry

- Regional Newspapers - In areas where seafood is the dominant industry/employer, regional journalists have a direct relationship with the industry and are aware of the key issues and players.

Unlike other industries such as health and government, I have what I would call great communication with my seafood contacts. There is no red tape or steps I have to take to contact them, I just pick up the phone or send an email. Port Lincoln Times

- National Radio – ABC Rural – There is a core content objective to cover issues in the seafood industry and an understanding that there is scope for broader coverage of the industry.

"We are keen to continue building our efforts to provide better levels of coverage for the seafood industry," Leigh Radford, National Editor, ABC Rural

- National Press – *The Australian* - Stories must have a national context. Rural affairs reporters are interested in issues relating to food production systems. Individual case studies are welcome, particularly affecting aquaculture producers/farmers.

- Food writers - Relationship with industry is mainly based on personal interest in seafood as part of the value added food industry, and through chefs, restaurants and the hospitality industry.

Current sources of seafood information and statistics

- Regional Press – Derive information from contacts associated with industry; EOs of industry bodies, government and research agencies (PIRSA, SARDI)
- National Radio - ABC Rural - press releases, direct relationships with industry contacts, government departments, industry bodies, Fishing Today
- National Press - *The Australian* - scientists, magazines, consumer trends, talking to people in regional fishing areas, ABS, FRDC, CSIRO Marine science division in Hobart, industry organisations. FRDC Fish magazine is also a source - *“if it comes across my desk (not often enough)”*
- Food writers - chefs, restaurants

Specific industry spokespeople called on for comment

- Coastal Leader: Justin Phillips Executive Officer South Australian Rock Lobster Advisory Council; Andrew Lawrie - Sky Seafoods processors
- Port Lincoln Times: Chief executive officers, executive officers, presidents.

“I also have some fishers and suppliers that are willing to comment on issues but most of them prefer me to go through the industry spokesperson,” Kimberlee Meier, Port Lincoln Times

- ABC Rural Tasmania: Neil Stump; private fisherman; rock lobster fisherman; committees under Seafood Industry Council
- *The Australian*: State based spokesmen of fishing industry, sometimes specific to state or catch, such as scallops or prawns etc. Also recreational fishing, freshwater trout etc
- *Sydney Morning Herald - Food Critic*: Roberta Muir of the Sydney Seafood school and reputable wholesalers such as John Susman and Martin's Seafoods
- *The Advertiser Food Editor*: More concerned with cooking, prices etc than big-picture stories
- ABC Rural: Spokespeople from industry bodies in different parts of the country eg in SA we would routinely seek comment on the tuna industry from somebody like Brian Jeffries

How can the industry improve its reputation?

- Keep media updated - journalists and their readers appreciate knowing what is happening from the beginning rather than gaining information half way through.
- Communicate more informally. Journalists love to receive phone calls, short emails with ideas for stories when issues are happening
- More end-use involvement/endorsement from restaurant chefs.
- Stories need to be more tailored to the readership (consumer) rather than industry politics.
- Industry should create opportunities to talk with fishermen, processors

“I'd like to see greater clarity in the value-add chain - from fishermen to market to retailer to customer.” Sydney Morning Herald

- Industry needs to be more proactive about standing up and being noticed.

Preferred communication methods

- Emails are the best form of quick and timely communication - especially notifications of news, updates, personnel changes.
- Journalists actually welcome phone calls – don't be shy
- An idea is as good (or better) than a media release (which makes me less likely to cover the story as everyone else has received it).

"I like people who act pro-actively, think about an idea (however much in its infancy) that might be ideally suited to research further." The Australian

- Forewarning when issues are coming up is very important. This allows newspapers to arrange photographs in advance – this can determine if the story gets a run or not
- Social media is increasingly more valuable than media releases and direct contact from industry people - connections to be drawn even more quickly and effectively.

"We believe we have plenty of work to do to become better at covering the seafood industry sector and would welcome greater engagement with any part or member of the seafood industry." Leigh Radford, National Editor, ABC Rural

Discussion

The industry opinion maker and stakeholder consultation suggests that a coordinated communications effort is required across the entire industry to resolve some of its key reputation issues.

This is also the view of the media, which is eager for more frequent information from the industry, in particular stories that present a balanced positive outlook.

Barriers to putting this into practice include the absence of one united spokesperson or peak body; limited resources within sector-based national and state based peak bodies who do not have the resources to coordinate communication activities; a lack of communication skills (which will be partly addressed by the Strategic Media Training project); and the absence of a common or united view across the industry on key issues.

The industry acknowledges it must do a much better job of telling positive stories about generic issues such as:

- Sustainable fishing / processing practices
- Health benefits of seafood
- Use of technology for production enhancements
- Aquaculture as a sustainable food resource amid the food security discussion

Respondents suggested an excellent range of positive stories and case studies specific to individual sectors. These will be expanded upon during the media training sessions in each state.

Stakeholders were enthusiastic about the potential to tap into communications training and provide key industry ambassadors with the tools and skills required to better represent the industry.

Key training requirements included:

- 73% of respondents identified broadcast media skills as an area for urgent attention
- 67% of respondents identified a need to improve understanding of the online space, especially social media
- 47% of respondents felt that training in message communication would be beneficial
- 33% of respondents identified a need to improve writing skills, especially media releases and articles
- 20% of respondents identified a strong need for training in strategic planning and issues management

While media training is an essential skill requirement across the board, respondents all agreed that conducting reactive media relations alone is not going to resolve the industry's reputation issues. There is a need for the industry to conduct proactive public relations at a regional/sector and national level to create positive reputation change.

Survey participants provided excellent input for future communication strategies to enhance the industry's reputation. This will be explored in more detail in the Strategic Media Training Project communications strategy document.

Recommendations for media training program

- National Seafood Media Database – Develop a national media contact list of seafood, fishing, rural and regional writers to enable more direct contact.
- Best Practice Examples - Produce a series of positive seafood story examples (press, radio) with background process eg media release, email pitch to illustrate ideal communication approach and outcome.
- Scenario Planning - Develop a series of scenarios from the issues identified in this research with step-by-step guidelines of how these might be managed in the media.
- Real Life Training (Radio) - Invite the ABC Country Hour / ABC Regional and Rural Radio to contribute to the program by interviewing participants live to air about the training session.
- Real Life Training (Press) - Participants asked to draft a media pitch email to their local newspaper about a positive story for their sector. Pitch to include writing a punchy, engaging brief, identification of the “hook”, photo / vision opportunities, organising a spokesperson. Emails to be reviewed by the group during the session and then sent to media contacts to review the results.
- Media Networks - Participants asked to research and identify local media representatives prior to attending the training session and will be given training in how to connect with these media networks and build lasting relationships. Responses from the media survey will be used to highlight the different preferences of journalists when it comes to receiving information and maintaining a relationship with a contact.
- Professional Media Skills - Presentation skills, media release writing and media pitching will be included in the Strategic Media Training program.
- Media Resources - Fact sheets and other resources summarising the key issues impacting the industry need to be prepared prior to the training and provided to participants as part of their training workbook. The workbook will also include media release templates, notes on how to attract media to events, tips on maintaining a good media relationship, issues / health benefits fact sheets etc.
- Social Media - Consider how a basic introduction to social media can be included as part of the Strategic Media Training program or whether this needs to be delivered as a separate training program (drawing lessons from the beef industry’s campaign against animal rights activists - <http://ow.ly/bgj07>).

Appendices - survey responses

Industry findings listed by sector

Indigenous fisheries

Issues impacting the sector

- Lack of support from other fishing sectors (recreational and commercial) in the recognition and incorporation of Aboriginal fishing rights into fisheries management processes. Lobbying by other sectors undermines initiatives by governments that support Aboriginal fishing rights.
- Lack of understanding of the nature and dimensions of Aboriginal cultural fishing by other sectors and the general public. Generates ignorance about the special place of Aboriginal fisheries thus weakening support for Aboriginal fishing rights.
- Lack of capacity for Aboriginal communities to effectively engage with fisheries management processes. Results in culturally inappropriate fisheries management approaches to management of Aboriginal cultural fishing.
- Minimal acknowledgement of existing customary laws and management regimes in contemporary management.
- Welfare dependency has led to lack of work ethic and high shortage of skills in remote Indigenous communities.
- Indigenous Marine Ranger development in powers, policy and post Blue Mud Bay settlement agreements.
- Indigenous aquaculture participation.
- East Arnhem fisheries network initiative and overall Indigenous fishing participation.

Perception issues to overcome

- Perceptions that Aboriginal people are lazy and not interested in fishing or protecting their estates and resources. This makes it hard to get funding providers and partnerships with Industry to work together.

Good stories to tell

- The role that Aboriginal commercial fishers play in supplying some of their catch during the mullet season to their communities.
- Passing on of fishing knowledge to younger generations by cultural fishers when they take their children fishing.
- The re-enforcement of family and extended family networks through the distribution of cultural catch within the community
- East Arnhem Indigenous communities fishing mentor program
- NT Fisheries Aboriginal Marine Ranger Engagement Policy
- Indigenous Marine Ranger Training initiatives, Cert. 2, Numeracy and Literacy, Research and lab training
- Marine Ranger capacity building – increased role in Search & Rescue, Ghost Net removal, etc.

Communication tools / strategies that will benefit the industry

- Quick response process to tackle negative images, reports etc. about Aboriginal cultural fishing
- Facebook
- Reality shows
- Reinstate the sections newsletter to inform stakeholders of initiatives and developments
- Establish more partnerships with the fishing industry
- Profile stories on the Marine Rangers (individuals or groups)

Areas of communication training required

- Media training
- Any communications training from basic to advanced, including doing interviews, writing

- short articles, using websites
- Public speaking, confidence speaking in front of a camera.
- How to get a message across and things to avoid saying, ie or getting tricked into saying too much or going off track.

Communication ambassadors

- Danny Chapman- Chair NSW Aboriginal Fishing Advisory Council
- Jason Wilson – member, NSW Aboriginal Fishing Advisory Council
- Dan Kelly- member, NSW Aboriginal Fishing Advisory Council
- Terry Yumbulul (0487640132)
- Andrew Tipungwuti (89817898)
- Klaus Jeffrey (0407878249)
- Simon Xuereb

Fish Markets

Issues impacting the sector

- Marine Parks - both federal and state
- Lack of development of aquaculture - lack of investment by private sector due to so much red tape
- Lack of available products which causes' us to import $\frac{3}{4}$ of what we eat
- Fishery closures of wild caught fisheries

Perception issues to overcome

- Poor consumer perception - being misled by misinformation
- Sustainability debate of Australian fisheries - public and political misconception
- Industry not speaking with one voice - there are sometimes opposing views on an issue for example marine parks.

Good stories to tell

- The entire Australian seafood sustainability story
- Seafood production sustainability

Communication tools / strategies that will benefit the industry

- Get the message right
- Create an Australian seafood sustainability standard which can be independently certified against an internationally recognized standard such as FAO (the united nations guidelines on sustainable fisheries management). A proper ISO standard will take away all the arguments.
- Partnerships and collaboration with NGOs
- Getting state fisheries directors to defend the industry

Areas of communication training required

- Message delivery and interview management training

Communication ambassadors

- Graeme Turk
- John Harrison
- John Karney
- State fisheries directors

Bluefin Tuna

Issues impacting the sector

- Catch quota levels, set after a stock assessment by an international organization.
- Increasing productivity from tuna farming
- Export prices

Perception issues to overcome

- Past poor stock assessment results did create the perception that the SBT stock was severely depleted and led to public pressure for quota cuts. This has now been reversed, with more optimistic assessments in 2010 and 2011, and decisions to increase the quota. This is gradually sinking in publicly.
- The global pioneering of tuna farming in Port Lincoln, and the focus on productivity (and research) has added to the industry's reputation.
- The export price instability creates uncertainty in our work force, local community, governments and bankers.

Good stories to tell

- Strong stock/quota increases
- Financial independence ie no money from government
- High level of research

Communication tools / strategies that will benefit the industry

- Full transparency to media and community groups
- Liaise more with NGOs
- Project the seafood industry as a renewable resource with strong regional impact
- Change the perception of a macho sector by increasing the influence of females in the sector, and in public
- Utilise social media, and internet

Areas of communication training required

- How to prepare themselves for interview – short answers, simple words, clear understanding of subject
- E-media techniques
- How to write print media releases (key points in first few paras, quotable quote etc)

Communication ambassadors

- Claire Webber – researcher with Tuna Association
- Craig Hughes – Blaslov Fishing
- Marcus Stehr – Stehr Group

Barramundi

Issues impacting the sector

- Competition from cheaper imports impacting profitability
- Increasing costs, especially electricity with a carbon tax coming
- Over regulation from government departments

Perception issues to overcome

- Over regulation affects our ability to market our product on an environmentally positive front.
- This is frustrating when other industries are doing this that do not have the same over regulation.

Good stories to tell

- Health benefits of eating fish, low fat high in omega 3s, etc.
- Every year we test our product to EU standards for chemical residue. We have never had a problem with this.
- Vaccination of fish has greatly reduced the need for antibiotics in the industry (its use was always minor).

Communication tools / strategies that will benefit the industry

- An industry group dedicated to improving the industry's reputation.
- Our small sector does not have the resources, both skill and especially time, to do this properly alone.

Areas of communication training required

- Media interview training especially for TV and radio

Communication ambassadors

- Marty Phillips
- Bob Richards
- Chris Calogeras

Commercial Fishing

Issues impacting the sector

- Sustainability, marine protected areas, costs of management
- Uncertainty of the security of end rights
- Fragmentation of the industry - internal industry negativity starting to emerge, every issue is becoming antagonistic

Perception issues to overcome

- Public perception about sustainability - overcoming misinformation but also acknowledging that some fisheries need a lot of work and others are great.
- Although we may say that 75% of Australia think that our fisheries are being overfished that doesn't mean that 75% aren't buying seafood. The public's perception of that issue doesn't impact their consumer behaviour. Need to link issues being discussed with the end result of sales.

Good stories to tell

(From Austral)

- Toothfish fisheries have been certified as sustainable
- Another around McQuarie Island will be certified as of May
- Working with southern bluefish - DVD on biocatch mitigation

Communication tools / strategies that will benefit the industry

- Promotion of positive case studies
- Aligning fishermen alongside primary producers in the Australian subconscious for example, positioning an advertisement for the Royal Flying Doctors Service that may normally be shot in the outback on a ship out at sea with the message "2000 miles to the nearest doctor".
- Reality TV and journalism - sending camera crews out on boats
- Social media
- Educating the industry on the value of being good. Getting the message across that it is no longer OK to be a redneck because that perspective is causing more harm than good.

Areas of communication training required

- Social media as well as standard media
- Presentation skills - how to get messages across effectively

Communication ambassadors

- Martin Excel
- Grahame Turk
- Katherine Serneckis
- Trixi Maddon from CFA
- Simon Boag - From SETFIA
- Brian Jefferies -
- Stuart Richie
- Les Scott - Australian Longline CEO and
- Annie Jarrett of Northern Prawn Fishing Company
- David Carter, Austral Fisheries

Northern Territory

Issues impacting the sector

- Lack of security of access
- Infrastructure
- Improving public profile of NT fishing industry
- Country of origin labelling
- Ministers not standing up for the good management regime in place, rather bending to media and public perception issues.

Perception issues to overcome

- Lack of understanding in general public about the sustainability of our fisheries, what fisheries we have, how important and responsible the industry is

Good stories to tell

- Mud crab fishery – how operators work together to overcome the remote challenges of working at Roper River (10hrs away from Darwin)
- Changes in management arrangements for our offshore fisheries, the extra jobs and fish this brings into the Territory on a weekly basis
- NT is the only place in the country where imported seafood is labelled - people within the Territory can make informed decision about what they eat.

Communication tools / strategies that will benefit the industry

- Social media – we need to engage better and also to have better access to fishers through these mediums.
- Provision of information: ie. interesting and useful facts which organisations can use in media releases/websites
- Working better with hospitality and tourism sector to promote our product
- We need to engage consumers and have them as a voice for our industry

Areas of communication training required

- For industry organisation staff: how to write good media releases, understanding social media, how to do media interviews, how to build good relationships with media people, how to develop effective promotional/marketing plans.
- For professional fishers: understanding social media, how to do media interviews

Communication ambassadors

- Rob Fish, Chairman NTSC
- Donna English, Promotion and Marketing Officer, NTSC
- Katherine Sarneckis, CEO NTSC
- Ziko Ilic, Professional Fisher/Wholesaler
- Peter Manning, Professional Fisher
- Dan Richards, Aquaculture
- Biagio Spinella, Professional Fisher

Oysters

Issues impacting the sector

- Lack of vision in the industry - lack of a strategic plan
- Poor leadership at an estuary/regional level
- Poor community engagement by farmers (taking our social license for granted)
- Lack of marketing for/by the industry and little input by growers / processors to create demand for product
- Poor contribution in terms of % of turnover by oyster industry to fund long term research into key issues such as breeding and disease
- Lack of hatchery capacity, lack of consistent hatchery spat supply or choice of supplier or consistent support by industry

Perception issues to overcome

- (NSW) Oyster farmers are seen as a cottage industry
- (NSW) oyster farmers are seen as unprofessional
- (NSW) Oyster Farmers cannot attract new investment to re-vitalise the industry
- Water quality in NSW reflects badly on our product and our ability to increase production

Good stories to tell

- Oysters are a necessary component of a healthy estuarine environment
- Oysters are nutritionally and emotively good for the consumer and are organic
- NSW Oyster farmers undertake the world's best Shellfish Quality Assurance program (water testing – food safety)
- NSW Oyster Farmers were the first aquaculture sector to develop an Environmental Management System.
- NSW Oyster farmers cannot supply demand for our product – only 11% is sent outside the state – a huge export market is untapped

Communication tools / strategies that would benefit the industry

- Clever advertisements based on the nutritive value, freshness, QA and variety of seafood available in Australia and paid for by the seafood value chain
- A strategic plan to work towards that vision (particularly NSW)
- Need to communicate a clear simple message about what oyster farmers stand for - what role they play in the community
- Promote and celebrate positive outcomes more regularly through media releases, newsletters.

Areas of communication training required

- Media training and media release writing
- Story telling skills with a focus on positive messaging
- Cross industry education

Communication ambassadors

- Kevin McAsh
- Ewan McAsh
- Martin Jackson
- Allan McIntyre
- Ben Ralston ben.ralston@bigpond.com 0412 286 654
- John Yianarous 0428 695 287
- Greg Carton 0414 524 064

Pearls

Issues impacting the perception / reputation of the industry

- Access rights to resource and marine lease areas
- Lack of community acceptance of commercial fishing / NGOs peddling mistruths about sustainability
- Overbearing rules and regulations

Perception issues to overcome

- Community does not accept evidence of sustainability in our fishery
- Lack of consumer understanding of our increasing costs for no increase in profit

Good stories to tell

- Sustainability of industry
- Importance to regional development of Kimberley
- Health and safety record of industry

Communication tools / strategies that would benefit the industry

- FRDC strategy announced in 2012
- More use of talkback radio
- Greater regional involvement by industry

Areas of communication training required

- Media interviews
- Lobbying MPs

Communication ambassadors

- Dave Mills, Paspaley Pearls
- Patrick Moase, Clipper Pearls
- James Brown, Cygnet Pearls

Prawns

Issues impacting the perception / reputation of the industry

- Regulatory and licensing hurdles for new projects, involving EPBC Act, State, Federal approvals.
- Australian prawn farming industry has the toughest operating conditions in the world.
- The aquaculture industry is not growing, in fact what we are seeing is the larger farms are acquiring the smaller farms and expanding that way because of these strict regulations.
- Future expansion of the industry with regards to knowledge and training. Courses are being shut down in aquaculture through TAFE and universities as there is no expansion in the industry and there are no new jobs.
- Availability of brood stock
- Imported products

Perception issues to overcome

- Cheap imported products are negatively affecting consumer confidence in product and cost.
- If consumers have had a bad experience with imported product they will not re-purchase.
- Gov inaction on issues has kept the industry small and not taken seriously, also effects investor confidence. Rinse, repeat

Good stories to tell

- Feeding the Australian growing population – food security will become a problem and aquacultured product is a sustainable source of seafood.
- Technology has improved our production processes and therefore yields and profitability have improved as a result.

- Healthy and sustainable food source for Australians. Prawns for instance are low in fat, high in omega 3,6,9, has a higher protein source than beef, chicken or pork.
- Quality of Australian seafood (quantitative studies?)
- Sustainability of prawn farming (black tiger and banana prawns are both commercially domesticated, so farming them has no impact on wild stock)
- Health benefits of seafood (studies?)

Communication tools / strategies that would benefit the industry

- Collaboration of the seafood industry sectors and advertising on TV, as they do for pork, lamb etc
- To reach the young, social media such as Facebook, and twitter
- Through the major retailers such as Coles and Woolworths – they are currently working on this.
- Community engagement by the entire seafood industry to build a positive reputation
- More TV - we've seen great growth in sales of raw large prawns since the boom of cooking shows featuring prawn recipes

Areas of communication training required

- Social media
- Speaking to the media, newspaper, television, radio correctly so that the right message is being conveyed
- Conveying a point succinctly
- Dos and don'ts eg don't promote your own brand when representing a peak body

Communication ambassadors

- Nick Moore – Gold Coast Tiger Prawns
- Alistair Dick – Pacific Reef Fisheries
- Helen Jenkins – Australia Prawn Farmers Association

Recreational

Issues impacting the perception / reputation of the industry

- No formal recognition - full time volunteers (fishing is a hobby not an income)
- No funding base - no secretary therefore no formal staff/communications media officer
- Welfare mentality – belief that government owes recreational fishing a better deal – therefore apathetic and have high expectations
- Emotional attachment to personal philosophies, leads to divisiveness which affects internal and external negotiations
- Increasing green/eco fundamentalism – fishers being classed as the enemy, initiatives are going unrecognized
- Lack of access to resources/water
- Lack of promotion/marketing of products eg Australian-caught seafood
- Misconceptions about sustainability of professional fishing

Perception issues to overcome

- Negative perceptions about fishing and fishermen
- Lack of united industry voice
- Competition for leisure time
- Misinformed people who feel government isn't interested in fishing

Good stories to tell

- Young future leaders program
- Fishing clinics – ongoing 'Pink Fly Fishing'
- Increasing stats: families that fish together stay together (communication benefits, quality time)
- Sustainability of professional fishing industry
- Adoption of new methods/technology eg haul nets with larger weave

Communication tools / strategies that would benefit the industry

- Funding and staff
- Cadetship for journalists
- Social media
- Mobile websites
- Volunteer research programs using GPS tagged photos from smartphones

Areas of communication training required

- Understanding the counter perspective – role-play to challenge position and learn how to manage conflict/dealing with hostility from journalists.
- Identifying key information (eg the grab) and providing it succinctly to suit various mediums.
- Train ambassadors in message delivery

Communication ambassadors

- Joe Azzopardi – new RecFish West comms manager
- Matt Gillett – RecFish West
- Mike Nickolai – Tasmanian peak body for rec fishing

Sardines

Issues impacting the perception / reputation of the industry

- Access security - current Marine Protected Area proposals have the capacity to disrupt access to fishing grounds within proposed sanctuary zones which will increase operating costs and impact on operating efficiencies. It is critical the MPA's pose the lowest possible displacement scenario once implementation is declared.
- Interactions with Threatened Endangered and Protected Species (TEPS). This issue has real potential to do collateral damage and create poor public perception as the feeling on TEPS interactions is such that the broader community understandably frown upon the perceived harm of marine mammals during commercial fishing operations. It is a highly emotive issue which must be managed carefully.
- Operating costs - Like all primary production enterprise in Australia, increases in production costs are eroding profitability. The fishery is looking to increase the value of output by developing "fit for purpose" human consumption grade product however cost of production is challenging the enthusiasm of further development in this area due to the current economic climate.

Perception issues to overcome

- The TEPS issue as mentioned above has capacity to influence the Industry's reputation regardless of the pro-active practices that occur.
- Environmental/conservation sectors often over-look the facts and focus on specific and isolated incidents that infrequently occur from time to time.

Good stories to tell

- FRDC funded the recently completed EPI project which puts to rest any concerns that the taking of Sardines from the SA eco systems has negative impact on sub-species.
- The SASF is now Australia's largest single species fishery by volume and is sustainably managed at 34000 ton P/Annum.
- Has significant potential to expand and increase its GVP as it looks into human consumption possibilities.

Communication tools / strategies that would benefit the industry

- Ongoing community engagement would be a good start.
- Schools, local media service clubs and general support of regional events.

Areas of communication training required

- Newspaper/Radio/Television and general communication skills are a must for any industry persons that may be required to comment on behalf of Industry.
- The newer generation may wish to investigate social media

Communication ambassadors

- Kylie Bradicich: SASIA Treasurer and Financial controller from Tony's Tuna International.
- Sean Kalling: Skipper/Owner Markane seafoods
- Joe Tapley: Australian Southern Exporters

Individual industry survey responses

Issues Identification Research – APRIL 2012

Name: Marty Phillips

Role: President

Organisation: Australian Barramundi Farmers Association

Questions:

1. What are the top three issues impacting your sector?

1. Competition from cheaper imports
2. Increasing costs, especially electricity with a carbon tax coming
3. Over regulation from government departments

2. How are these issues impacting your industry's reputation?

The 'price squeeze' effect from the first two issues does not have much of an effect on our reputation. Having to charge more in the market place is exactly what we want to be doing, it is however greatly affecting our profitability.

The over regulation is certainly hurting our reputation. We are seen to be 'non compliant' by the regulators. They do not understand that rules by which we have to comply are ridiculously tight. They are just there to enforce them. This affects our ability to market our product on an environmentally positive front. This is quite frustrating when other industries are doing this that do not have the same over regulation.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

1. Health benefits of eating fish, low fat high in omega 3's, etc
2. Every year we test our product to EU standards for chemical residue. We have never had a problem with this.
3. Vaccination of fish has greatly reduced the need for antibiotics in the industry (its use was always minor)

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Within industry and government there is regular communication. Mostly by our executive officer by means of letters, newsletters, etc. We do the occasional press release for communication with the community.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

The industry as a whole could have some people dedicated to doing just this. Our small sector does not have the resources, both skill and especially time, to do this properly alone.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Marty Phillips
Bob Richards
Chris Calogeras

7. What areas of communication training should be offered to these industry ambassadors?

All types, but mostly interview training, radio and TV

Issues Identification Research – APRIL 2012

Name: Brian Jeffriess

Role: CEO

Organisation: Australian Southern Bluefin Tuna Industry Association Ltd

Questions:

1. What are the top three issues impacting your sector?

(1) Catch quota levels, set after a stock assessment by an international organization.

(2) Increasing productivity from tuna farming

(3) Export prices

2. How are these issues impacting your industry's reputation?

(1) Past poor stock assessment results did create the perception that the SBT stock was severely depleted and led to public pressure for quota cuts. This has now been reversed, with more optimistic assessments in 2010 and 2011, and decisions to increase the quota. This is gradually sinking in publicly.

(2) The global pioneering of tuna farming in Port Lincoln, and the focus on productivity (and research) has added to the industry's reputation.

(3) The export price instability creates uncertainty in our work force, local community, governments and bankers.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

(1) We promote continuously, but are very aware of the need to maintain long-term credibility.

(2) Positive stories: (a) Strong stock/quota increases. (b) Financial independence – ie no money from government. (c) High level of research

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

(1) Media: Releases, radio/TV interviews.

(2) Government: Submissions, meetings

(3) Community: Liaison with community groups on key issues.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

(1) Full transparency to media and community groups

(2) Liaise more with ENGO's

(3) Project the seafood industry as a renewable resource with strong regional Impact

(4) Change the perception of a macho sector by increasing the influence of females in the sector, and in public

(5) Utilise social media, and internet

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

(1) Claire Webber – researcher with Tuna Association

(2) Craig Hughes – Blaslov Fishing

(3) Marcus Stehr – stehr Group

7. What areas of communication training should be offered to these industry ambassadors?

(1) How to prepare themselves for interview – short answers, simple words, clear understanding of subject.

(2) E-media techniques (eg dress, "visage," etc.

(3) Print media Releases (key points in first few paras, quotable quote. Etc.

Issues Identification Research – APRIL 2012

Name: Martin Excel

Role: Chair, Commonwealth fisheries ass.

Organisation: Austral Fisheries

Questions:

1. What are the top three issues impacting your sector?

- sector is commercial fishing

Prime issue is public perception - of sustainability, marine protected areas, costs of management.

Uncertainty of the security of end rights.

2. How are these issues impacting your industry's reputation?

Creating a negative reputation and more worrying than that within the industry itself we're starting to see fractures. It is becoming an internal negativity about ourselves.

We're moving towards a forestry type industry where every issue becomes antagonistic.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Positives I come up with are those that I do at Austal and are not directly linked to the Australian industry.

There are positives but you would need to seek them within specific industry associations.

At Austal -

Toothfish fisheries have been certified as sustainable

Another around McQuarie island will be certified as of May

Working with southern bluefish - DVD on biocatch mitigation

Internal debate within industry - NSW Bob Carney and Grahame Turk are trying to run the line that everything in Australia is sustainable - that's crap. There needs to be some acceptance that some fisheries need a lot of work and others are great.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Old school - very boring talk to journalists, occasional media releases, website. We have face to face meetings with

Any of the new methods of messaging and promotion of media.

We don't get involved in public presentations for CFA.

We don't have brochures about the organisation.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Promotion of positive case studies

Subconscious element that needs to occur - the RF doctors service adverts have rural people sitting on a park bench depicting them in remote areas.

If you used that image on a windswept trawl deck - 2000 miles nearest doctor.

Boat with helicopters coming out to rescue - trying to draw a parallel between fisherman and primary producers in the public's mind. How can we draw that subconsciously?

Westpac helicopters - partnership opportunity

National Geographic - article on Neil Muir about a long liner called the Dianna and its crew. They put a journo and a cameraman on a boat for 10 days.

Improving social media aspect of fish business. I am a dinosaur but I have daughters and sons that live on it. It is an area that needs investigating.

Social media profiling.

Tool I was thinking about was educating the actual industry itself of the value of being good. Getting the message across - it is no longer OK to be a redneck.

They don't see it. You deal with in associations and heads of associations and they are very different from the guys on the water. They are hunters.

Education about how the redneck perspective is causing more harm than good.

Forestry industry may have done the same approach.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Process for antagonists would need to be industry driven

Martin Excel

Grahame Turk - he has a profile and a view and an approach

Industry association wise I would train Katherine Serneckis

Trixi Maddon from CFA - ceo@comfish.com.au 0450190066

Simon Boag - From SETFIA - 0428141591, simonboag@setfia.org.au

Brian Jefferies -

Stuart Richie - FRDC Board member, high profile in south east: s.richey@bigpond.net.au 0408142337

Les Scott - Australian Longline CEO and Petuna - line fishing and Antarctic work

rls@australianlongline.com.au 0419355083

Annie Jarrett - annie.jarrett@bigpond.com 0411 426 469 - EO of Northern Prawn Fishing Company - powerhouse in the north

David Carter - dcarter@australfisheries.com.au 08 9202 2444

7. What areas of communication training should be offered to these industry ambassadors?

Social media as well as standard media

Presentation skills - how to get messages across effectively

Something that shows feedback of how to change social perception

How can we use communication as a beneficial tool to track the reputation of the industry - needs to be tied to the impact

Very easy to say that 75% of Australia think that our fisheries are being overfished but does that mean that 75% aren't buying seafood? No - their perception of that issue doesn't impact their consumer behavior.

Need to link issues being discussed with the end result of sales.

Issues Identification Research – APRIL 2012

Name: Grahame Turk

Role: CEO

Organisation: Sydney Fish Market

Questions:

1. What are the top three issues impacting your sector?

- Marine Parks - both federal and state
- Sustainability debate of Australian fisheries - public and political misconception
- Lack of development of aquaculture - lack of investment by private sector for good reason and that is because there is so much red tape. There have been applications for prawn farmers that have been in gov for 10 years. Too many hoops for people to jump through. If you want to set up an environmnetally neutral prawn farm you can't do it.

2. How are these issues impacting your industry's reputation?

- Poor consumer perception - being misled by misinformation
- Fishery closures of wild caught fisheries
- Lack of available products which causes' us to import ¾ of what we eat

3. Can you list three positive stories about your sector that could be promoted to the community / media?

- The whole Australian seafood sustainability story.
- Sydney Fish Market recently brought out Ray Hillborn - hasn't changed marine park process but at least he got some meetings with politicians.
- There is a good story there about seafood production sustainability

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

- Media releases
- Presentations
- Sustainable seafood brochure
- DVDs
- Message still doesn't seem to get through to Government
- If you want to address the issue of pollution of the aquatic habitat you need to address urban run off, ag run off, sewerage, billage water on overseas shipping. There is a whole lot of stuff that is hard to take on. Easier to shut down a fishery. You convince the public that you're doing something but take the easy way out.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

- One thing that we need to do is to get the message right
- We need to have an Australian seafood sustainability standard which can be independently certified against an internationally recognized standard such as FAO - united nations guidelines on sustainable fisheries management.
- If we have a proper ISO standard then it takes away all the arguments.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

- Myself, John Harrison, John karney -
- People who could benefit are the state fisheries directors. If we can get them to stand up and defend their own industry then
- A couple have - NSW, Katrina Hudson, WA, federally Jo Ludwig
- NGOs - need to get them in the same room and get them talking a common language. That is a separate program happening in FRDC. Eventually they all started to say the same thing. SSA

program - approved. Col Bishop.

7. What areas of communication training should be offered to these industry ambassadors?

- Message delivery interview man training
- Problem is that industry doesn't always talk with one voice, but there are sometimes opposing views on an issue for example marine parks. Some fisherman come out saying they know they are overfishing because they want to be bought out - they want a redundancy package. Need to make sure they don't get any airtime.

Issues Identification Research – APRIL 2012

Name: Jamie Damaso

Role: Support Officer

Organisation: Fisheries Indigenous Development

Questions:

1. What are the top three issues impacting your sector?

- Indigenous Marine Ranger development in powers, policy and post Blue Mud Bay settlement agreements
- Indigenous aquaculture participation
- East Arnhem fisheries network initiative and overall Indigenous fishing participation

2. How are these issues impacting your industry's reputation?

Building an Indigenous network based on a long established Traditional Owner/Indigenous stakeholder relationship

3. Can you list three positive stories about your sector that could be promoted to the community / media?

- East Arnhem fisheries network initiative
- Indigenous Marine Ranger Training initiatives, Cert. 2, Numeracy and Literacy, Research and lab training
- Marine Ranger capacity building – increased role in Search & Rescue, Ghost Net removal, etc.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

- Stakeholder (NRETAS, AQIS, Police, ABA, CFoC) meetings, conferences and workshops
- Department media
- CEO newsletters
- Flyers etc

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

- Reinstate the sections newsletter to inform stakeholders of initiatives and developments
- Establish more partnerships with the fishing industry
- Profile stories on the Marine Rangers (individuals or groups)

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

- Klaus Jeffrey
- Terry Yumbulul
- Simon Xuereb

7. What areas of communication training should be offered to these industry ambassadors?

Media Training

Issues Identification Research – APRIL 2012

Name: Robert 'Bo' Carne

Role: Manager Indigenous Development

Organisation: NT Fisheries

Questions:

1. What are the top three issues impacting your sector?
 - Lack of knowledge about seafood industry activities for Indigenous people to enter commercial fishing as well as lack of business acume.
 - Welfare dependency has led to lack of work ethic and high shortage of skills in remote Indigenous communities.
 - Minimal acknowledgement of existing customary laws and management regimes in contemporary management.
 2. How are these issues impacting your industry's reputation?
 - Perceptions that Aboriginal people are lazy and not interested in fishing or protecting their estates and resources. This also makes it hard to get funding providers and partnerships with Industry to work together. You see a lot of Academics and Research undertake projects relating to Indigenous people, but little benefits go back to Indigenous people, especially for any capacity building activities.
 3. Can you list three positive stories about your sector that could be promoted to the community / media?
 - Currently working with East Arnhem Indigenous communities to assist them to establish their own seafood related businesses. We have recently employed an ex-commercial fisherman with 25 years fishing experience to be an Indigenous Fishing Mentor for the region. The mentor will provide technical advice and assist with non-formal fishing industry training and skill development. This project is funded for five years and is strongly supported from Indigenous leaders in the region where they want to establish their own Indigenous Fishing Corporation.
 - NT Fisheries has recently implemented an Aboriginal Marine Ranger Engagement Policy to provide coordination to the way the NT Fisheries engages with Marine Rangers, particularly for any future fisheries research activities. The aim is to ensure rangers get benefit from research projects whether it be financial (fee-for-service) or through capacity building. NT Fisheries has also been working with Charles Darwin University and Water Police to develop and deliver Certificate II Fisheries Compliance training to Aboriginal Marine Rangers. So far, 57 rangers have completed the course, including 12 Women rangers.
 - NT Fisheries has recently employed an Indigenous Apprentice to work with Fisheries Research, he will undertake an 18 month apprenticeship doing Certificate III Seafood Industry course. Fisheries plan to employ an additional two Indigenous Apprentices, working in Fisheries Aquatic Resource Management and another in Indigenous Development, both undertaking a Certificate III Business Administration. Additionally, Fisheries has already employed an Indigenous Cadet for four years whilst he completes his Degree Environmental Science.
 4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

We have a Marketing and Media Team within the Department. Usual process is to promote stories through Media Releases, mostly sent to NT News, Koori Mail and National Indigenous Times.
 5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?
 - Facebook
 - Reality shows
 6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?
 - Terry Yumbulul (0487640132)
 - Andrew Tipungwuti (89817898)
 - Klaus Jeffrey (0407878249)
 7. What areas of communication training should be offered to these industry ambassadors?

Public speaking, confidence speaking in front of a camera. How to get a message across and things to avoid saying, ie or getting tricked into saying too much or going off track.
-

Issues Identification Research – APRIL 2012

Name:

Role:

Organisation: NSW Aboriginal Fishing Advisory Committee

Questions:

1. What are the top three issues impacting your sector?
 - (i) Lack of support from other fishing sectors (recreational and commercial) in the recognition and incorporation of Aboriginal fishing rights into fisheries management processes.
 - (ii) Lack of understanding of the nature and dimensions of Aboriginal cultural fishing.
 - (iii) Lack of capacity for Aboriginal communities to effectively engage with fisheries management processes.
 2. How are these issues impacting your industry's reputation?

Referring to (i)-(iii) above;

 - (i) Lobbying by other sectors to undermine initiatives by governments that support Aboriginal fishing rights.
 - (ii) Generates ignorance about the special place of Aboriginal fisheries thus weakening support for Aboriginal fishing rights.
 - (iii) Results in culturally inappropriate fisheries management approaches to management of Aboriginal cultural fishing
 3. Can you list three positive stories about your sector that could be promoted to the community / media?
 - (i) The role that Aboriginal commercial fishers play in supplying some of their catch during the mullet season to their communities.
 - (ii) Passing on of fishing knowledge to younger generations by cultural fishers when they take their children fishing.
 - (iii) The re-enforcement of family and extended family networks through the distribution of cultural catch within the community
 4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?
 - I. To industry - publications (reports), submissions (to reviews, inquiries), face:face engagement (port meetings, advisory committees), website materials
 - II. To government- publications (reports), submissions (to reviews, inquiries), face:face engagement (port meetings, advisory committees), presence on advisory committees,
 - III. To local community- face:face, community meetings, community reports, newspaper and radio, website materials.
 5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?
 - (i) Quick response process to tackle negative images, reports etc. about Aboriginal cultural fishing
 6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?
 - (i) Danny Chapman- Chair NSW Aboriginal Fishing Advisory Council
 - (ii) Jason Wilson – member, NSW Aboriginal Fishing Advisory Council
 - (iii) Dan Kelly- member, NSW Aboriginal Fishing Advisory Council
 7. What areas of communication training should be offered to these industry ambassadors?

Any communications training from basic to advanced, including doing interviews, writing short articles, using websites,
-

Issues Identification Research – APRIL 2012

Name: Katherine Sarneckis

Role: CEO

Organisation: Northern Territory Seafood Council

Questions:

1. What are the top three issues impacting your sector?

- Lack of security of access
- Infrastructure
- Improving public profile of NT fishing industry
 - Country of origin labelling

2. How are these issues impacting your industry's reputation?

- Political decisions being made by Ministers that decrease our security and business certainty due to perceived "vote win" by other user groups/sectors at the cost of professional fishing.
- Ministers not standing up for the good management regime in place, rather bending to media and public perception issues.
- Lack of understanding in general public about the sustainability of our fisheries, what fisheries we have, how important and responsible the industry is
- Prevents industry from investing further in the industry due to lack of certainty
- Prevents industry from engaging in processes as some view it as a "done deal" and a "death by a thousand cuts" approach

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Where to begin! Many positive stories.

- Mud crab fishery – how operators work together to overcome the remote challenges of working at Roper River (10hrs away from Darwin), the voluntary codes of practice and other initiatives they have implemented to keep quality of the crabs high and also to develop good relationships with recreational fishers in that area.
- Changes in management arrangements for our offshore fisheries, the extra jobs and fish this brings into the Territory on a weekly basis
- NT is the only place in the Country where imported seafood is labelled, how people within the Territory can make informed decision about what they eat.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

- Facebook, quarterly newsletter (electronic and hard copy), annual report (electronic and hardcopy), website, advertising opportunities (have previously done radio, looking at TV adverts), monthly magazine editorials, advertising in tourism brochures, media releases, email, radio interviews (ABC Country Hour), you tube

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

- Social media – we need to engage better and also to have better access to fishers through these mediums.
- Provision of information: ie. interesting and useful facts which organisations can use in media

releases/websites

- Working better with hospitality and tourism sector to promote our product
- We need to engage consumers and have them as a voice for our industry

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Sorry – can't keep it to three – depends on the area! If it is about people behind the scenes co-ordinating:

- Rob Fish, Chairman NTSC
- Donna English, Promotion and Marketing Officer, NTSC
- Katherine Sarneckis, CEO NTSC

If it is about building capacity amongst our industry participants:

- Ziko Ilic, Professional Fisher/Wholesaler
- Peter Manning, Professional Fisher
- Dan Richards, Aquaculture
- Biagio Spinella, Professional Fisher

7. What areas of communication training should be offered to these industry ambassadors?

- For industry organisation staff: how to write good media releases, understanding social media, how to do media interviews, how to build good relationships with media people, how to develop effective promotional/marketing plans.
- For professional fishers: understanding social media, how to do media interviews

Camden Haven Oysters (via Kevin McAsh)

1. What are the top three issues impacting your sector?

Water quality, from an oyster health and food safety points of view (not sure if this is one or two issues), lack of marketing for/by the industry, lack of hatchery capacity.

2. How are these issues impacting your industry's reputation?

The perceived relatively poor (compared to Tas and SA) water quality in NSW does reflect badly on our product and our ability to increase production.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Oysters are a necessary component of a healthy estuarine environment (ie: Oysters provide critical ecosystem services including reduction of water turbidity through active water filtration, stabilisation of substrate, habitat provision for many other marine organisms and enhanced benthic-pelagic coupling through the transfer of nutrients from the water column to the benthos.) and natural populations of oysters have been devastated since the arrival of Europeans and without farmed oysters our estuaries will suffer. Ours industry is the only one I know of that actually benefits the environment.

We test the environment regularly.

We provide a very healthy product.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Just the standard tools at the moment, but not enough communication to the public.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Not sure, perhaps a media course could help out here

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Kevin and Ewan McAsh, Martin Jackson, Allan McIntyre?

7. What areas of communication training should be offered to these industry ambassadors?

Not sure

Issues Identification Research – APRIL 2012

Name: Ewan McAsh

Role: GM of McAsh Oysters | Owner of UOB

Organisation: McAsh Oysters P/L

Questions:

1. What are the top three issues impacting your sector?
 - Lack of vision in the Industry - Lack of a strategic plan
 - Poor Leadership at a estuary/regional level
 - Poor community engagement by farmers (taking our social license for granted)
2. How are these issues impacting your industry's reputation?
 - NSW Oyster farmers are seen as a cottage industry
 - NSW oyster farmers are seen as unprofessional
 - NSW Oyster Farmers cannot attract new investment to re-vitalise the industry.
3. Can you list three positive stories about your sector that could be promoted to the community / media?
 - NSW Oyster farmers undertake the worlds best Shellfish Quality Assurance program (water testing – food safety)
 - NSW Oyster farmers cannot supply demand for our product – only 11% is sent outside the state – a huge export market is untapped.
 - NSW Oyster Farmers were the first aquaculture sector to develop a Environmental Management System. They are proactive in changing there practices and supporting community projects that protect water quality.
4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?
 - Industry and Government - mail, phone calls
 - Local community - ZERO
5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?
 - In the case of the NSW oyster farmers they need a vision and a strategic plan to work towards that vision. They need to communicate a clear simple message about what they stand for - what role they play in the community. They need to promote and celebrate positive outcomes more regularly – media releases, newsletters.
6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?
 - Ben Ralston ben.ralston@bigpond.com 0412 286 654
 - John Yianarous 0428 695 287
 - Greg Carton 0414 524 064
7. What areas of communication training should be offered to these industry ambassadors?
 - story telling skills (with emphise on positive msg)
 - media releases.

Oyster Committee Steven Jones [<mailto:smjones@aglign.com.au>] (via Kevin McAsh)

1. What are the top three issues impacting your sector?

Lack of consistent hatchery spat supply or choice of supplier or consistent support by industry

Disfunction of demand vs. supply vs. pricing. There is little input by growers / processors to create demand

Poor contribution in terms of % of turnover by oyster industry to fund long term research into key issues
∞ breeding and disease as 2 important ones

Susceptibility of the industry to water quality issues and impacts from sources outside its control

2. How are these issues impacting your industry's reputation?

NSW industry in particular is yet to agree on or support long term spat supply via hatchery as a means of managing disease and improving performance/productivity

Oyster farmer approach to pricing is dysfunctional and does not reflect supply and demand. Pricing for growers is a "take" mentality from processors in general, price recompense for increasing costs is difficult.

Oyster industry contribution to research funding is relatively low for a significant industry. Only recently has the approach to project support become nationally focused (vs state interests) and only recently have growers gained some input into research fund direction. However the % of turnover directed to research is low by other industry standards. This leads to short term focus and lack of funds to support enough key projects focussed on productivity gains (given point 2 above)

Oyster growing demands good water quality. By necessity, a key focus of resources will be directed at a myriad of possible issues, both via lobbying and direct action via projects in catchments and training

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Industry practices and pays for significant and effective quality assurance measures from river to plate
∞ oysters are safe to eat, yet this is rarely promoted as a positive

Oysters are nutritionally and emotively good for the consumer ∞ nature nutrition parcel ∞ again, not promoted well

Oysters are river canaries ∞ a healthy oyster industry indicates a healthy river/estuary system.

They are organic

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

A number of good websites (but these are not promoted)

Industry food days in various platforms ∞ regional and city based

Local stories ∞ radio, paper and sometimes TV

Local in-store promotions

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Clever advertisements based on the nutritive value, freshness, QA and variety of seafood available in Australia & paid for by the seafood value chain

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Ewan Mcash

No reason why oysters can't be part of a "seafood" effort and proposed by Seafood Australia & no need to re-invent & cross promotion

Processors are in a good position to benefit most directly from this sort of approach

7. What areas of communication training should be offered to these industry ambassadors?

Varies with individual and passion

Perhaps cross seafood industry training

Issues Identification Research – APRIL 2012

Name: Brett McCallum

Role: Executive Officer

Organisation: Pearl Producers Association

Questions:

1. What are the top three issues impacting your sector?
 - Access rights to resource and marine lease areas
 - Lack of community acceptance of commercial fishing / NGOs peddling mistruths about sustainability
 - Overbearing rules and regulations
2. How are these issues impacting your industry's reputation?
 - Marine parks impact collateral value assigned to access rights by lenders
 - Community does not accept evidence of sustainability in our fishery
 - Increasing cost for no increase in profit
3. Can you list three positive stories about your sector that could be promoted to the community / media?
 - Sustainability of industry
 - Importance to regional development of Kimberley
 - Health & safety record of industry
4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?
 - Full time executive staff in Perth and Broome liaising with stakeholders
 - Part of peak industry body community support program
 - Evidence based science to support sustainability message
5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?
 - FRDC strategy announced in 2012
 - More use of talkback radio
 - Greater regional involvement by industry
6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?
 - Dave Mills, Paspaley Pearls
 - Patrick Moase, Clipper Pearls
 - James Brown, Cygnet Pearls
7. What areas of communication training should be offered to these industry ambassadors?
 - Media interviews
 - Lobbying MPs

Issues Identification Research – APRIL 2012

Name: Nick Moore

Role: Manager

Organisation: Gold Coast Marine Hatchery (former Australian Prawn Farmers' Association President)

Questions:

1. What are the top three issues impacting your sector?

Imported products

Availability of brood stock

Government ineptitude

2. How are these issues impacting your industry's reputation?

Imports are negatively affecting consumer confidence in product and cost

Gov inaction on issues has kept the industry small and not taken seriously, also effects investor confidence. Rinse, repeat.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Quality of Australian seafood (quantitative studies?)

Sustainability of prawn farming (black tiger and banana prawns are both commercially domesticated, so farming them has no impact on wild stock)

Health benefits of seafood (studies?)

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Many prawn farmers tap into resources of the Australian Prawn Farmers' Association, giving us a unified voice.

Media releases, print/radio and television interviews (reactive), member e-news, lobbying, brochures.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Live media – more TV. We've seen great growth in sales of raw large prawns since the boom of cooking shows featuring prawn recipes.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Helen Jenkins (APFA) 0417 006 639, Alistair Dick (APFA) Alistair@pacificreef.com.au

7. What areas of communication training should be offered to these industry ambassadors?

Interview skills, especially TV and radio. Conveying a point succinctly. Dos and don'ts eg don't promote your own brand when representing APFA

Maria Mitris Operations Manager

Pacific Reef Fisheries

Questions 1.&2. What are the top three issues impacting your sector? How are these issues

impacting your industry's reputation?

1. Regulatory and licensing hurdles for new projects, involving EPBC Act, State, Federal approvals. Last project established in 2004. I have been privileged to be involved with the Pacific Reef Fisheries Guthalungra Project. It is the most significant new Aquaculture project in qld in the last 10 years. It is a significant case in which this determines all future major aquaculture developments and because it has been stuck in a system of licensing conditions with the strictest one being an impact of no net discharge of nutrients. We already as the Australian prawn farming industry have the toughest operating conditions in the world. The aquaculture industry is not growing, in fact what we are seeing is the larger farms are acquiring the smaller farms and expanding that way because of these strict regulations. Industry reputation – it is difficult when the goal posts keep changing. This is stopping development and there is no encouragement for investors in fact it is putting up barriers to entry.
2. Cheap imported product affects our industry because to produce our product or any aquacultured product in Australia it is a lot more costly. It is hard to compete with their prices, firstly their labour costs and much lower. Their product is also not of the same quality and they do not have the pristine waters of Australia to grow their product in. some imported product is not bad but some is terrible. Industry reputation- if consumers have had a bad experience with imported product they will not re-purchase. Affects the sales and the reputation of Australian product also.
3. Future expansion of the industry with regards to knowledge and training. They are shutting down courses in aquaculture through tafe and universities as there is no expansion in the industry. There are no new jobs so they choose courses to run for more pressing industries. It is deterring the young to enter into the industry. No one wants to learn about aquaculture. Aquaculture is an business that demands knowledge from day one and information, training, mentoring and workshops for new and existing aqua-culturists. Industry reputation – not favourable.

Question 3. Can you list three positive stories about your sector that could be promoted to the community / media?

Technology – when the industry began we had low yields, no domestication etc. technology has now improved are yields are far better which in turn gives us greater profitability. We have become a sustainable industry not having to rely on the wild stocks to farm our produce. We have invested in domestication programs and selective breeding lines, for faster growing and bigger growing product. We are self sufficient and environmentally sound.

Feeding the Australian growing population – food security will become a problem. Aquacultured product is a sustainable source of seafood. Growth is not going to come from commercial fisheries and it is imperative we maximise the value of our aquaculture industry. We need to realise aquaculture is the most important means of increasing seafood supplies and comprehend the aquaculture industry's growth potential.

Healthy and sustainable food source for Australians. Prawns for instance are low in fat, high in omega 3,6,9, has a higher protein source than beef, chicken or pork. Can be eaten more than just at Christmas and easter. Can become a daily food source.

Question 4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Local community- through the local newspapers, letting them know what we are up to, expansion, etc. we also sponsor local events such as the Burdekin growers race day, and Burdekin water and food festival. By word of mouth.

Government – corporate dvd, meetings with senators explaining our expansion plans and about our industry, inviting them to our conferences, visits to our farming sites, television landline and creek to coast.

Industry – emails, internet and conferences.

Question 5 - what tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Collaboration of the seafood industry sectors and advertising on tv, as they do for pork, lamb etc

To reach the young, social media such as facebook, and twitter

Through the major retailers such as coles and woolworths. – they are currently working on this.

Question 6 – can you nominate three people from your sector who can add to a potential list of attendees at frdc's communications and media training workshop?

Nick moore – gold coast tiger prawns

Alistair dick – pacific reef fisheries

Helen Jenkins – Australia prawn farmers association

Question 7 – what areas of communication training should be offered to these industry ambassadors?

Social media

Speaking to the media, newspaper, television correctly so that the right message is being conveyed

I hope i have answered the questions in enough detail. If there is something you do not understand or I haven't made myself clear, please do not hesitate to contact me.

Issues Identification Research – APRIL 2012

Name: Frank Prokop
Role: CEO and Former ED
Organisation: RecFish Australia

Questions:

1. What are the top three issues impacting your sector?
 - Welfare mentality – belief that gov owes rec fishing a better deal – therefore apathetic and have high expectations
 - Height overhead – emotional attachment to personal philosophies, leads to divisiveness which affects internal and external negotiations
 - Increasing green/eco fundamentalism – fishers being classed as the enemy, initiatives are going unrecognised

2. How are these issues impacting your industry's reputation?

Increasing concerns for future of the industry, competition for leisure time, increasing costs, increased expectations for success, misinformed people who feel gov isn't interested in fishing.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Young future leaders program

Fishing clinics – ongoing 'Pink Fly Fishing'

Increasing stats: families that fish together, stay together (communication benefits, quality time)

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Using radio, TV print (media releases, media events eg breakfasts, relationship building esp regional ABC)...venturing into socmed. Interested in apps, mobile web. Visit regional stakeholders in person. Strengthening relationships with tackle stores to tap into rec fisherman when they're buying supplies.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Cadetship for journalists? Social media, mobile websites. Volunteer research programs using GPS tagged photos from smartphones.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Joe Azzopardi – new RecFish West comms manager

Matt Gillett – RecFish West

Mike Nickolai – Tasmanian peak body for rec fishing

0892463366 for contact details

7. What areas of communication training should be offered to these industry ambassadors?

Understanding the counterperspective – role play to challenge position and managing conflict/dealing with hostility from journos.

Identifying key information (eg the grab) and providing it succinctly to suit various mediums.

Issues Identification Research – APRIL 2012

Name: John Harrison

Role: EO

Organisation: Professional Fishermen's Association Inc

Questions:

1. What are the top three issues impacting your sector?

Lack of access to resources/water

Lack of promotion/marketing of products eg Australian-caught seafood

Misconceptions about sustainability of professional fishing

2. How are these issues impacting your industry's reputation?

Root cause of negative perceptions.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Sustainability of professional fishing industry

Adoption of new methods/technology eg haul nets with larger weave

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

Media releases, print/radio and television interviews (reactive) especially regional and rural media, member e-news, SMS, events, face to face appointments

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Online and social media

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

To be advised

7. What areas of communication training should be offered to these industry ambassadors?

Overcome fear of media – upskill to improve confidence and not feel defensive.

Train ambassadors in message delivery – ability to convey correct message in an unambiguous way.

Issues Identification Research – APRIL 2012

Name: Malcolm Poole

Role: EO

Organisation: Recreational Fishing Alliance of NSW

Questions:

1. What are the top three issues impacting your sector?

- no formal recognition - full time volunteers (fishing is a hobby not an income) - no funding base - no secretariate therefore no formal staff/communications media officer.

2. How are these issues impacting your industry's reputation?

- always playing chase up - insufficient contributing - unable to communicate with the majority of fishers - cant explain the advantages of belonging to a peak body.

3. Can you list three positive stories about your sector that could be promoted to the community / media?

Period of existence - number of groups joined - involvement and activities.

4. What tools are you currently using to communicate with media and other stakeholders (industry, government, local community)?

meetings, committees, emails, letters, submissions, phone calls, meetings, press releases, facebook and web site.

5. What tools do you think could be used to improve the seafood industry's community engagement and build a positive reputation?

Funding and staff.

6. Can you nominate three people from your sector who we can add to a potential list of attendees at FRDC's communications and media training workshop?

Will salaries be covered for attendance? Duration of workshop, Are accommodation and transport costs covered? Where will workshop be held - why not in each capital city?

7. What areas of communication training should be offered to these industry ambassadors?

- Susan North may be able to suggest the best models

Paul Watson

**Executive Officer
South Australian
Sardine Industry Assoc. Inc.**

The Top 3 issues affecting the SA sardine fishery are.....

- 1. Access security.....**The SASF serves as the “lynch-pin” for the 200 m Southern Bluefin Tuna Industry (mariculture) which operates from Port Lincoln in South Australia.
Given the dependence on the SASF as the primary feed source it is paramount that the fishery is able to maintain continued access to both State and Commonwealth water in order to ensure the Tuna industry may source a cost effective and sustainable feed supply. Current Marine Protected Area proposals have the capacity to disrupt access to fishing grounds within proposed sanctuary zones which will increase operating costs and impact on operating efficiencies.
It is critical the MPA’s pose the lowest possible displacement scenario once implementation is declared.
- 2. Interactions with Threatened Endangered and Protected Species (TEPS)**
The nature of the fishing method and species means that TEPS interactions will inevitably occur. The Industry has several mechanisms to mitigate this which are outlined later in this document. This issue has real potential to do collateral damage and create poor public perception as the feeling on TEPS interactions is such that the broader community understandably frown upon the perceived harm of marine mammals during commercial fishing operations. It is a highly emotive issue which must be managed carefully.
- 3. Operating Costs....**Like all primary production enterprise in Australia, increases in production costs are eroding profitability. Factors such as rising regulatory costs, fuel, insurance, and a high Australian dollar continue to challenge viability.
This extends to the very necessary land based element of the SASF as much of the product is handled ashore as frozen and stored for subsequent feed requirements. The fishery is looking to increase the value of output by developing “fit for purpose” human consumption grade product however cost of production is challenging the enthusiasm of further development in this area due to the current economic climate. It is anticipated that this will change in the future as developing economies look toward security of lower priced protein high seafood.

Reputation.....The TEPS issue as mentioned above has capacity to influence the Industry’s reputation regardless of the pro-active practices that occur. Environmental/conservation sectors often over-look the facts and focus on specific and isolated incidents that infrequently occur from time to time.

Positive Stories..... The “ECO Performance indicators project”

- 1. FRDC** funded the recently completed EPI project which puts to rest any concerns that the taking of Sardines from the SA eco systems has negative impact on sub-species.
- 2.** The SASF is now Australia’s largest single species fishery by volume and is sustainably managed at 34000 ton P/Annum.
- 3.** Has significant potential to expand and increase its GVP as it looks into human consumption possibilities.

Communication tools....The SASF utilises a full time EO who is responsible for the on-going communication needs of the fishery via local newspaper/Radio and television. The EO has undergone media and crisis management training and is the name and face of the industry in terms of public liaison. The industry has more recently shown a presence in the scientific/training community with a number of talks to students on the viability of fisheries.

Improved Communication....Ongoing community engagement would be a good start. Schools, local media service clubs and general support of regional events.

Attendees for communications and media training.

4. Kylie Bradicich...SASIA Treasurer and Financial controller from Tony's Tuna International.
5. Sean Kalling...Skipper/Owner Markane seafoods
6. Joe Tapley.....Australian Southern Exporters

Areas of Communication Training.....Newspaper/Radio/Television and general communication skills are a must for any industry persons that may be required to comment on behalf of Industry. The newer generation may wish to investigate social media?

On behalf of SASIA I thank you for the opportunity to provide further comment and input.

Individual media survey responses

Media Outlet: Coastal Leader, Fair Fax
Journalist name: Maddison Lawrie
Role: Onsite Reporter

Questions:

1. What is your relationship with the seafood industry?
Family ties, the seafood is one of the primary resources of the town, therefore directly involved through journalistic role.
2. Where do you get your seafood industry information?
Through family members (father and three uncles involved), various contacts from different areas in the industry, additional news resources.
3. What do you see as the big issues in seafood?
Possibly the fish stocks- they seem to dictate a lot of the changes seen in various aspects of the industry over the last couple of years.
4. Who would you turn to as the authority on seafood industry statistics, research, etc?
I tend to receive a majority of my information Justin Phillips Executive Officer South Australian Rock Lobster Advisory Council Inc.
5. What industry spokespeople do you deal with?
Andrew Lawrie- Sky Seafoods processors, Justin Phillips Executive Officer South Australian Rock Lobster Advisory Council Inc.
6. What do you think the industry can do to improve its community engagement and reputation in Australia?
Keep people updated- people appreciate knowing what is happening from the beginning rather than gaining there information half way through.
7. How would you like the seafood industry to communicate with you?
Emails are the best- in terms of notifications with updates, changes etc. It assists us in making the readers aware of what is happening.

Media Outlet: Port Lincoln Times
Journalist name: Kimberlee Meier
Role: Journalist

Questions:

1. What is your relationship with the seafood industry?

I am the journalist who covers any issue relating to the local seafood industry, from covering the beginning and ending of their fishing seasons and any issues we can help them with.

2. Where do you get your seafood industry information?

Mainly from people in the industry themselves, for example, chief executive officers in each fishery. I also get information from PIRSA, the government and places like SARDI, FRDC and recreational fishers.

3. What do you see as the big issues in seafood?

The issues that are dominating the local seafood industry at the moment are the states marine parks, commonwealth marine parks and the future sustainability of industries.

4. Who would you turn to as the authority on seafood industry statistics, research, etc?

For specific statistics, I would ask the industry first (for example the chief executive officer or research manager, if they have one). My second place to ask would be PIRSA or SARDI.

5. What industry spokespeople do you deal with?

Chief executive officers, executive officers, presidents and spokespeople. I also have some fishers and suppliers that are willing to comment on issues but most of them prefer me to go through the industry spokesperson.

6. What do you think the industry can do to improve its community engagement and reputation in Australia?

I think the seafood industry has a fairly good reputation, from someone who works in Port Lincoln where seafood is the dominant industry and workforce.

7. How would you like the seafood industry to communicate with you?

Unlike other avenues such as health and government, I have what I would call great communication with my seafood contacts. There is no red tape or steps I have to take to contact them, I just pick up the phone or send an email.

Media Outlet: ABC Rural
Journalist name: Leigh Radford
Role: National Editor, ABC Rural

Questions:

1. What is your relationship with the seafood industry? ABC Rural has a long established relationship with the seafood industry around the country and I think that's probably particularly strong in South Australia Tasmania parts of New South Wales and probably the Northern Territory. We have it as a core content objective to cover issues in the seafood industry as well as we can and to be across the issues which affect the sector. We are conscious that this is an underserved area of primary endeavour and we keen to continue building our efforts to provide better levels of coverage for the seafood industry.
2. Where do you get your seafood industry information? Sometimes the information comes from press releases, but more often than not it arises from the direct relationships formed between ABC Rural staff and people involved in the seafood industry in various parts of Australia. The challenge for us is always addressing the gaps that appear when staff change and new people coming to roles. When that happens often there is a need to rebuild contacts and establish new relationships between industry players and our own staff. We also get some information from government departments and other agencies and naturally enough representative industry bodies as well.
3. What do you see as the big issues in seafood? Marine parks would have to be high on the agenda and the potential impact that ever increasing areas of marine protection have on the commercial sector. Sustainability is a key issue from a public perspective, yet ironically most commercial fisheries in Australia exhibit best practice and to operate in proven sustainable circumstances. We would see it as an issue for industry to better communicate how well it does what it does from a sustainability perspective and to ensure that the broader public gets to know more about what they do well. Agricultural development is also a key issue and there are periodically tensions in different places about that kind of infrastructure development. Overall, the seafood industry has many positive stories and messages to sell, but is not necessarily succeeding in doing that particularly well.
4. Who would you turn to as the authority on seafood industry statistics, research, etc? We would routinely refer to government agencies and research bodies like the CSIRO for specific information. We also often seek specific information from sectors of the seafood industry and will try and confirm that information from other sources to ensure its accuracy.
5. What industry spokespeople do you deal with? ABC Rural routinely deals with key spokespeople from industry bodies in different parts of the country. By way of local South Australian example, we would routinely seek comment on the tuna industry from somebody like Brian Jeffries and similarly with other specific sectors like oysters etc.
6. What do you think the industry can do to improve its community engagement and reputation in Australia? The seafood industry is not unlike many other areas of primary production in Australia, in often not being particularly good at getting the message across to the broader public. Sometimes this stems from industry reluctance to talk about particular issues for various reasons, or sometimes is because industry does not recognise the public interest or concern about particular issues which may well seem a bit more pedestrian or all-too-familiar to those involved in industry. As stated previously, the seafood industry has many good stories to tell and needs to be more proactive about standing up and being noticed.
7. How would you like the seafood industry to communicate with you? We always welcome any information flow from any industry area and are happy to receive that in multiple forms. Press releases and direct contact from industry people is valued, but increasingly there is the potential for these connections to be drawn even more quickly and effectively through the use of social media. ABC Rural is genuine about having a strong interest and determination to report on issues in the seafood industry as well as we can. We believe we have plenty of work to do to become better at covering the seafood industry sector and

would welcome greater engagement with any part or member of the seafood industry.

Media Outlet: ABC Rural Country Hour TAS

Journalist name: Sally Dakis

Role: Executive Producer

Questions:

1. What is your relationship with the seafood industry?

Our program covers all manner of stories about the fishing industry in Tasmania.

2. Where do you get your seafood industry information?

Fishing Today, but mostly from personal contacts. There is a mix of them contacting us with stories, and us getting in touch with them to ask questions.

3. What do you see as the big issues in seafood?

Sustainability, price and trade, research, policy.

4. Who would you turn to as the authority on seafood industry statistics, research, etc?

For science: UTas

For policy: Seafood Industry Council

For stats: Bureau of Statistics

5. What industry spokespeople do you deal with?

Neil Stump

Private fisherman

Rock lobster fisherman

Committees under Seafood Industry Council

6. What do you think the industry can do to improve its community engagement and reputation in Australia?

7. How would you like the seafood industry to communicate with you?

Just MORE communication: email updates, phone calls, events etc.

Media Outlet: The Advertiser
Journalist name: Simon Wilkinson
Role: Food editor

Questions:

1. What is your relationship with the seafood industry? An enthusiastic consumer, both at home and in restaurants. Often frustrated by lack of variety, and sense of local product, in the hospitality industry. Talk regularly to chefs, retail. Occasional interviews with fishermen (including going out on prawn trawler, mussels, and oysters at Coffin Bay).
2. Where do you get your seafood industry information? As above – mostly chefs, retail.
3. What do you see as the big issues in seafood? Sustainability is the one talked about most. But I think consumer education, particularly about using unfamiliar fish, and emphasizing how quick and easy cooking fish can be, is just as important. Marine parks and no-fish zones are clearly the biggest issues for fishermen.
4. Who would you turn to as the authority on seafood industry statistics, research, etc? Because I'm writing mostly consumer stories we're more concerned with cooking, prices etc than big-picture stories. I would prob find a contact in PIRSA or SARDI for that info.
5. What industry spokespeople do you deal with? As above
6. What do you think the industry can do to improve its community engagement and reputation in Australia? I think stories need to be more tailored to our readership (consumer) than the industry. Easier opportunities to talk with fishermen. Greater clarity on the chain from fishermen, to market, to retailer, to customer

Media Outlet: The Australian newspaper

Journalist name: Sue Neales

Role: Rural and regional affairs reporter

Questions:

1. What is your relationship with the seafood industry?

I report on some issues relating to food production systems, or interesting individual case studies, particularly affecting aquaculture producers/farmers. Given my newspaper, the issue have to have a nationally significant context.

2. Where do you get your seafood industry information?

A variety of sources. Hard to quantify. Can be from reading magazines, noticing consumer trends, talking to scientists, being in a region where aquaculture and fishing industry is important, a press release from CSIRO, occasionally Fish magazine from FRDC if it comes across my desk (not often enough)

3. What to do you see as the big issues in seafood?

Obviously sustainability of wild catch fishing, cost of locally produced seafood, food safety issues and contamination relating to imports, continued food security issues relating to how much and for how long will locally produced or caught seafood be available for Australian consumers, given rapidly growing demand from overseas and increasingly affluent nations such as China.

4. Who would you turn to as the authority on seafood industry statistics, research, etc?

ABS, FRDC, CSIRO Marine science division in Hobart, industry organisations

5. What industry spokespeople do you deal with?

Depends on issue. State based spokesmen of fishing industry, sometimes specific to state or catch, such as scallops or prawns etc. also rec. fishing, freshwater trout people etc

6. What do you think the industry can do to improve its community engagement and reputation in Australia? See below

7. How would you like the seafood industry to communicate with you?

More informally. Love to receive phone calls, short emails with ideas for stories when issues are happening around the nation that would suit the Australian. Doesn't have to be a full press release – that makes me less likely to cover the story, rather than someone acting pro-actively thinking about an idea (however much in its infancy) that might be ideally suited to The Australian to research further. We don't really want to cover stories that have been handed out as press releases to all and sundry. Also some forewarning when issues are coming up, to allow us to take photographs in advance, as this often determines if the story gets a run or not

Media Outlet: SMH

Journalist name: Terry Durack

Role: Food writer and restaurant critic

Questions:

1. What is your relationship with the seafood industry?

I am a restaurant critic and food writer, so I am very much involved with seafood on an ongoing basis

2. Where do you get your seafood industry information?

The general press, food related articles and the web

3. What do you see as the big issues in seafood?

Sustainability is everything. There really needs to be more clarity about what's sustainable and what isn't. Also we need to know more about the pros and cons of aquaculture. Also we need a good source of finding proper names for fish. There are too many aliases out there.

4. Who would you turn to as the authority on seafood industry statistics, research, etc?

Most likely the Seafood School and market and reputable wholesalers such as John Susman and Martins Seafoods

5. What industry spokespeople do you deal with?

Johyn Susman a fair bit, and occasionally the Roberta Muir of the Sydney Seafood school

6. What do you think the industry can do to improve its community engagement and reputation in Australia?

Get more information out there, and get more chef involvement/endorsement

7. How would you like the seafood industry to communicate with you?

Email is my communication of choice

Fisheries Research and Development Corporation

Communications Strategy

September 2012

Prepared by



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Executive Summary

The Fisheries Research and Development Corporation's mission is to maximise economic, environmental and social benefits for its stakeholders through effective investment and partnership in research, development and extension. The organisation invests in a broad range of science and scientists who provide both basic and applied research to achieve a productivity outcome. It is not a political or marketing body (although it does provide information which industry can use for communication purposes).

In 2011 FRDC committed to a *strategy to promote the science and best practice that underpins the Australian seafood and angling industry and work with stakeholders to implement it*. The strategy was formed following the findings of market research that identified that community perceptions of the seafood industry are poor and that something needs to be done. The research highlighted what could be described as "the seafood paradox": there is a general perception the world is running out of seafood and non-meat forms of protein, yet at the same time the pressure has never been greater to limit the amount of wild catch and indigenous fishing and aquaculture farming in Australia.

Analysis of the FRDC research suggested that a strategy, to promote the science and current practice was needed to ensure a long term sustainable fishing industry. A key tactic of this strategy was to initiate media and communication training for fishing industry leaders so that they were better able to manage popular opinion in Australia. As a result a tender was advertised in October 2012 entitled **People Development Program - Strategic Media Training for the Australian Seafood Industry**.

The successful tenderer FULLER advocated that prior to the media training, there should be a process of identifying the key issues facing industry through stakeholder and media research; and the development of a communication strategy which would provide a better understanding of audiences, issues and messages.

The research conducted by FULLER revealed that the industry suffers from the lack of a united voice, unclear and inconsistent messaging, a lack of public focus on the health benefits of seafood and an ad hoc approach to media relations. The research identified the key issues facing the industry and also noted a number of positive communication opportunities.

To meet the need for a united industry voice, the strategy recommends identifying and providing professional communication training to key seafood industry stakeholders. These will be categorised as "ambassadors" (future leaders with minimal industry communication experience) and "mentors" (senior leaders with lengthy experience as industry communicators).

Both groups will be invited to take part in communication training to ensure that there is a dynamic exchange of ideas and a foundation for an orderly generational handover of communication responsibilities from mentors to ambassadors, without the loss of relationships or intellectual property.

The ambassadors and mentors will develop an understanding of the importance of consistent messaging and influence this messaging at two levels: big picture industry issues and key positives and specific sector issues.

The training program, which will be developed by FULLER, will be held in five state centres and will introduce participants to the broad field of communication: public presentations, community engagement, as well as mass media such as newspapers, radio and TV and social media. The participants will be provided with extensive communication resources including presentation templates, media databases and fact sheets.

Following the training, the investment made by participants will be sustained through the development of an ongoing ambassador's and mentor's network which will commit to a regular meeting schedule (either face to face or by Skype) and be connected by a private LinkedIn network.

The preparatory research also identified a need for future follow-up communication education on specialist areas such as social media and presentation skills.

Situation Analysis

What is the nature and extent of the communication challenge?

The community perceptions market research report concluded that:

“The survival of the seafood and angling industry is at a critical point, with the very real prospect that it will not be viable in the foreseeable future.”

The industry response to community perception over the last decade has been fragmented and ad hoc at best. There is distrust between recreational and commercial fishermen, indigenous fishermen legally act outside normal guidelines and some commercial fishermen have actively split ranks to seek government subsidies to exit the industry, weakening the credibility of their colleagues.

This view has now been confirmed by the results of the community perception market research study which identified community perceptions of the fishing industry as poor and that industry does not currently have the capacity to address these issues via using communication tools and the media.

In October 2011 FRDC advertised a tender: **Request for Quote to Undertake People Development Program - Strategic Media Training for the Australian Seafood Industry.**

The project aims to assist industry to be able to develop a communication skills and strategies, identify spokespersons and their successors, determine when to speak on an issue, and build skills and confidence necessary to interact with the media.

Communication Needs Analysis

What are the communication needs of the seafood industry?

As outlined above, there has been a lack of proactive, positive communication from the industry to the community due to a lack of internal cohesion and a united voice which has led to poor community perception of the industry. From the research generated prior to and during this project, it is clear that the industry has not entered into proactive communication or responded to media due to a lack of skills, confidence and ability/willingness to speak on or respond to issues.

To address this skills shortage, the **Strategic Media Training for the Australian Seafood Industry** aims to provide professional communication training to key seafood industry stakeholders.

The training will be devised to deliver participants with the following outcomes:

- An understanding of the range of professional communication tools/strategies that individuals can use to respond to various issues (media will be one of those tools but not the only tool)
- Public presentation skills
- Media interview skills
- Message development skills
- Media release writing skills
- A basic introduction to social media
- An understanding of how to develop and sustain positive media relationships
- An opportunity to join an exciting new mentor network of industry champions
- A broader view and empathy of issues impacting other sectors within the fishing and seafood sector
- Access to a number of resources that can assist with message development and professional communication

Who should communicate on behalf on industry issues?

This strategy recommends that communicating positive messages and responding to issues should be the responsibility of all sectors of the industry.

The seafood industry lacks a dedicated peak body that advocates on behalf of the entire industry. This means that industry representation to government and the public about all aspects of the industry are ad hoc and generally ineffective. This is unlikely to change in the short term.

In the absence of a unified seafood industry voice, it is important therefore that key spokespeople within various industry sectors have the skills and messaging to represent the industry consistently and proactively.

Industry Representatives

The Australian fishing industry is made up of a diverse range of sectors and subsectors, each with their own story and positive health, economic and sustainability messages to communicate to the community. Due to the diversity of the industry, there are only a few big picture messages that apply across all sectors, which is why it is critical that industry representatives learn how to identify and craft key messages about their particular sector or business, and become more aware of the tools and techniques that can be used to communicate those messages to their stakeholders.

Fisheries Management (government)

It is important for Fisheries Management to take responsibility for the regulations they impose on their constituents by either supporting fishers when they adhere to regulations and set best practice examples or reprimanding those when they step outside the industry guidelines.

Fisheries Managers are in the unique position of being able to influence community perceptions by communicating what is accepted by the industry as best practice and what is not. They also have a responsibility to correct misinformation when it is out in the public sphere to help protect the industry's reputation.

Research Representatives

Researchers play an important role in presenting the industry as progressive, cutting edge and sometimes world leading. However many researchers fail to see the incremental outcomes of their research as newsworthy and will often wait years to announce a major breakthrough.

Researchers are in the unique position of being able to excite the industry about the possibilities of the future and the new technologies and tools that will make the industry more productive, economically viable and sustainable. They have a responsibility to actively report on their research outcomes to the industry.

Research

Identification of stakeholder interests and the views of industry influencers including the media.

As part of the FRDC Strategic Media Training for the Australian Seafood Industry project, industry stakeholder and media research was conducted in March and April 2012.

The research aimed to get a clearer understanding of the issues the industry faces and the communication messages and the methods the industry needs to adopt, to improve its public perception and reputation.

Consultation was undertaken with a cross section of industry influencers and stakeholders as well as the media.

In the short term, the findings will help FULLER design a communications training program that is targeted and relevant, and in the longer term help FRDC identify other communication opportunities that can be included in this or future projects.

Stage 1 - Industry Influencer Workshop

Methodology

This research consisted of face-to-face consultation with a group of nine key industry influencers in (*Appendix 2 - Industry Influencer Database*) March 2012 (e.g. state government fisheries managers, representatives from industry associations and research organisations). The goals of the workshop were:

- To clarify national and local issues facing the industry
- To explore strengths and weaknesses, opportunities and threats in the way the seafood industry engages the community
- To identify tools which will improve community perception
- To identify who will use these tools and how they will use them.

Outcomes

1. Top 20 Issues

The industry influencer group summarised what they saw as the key 20 issues facing the industry and therefore, those which demanded the most immediate strategic communication. It is expected that these will provide an important stimulus for discussion at the FRDC Media Training workshops. Note: These issues are not listed in any priority order.

1. Live export of seafood eg lobster to China
2. Australian sea lions at risk - closure of fisheries
3. Wildlife interaction eg dolphins/turtles
4. NZ fur seals - impact on fishery vs animal rights
5. Competing infrastructure development
 - a. eg Ports - Gladstone, Moreton Bay
 - b. petrochemical
 - c. mining
 - d. desalination
6. Nutrient release into waterways - aquaculture
7. Use of marine resources to feed fish eg fish meal - Aquaculture
8. Fish farming escapes/breeding and environmental risk - Aquaculture
9. Chemical residues/antibiotics - Aquaculture
10. Visual amenity - fishing/coastal settlement

11. Trawling (bottom trawling) - emotive
12. Exclusion zones - in shore fishing - coastal community expansion
13. Long line fishing
14. International fishing practices confused with Australian practices - misunderstanding
15. Marine Parks - risk of industry disunity/breaking ranks
16. Self regulation perpetuating bad practice
17. Low quality imported product - downgrade Australia seafood image
18. Animal ethics - cruelty/catch and release/humane slaughter
19. Managing natural variations in quality/size eg prawns/sardines
20. National Stock Status Report - decline in fishery by 15% - still 85% full

2. SWOT Analysis

The industry influencer group identified the industry's strengths, weaknesses, opportunities and threats (*Appendix 3 - SWOT Analysis*). This discussion segmented issues by product and processing/production to acknowledge the unique characteristics between the two.

The SWOT revealed that there are many positive stories to tell about the Australian seafood industry's product and processing systems. However the industry has been silent for such a long time, that it faces a significant challenge in creating an industry culture (and process) for presenting positive stories to the community, consumers and the media.

The industry influencers also identified many weaknesses and threats to the industry's sustainability and reputation. However, the group also viewed these weaknesses as communication opportunities - if communicated in the appropriate way. For example:

- Educated pro-seafood consumers can be "recruited" as advocates of a local (as opposed to export) seafood industry.
- Uneducated consumers can be provided with information and knowledge at point of sale to improve their understanding of the health benefits of seafood and sustainable practices of the industry to turn them into advocates;
- The industry can influence its reputation by training key representatives in how to communicate positively and frequently with key audiences such as the media, government and consumers;
- Government regulation, which the industry believes restricts commercial progress, can be turned into a positive message about the industry operating within carefully controlled and monitored guidelines, that supports environmental best practice and sustainability;
- Indigenous Australians can be proud to tell their story of a 50,000 year old fishing culture that is still being handed down to generations today;
- The continual pressure the industry endures from NGOs about sustainable practices can be turned into a positive story of working together for a sustainable industry and sustainable seafood.

The major threats to achieving these opportunities include:

- The lack of one industry spokesperson/organisation to represent the industry publicly. The National Seafood Industry Alliance is underfunded and does not have a strong value proposition to attract membership funding. The FRDC and other government funded seafood bodies such as the Seafood CRC can't be a spokesperson on behalf of the industry as their government charter requires them to be neutral science based organisations.
- The industry is disorganised and fragmented leading to a lack of common understanding and unified views between segments.
- Consumer misunderstanding about the fishing industry's modern sustainable practices.

Stage 2 - Qualitative Industry Stakeholder Survey

Methodology

This consisted of a qualitative telephone and email survey of 18 additional industry stakeholders suggested by attendees at the Industry Influencer workshop (*Appendix 4 - Industry Stakeholder Database*). These people were considered to be thought leaders in their various sectors and already providing ad hoc media comment and public leadership. The list covered stakeholders from the commercial, aquaculture, fish markets, recreational and indigenous sectors. The survey again sought opinions about the industry's key issues and challenges and the requirements for media and other communication training.

Outcomes

The industry research revealed many sector specific issues that are causing reputation and perception issues for the industry but there was a common frustration that seafood positives (health, sustainability) are not being communicated in a strategic way to the public.

Barriers to putting this into practice include the absence of one united spokesperson or peak body; limited resources within sector-based national and state based peak bodies who do not have the resources to coordinate communication activities; a lack of communication skills (which will be partly addressed by the Strategic Media Training project); and the absence of a common or united view across the industry on key issues.

The industry acknowledges it must do a much better job of telling positive stories about generic issues such as:

- Sustainable fishing/processing practices
- Health benefits of seafood
- Use of technology for production enhancements
- Aquaculture as a sustainable food resource (food security discussion)

Respondents suggested an excellent range of positive stories and case studies specific to individual sectors. These will be expanded upon during the media training sessions in each state.

Stakeholders were enthusiastic about the potential to tap into communications training and provide key industry ambassadors with the tools and skills required to better represent the industry.

Key training requirements included:

- 73% of respondents identified broadcast media skills as an area for urgent attention
- 67% of respondents identified a need to improve understanding of the online space, especially social media
- 47% of respondents felt that training in communicating concise, clear messaging would be beneficial
- 33% of respondents identified a need to improve writing skills, especially media releases and articles
- 20% of respondents identified a strong need for training in strategic planning and issues/crisis management

While media training is an essential skill requirement, respondents all agreed that conducting reactive media relations alone is not going to resolve the industry's reputation issues. There is a need for the industry to conduct proactive public relations at a regional/sector and national level to create positive reputation change.

Survey participants provided excellent input for future communication strategies to enhance the industry's reputation which are explored in more detail in the Communication Tactics section of this strategy.

In particular, the research supported the need for a common communication strategy; better media resources such as case

studies and fact sheets; and better training of its key representatives.

The research also identified around 50 potential “communication ambassadors and mentors” who should undertake media training as a priority. (*Appendix 5 - Communication Ambassador Database*).

Stage 3 - Qualitative Media Stakeholder Survey

Methodology

This consisted of a qualitative telephone and email survey of seven representatives from the media e.g. print and broadcast journalists from national, state and regional media outlets (*Appendix 6 - Media Stakeholder Database*) to determine external attitudes about industry challenges and the capacity of industry to manage these publicly.

Outcomes

Media consultation revealed that journalists are eager for more frequent information from the industry, in particular stories that present a balanced or positive outlook of the industry.

Media representatives interviewed expressed support for the industry and a willingness to publicise good news stories. They expressed a frustration at the lack of communication from industry.

ABC Rural suggested that the seafood industry could build stronger connections with mainstream media by tapping into social media.

The media surveyed suggested opportunities for improved communication with the media including:

- Frequent, proactive media updates - journalists and their readers appreciate knowing what is happening from the beginning rather than gaining information half way through;
- Informal communication - journalists love to receive phone calls and short emails with ideas for stories even when there is not an issue taking place;
- Endorsement - in particular consumer stories would benefit from an endorsement from a restaurant chef or celebrity;
- Tailored stories - thinking about regional angles to national stories and understanding the readership/audience of various media;
- Real people - creating opportunities for journalists to talk with fishermen and processors rather than PR people or industry leaders; and
- Be confident - stand up proactively for your industry and be noticed.

Survey responses also highlight that each journalist has their own individual preference for receiving information and the type of information they like to receive – so building personal relationships is important.

The Plan

Summary of Communication Strategy

This strategy aims to train the industry's leaders in proactive communication skills.

The strategy outlines what is possible for individuals within the industry to achieve with improved professional communication skills, rather than how a peak body or government might communicate on behalf of industry.

The anticipated outcomes for the participants of this strategy are:

- An understanding of the range of professional communication tools/strategies that individuals can use to respond to various issues (media will be one of those tools but not the only tool)
- Public presentation skills
- Media interview skills
- Message development skills
- Media release writing skills
- A basic introduction to social media
- An understanding of how to develop and sustain positive media relationships
- An opportunity to join an exciting new mentor network of industry champions
- A broader view and empathy of issues impacting other sectors within the fishing and seafood sector
- Access to a number of resources that can assist with message development and professional communication

Key elements of the strategy are:

Industry Ambassadors and Mentors

In the absence of a unified voice, this strategy advocates identifying and creating an informal group of current and future "industry ambassadors and mentors" from every sub-sector of the industry: research and development, production, processing and retail across wild catch, indigenous, aquaculture and recreational areas.

"Ambassadors" are defined as future leaders with minimal industry communication experience, while "mentors" are senior leaders with lengthy experience as industry communicators. This "talent pool" must be knowledgeable, articulate and well-connected and must be prepared to devote personal time to representing and leading the industry.

They will be provided with appropriate training in communication, including media and public speaking skills, and supplied with supportive information resources and communication technologies.

Consistent Messaging

Once recruited, the ambassadors will need to develop a consistent series of industry messages, as part of their communication training. Messaging will be at two levels:

- Big picture industry issues (participants will receive a broad overview of these cross sector issues and be provided with positive statistics and other resources including FRDC's Q&A on issues such as catching methods, climate change, sustainability, animal welfare, marine parks etc)
- Specific sector issues (participants will be provided with specific sector briefings and resources)

Government Briefings

The FRDC and industry bodies such as the National Seafood Industry Alliance undertake regular briefings with Federal, State and Local government representatives and Members of Parliament. It is therefore not the intention of this strategy to introduce another level of government briefings, rather to equip industry representatives with the skills to communicate successfully in such briefings and to maximise the outcomes for their sector. This may require advanced presentation skills as well as access to a range of communication resources.

Media vs Non-Media Communication

The mass media - TV, radio, newspapers, magazines and increasingly social media – is a powerful influence on government and community attitudes. Research indicates that the fishing industry has failed to proactively engage media with information and “story leads” or to explain the challenges the industry faces.

This strategy will provide participants with the skills to engage media, to present “news” ideas and respond to interviews. They will also be provided with media materials and supporting information, as well as an up-to-date contact list.

In addition, participants will receive training in alternative forms of communication ranging from public presentation skills to the evolving world of social media (Facebook, Twitter etc). The latter will need to be delivered in a separate training session due to the time restrictions on this project.

Ambassador’s Network

The strategy recommends that the investment made in training a group of skilled leaders must be sustained through the development of an ongoing ambassador’s network.

This network should commit to a regular meeting schedule (either face to face or by Skype) to consider industry issues and develop a proactive and united stance on future challenges. The network could be maintained through a private LinkedIn network.

Goal

A strong, confident and united national seafood industry, presenting a positive voice to government and consumers.

Objectives

Short Term - Make the fishing industry feel better about itself

- Clear consistent agreed messaging
- Pool of well trained industry communicators
- Tools to assist in consistent professional industry communication
- Strategic proactive communication internally within the industry and externally
- Increase in consumer interface eg events/point of sale

Medium Term - Change perception about the community value of fishing

- Strong, well funded National Seafood Industry Alliance
- National seafood brand
- National quality assurance certification system

Long Term - Link fishermen with food production and food security

- Partnerships with NGOs - Heads of Agreement over future safe, sustainable fishing
- Minimise time wasted on fire fighting
- Maximise promotion of quality product to consumers

Target audience segmentation

Define the specific groups that will be targeted by this strategy

Primary Audiences

These audiences will receive strategic media and communications training.

- Ambassadors (defined as future leaders with minimal industry communication experience)
- Mentors (senior leaders with lengthy experience as industry communicators)

Secondary Audiences

These audiences will be targeted by industry representatives as a result of their strategic communications training.

Media

- Lifestyle media (health, cooking, recreation messaging)
- Metropolitan news - daily newspapers/online, radio and TV (issues of national relevance and public interest)
- Rural and regional – ABC Rural, regional press, radio, TV (production, employment messaging, geographically specific issues)

Government

- Federal
 - MPs
 - Public Servants
- State
 - MPs
 - Public Servants
- Local
 - Elected Members
 - Administration

Active opponents

- Environmentalists
- NGOs
- Lobbyists

Community

- Seafood protein consumers
- Non-seafood protein consumers
- Local communities in fishing regions
- General public

Messaging

Primary Messaging:

Messaging to engage industry in the communication training program.

- In the absence of a unified voice, this strategy advocates identifying and creating an informal group of current and future “industry ambassadors and mentors” from every sub-sector of the industry: research and development, production, processing and retail across wild catch, indigenous, aquaculture and recreational areas.
- “Ambassadors” are defined as future leaders with minimal industry communication experience.
- “Mentors” are senior leaders with lengthy experience as industry communicators.
- This “talent pool” must be knowledgeable, articulate and well-connected and must be prepared to devote personal time to representing and leading the industry.
- The ambassador and mentor training program aims to:
 - o Create a more unified approach to communicating about the Australian seafood industry.
 - o Create more consistency of messaging throughout the Australian seafood industry.
 - o Create a more professional approach to communication at a grass roots level.
 - o Build professional communication capacity among the industry’s current and future leaders.

Secondary Messaging:

Big picture messaging the entire industry can adopt as key positives to communicate.

- Is the premium producer of healthy non-meat protein in Australia, providing high levels of omega-3 and other essential nutrients.
- Is committed to the cleanest, greenest fisheries in the world.
- Is passionate about providing Australians with safe, clean and fresh locally caught produce.
- Is committed to innovation and research and development which will improve product quality and reduce the environmental impact on Australia’s fisheries.
- Employs around 17,000 people in Australia, most in regional communities.
- Commercial fishing contributes \$2.2 billion at farmgate
- Recreational fishing is estimated to contribute \$10 billion to the community
- Is a major contributor to indigenous self-determination through employment and trade.

Note: We recommend that these messages be reviewed and expanded as part of the communication training program.

Tertiary Messaging:

Sector specific messaging that can be utilised by each sector of the seafood industry.

FULLER will workshop top tier messaging for each sector with FRDC that can be incorporated into the communications training workbook.

Each sector will be provided with top tier messaging on three big picture areas:

- The economic value of the sector
- The specific health benefits of that sector's products
- Environmental best practice / statistics relevant to that sector

Communication Tactics

The blueprint for communications activities and implementation.

The following tactical plan will meet the strategic objectives of developing a unified group of industry spokespeople who can proactively engage the community with consistent messaging.

Stage 1 - Ambassador and Mentor Selection

The research component of this strategy has identified more than 50 potential ambassadors and mentors. These are acknowledged fishing industry leaders from the wild catch, aquaculture, recreational and indigenous sectors and represent a mix of age/experience and youthful, future leadership potential.

Ambassadors are defined as future leaders with minimal industry communication experience, while mentors are senior leaders with lengthy experience as industry communicators. We advocate both groups taking part in communication training to ensure that there is a dynamic exchange of ideas and a consistent outcome for the industry.

In particular, we want this project to set the foundation for an orderly generational handover of communication responsibilities from mentors to ambassadors, without the loss of relationships or intellectual property.

It will be necessary for FRDC and/or its nominees to determine how the candidates will be grouped together - ideally there will be ten attendees at each workshop, with an appropriate mix of skills and sectors.

The key selection criteria will be as follows:

- Long standing industry and sector association representatives, especially those with media profiles
- Practising fishermen and women (including aquaculture farmers)
- Shore based fishery managers for quick media response
- Independent expertise eg researchers/media commentators
- Graduates of the industry's New Leaders program
- Experienced community representatives eg from fishing festivals etc

Stage 2 - Ambassador and Mentor Invitation

After ambassador and mentor selection, FULLER will develop an Ambassador's and Mentor's Kit which will include the selection criteria, expectations about industry representation and communication responsibilities and time commitments.

A letter of invitation to attend an ambassador and mentor orientation and communication training seminar will be drafted by FRDC/FULLER and sent with the kit to the short listed potential candidates.

Follow-up will be undertaken by FULLER.

Stage 3 - Seafood Industry Communication Training Package

FULLER will develop a comprehensive Seafood Industry Communication Training Package. The package will include:

- An Introduction to Strategic Communication – why communicate? Examples of best practice communication from other sectors; weaknesses and opportunities in fishing communication; forms of communication including media, web, social media.
- The Fishing Industry Communication Strategy - orientation
- Fishing Industry Messaging – Big Picture and Sector Specific top tier messaging and common questions and answers
- Presentation Training – public speaking, PPT, Prezi, Slide Rocket and other forms of presentation; pitching etc
- Media Training
 - Scenario Planning - Develop a series of scenarios from the issues identified in this research with step-by-step guidelines of how these might be managed in the media.
 - Media Skills - Presentation skills, media release writing and media pitching.
 - Real Life Training (Radio) - Invite the ABC Country Hour/ABC Regional and Rural Radio to contribute to the program by interviewing participants live to air about the training session.
 - Real Life Training (Press) - Participants trained to draft a media pitch email to their local newspaper about a positive story for their sector. Pitch to include writing a punchy, engaging brief, identification of the “hook”, photo/vision opportunities, organising a spokesperson.
 - Real Life Training (TV) – Participants will be trained about on-camera skills, interviewed “to-camera” by a professional TV journalist and then critiqued.
 - Best Practice Examples - Produce a series of positive seafood story examples (press, radio) with background process eg media release, email pitch to illustrate ideal communication approach and outcome.
 - Media Networking - Participants asked to research and identify local media representatives prior to attending the training session and given training in how to connect with these media networks and build lasting relationships. Responses from the media survey will be used to highlight the different preferences of journalists when it comes to receiving information and maintaining a relationship with a contact.
 - National Seafood Media Database – Develop and circulate a national media contact list of seafood, fishing, rural and regional writers to enable more direct contact.
- Crisis / Issues Management - responding to a crisis, handling a crisis media interview, strategic crisis communication
- Communication Resource Kit - Fact sheets and other resources summarising the key messaging, FAQs, media release templates, event management, basic social media tips etc. FULLER will utilise the FRDC’s Community Communication Resource Folder to help put this workbook together.
- Social Media - Basic introduction to social media (Twitter, Facebook, LinkedIn, YouTube, Blogs) - *this will need to be delivered as a separate training session due to time restrictions on this project.*

Stage 4 - Ambassador and Mentor Training

FRDC/FULLER will plan a series of national one-day seminars in each state (Brisbane, Sydney, Melbourne, Port Lincoln and Fremantle). Event planning will include venue selection and booking, catering management, audio-visual booking and the arrangement of presenter travel and transfers.

FULLER will develop a seminar manual which will comprise:

- List of attendees
- Ambassador program background and guidelines
- Training package

The seminars will be jointly conducted by FRDC and FULLER.

FRDC

- Industry overview – briefing re future challenges
- Industry ambassador and mentor scheme
- Expectations
- Industry Messages - Issues prioritisation
- Future Ambassador and Mentor networking

FULLER

- Event Management
- Training
- Report and evaluation

Stage 5 - Ambassador and Mentor Website Portal

As part of the ambassador development program it will be imperative to provide trainees with the appropriate communication tools. FULLER recommends that these materials be located on an easily accessible website within the FRDC portal (also developed as a Web App suitable for iPad, iPhone etc). Contents will include:

- Fact Sheets
- FAQs/Messaging
- Media Introduction/Engagement Templates
- Media Release Templates
- Letters to The Editor Templates
- Talking Points eg for briefings
- Frequently Asked Questions
- Digital photograph/video file (reflecting current best practice)
- Best practice case studies
- Media databases

Stage 6 - Fishing Industry Ambassador and Mentor Network

Given the investment by the Federal Government and industry (through FRDC) in this communication strategy and training, we believe it is important to conclude the project with a sustainability initiative.

This potentially powerful network of around 50 highly trained seafood industry communicators across Australia, need to be engaged and connected on an ongoing basis to ensure a long term positive outcome.

It is recommended that FRDC establishes a private Ambassador's and Mentor's LinkedIn group to provide a confidential forum for discussion sharing.

It is recommended that LinkedIn training is provided to this group as an additional component of this project.

FRDC should also consider distributing a quarterly e-newsletter with key updates about industry issues to ensure that consistency of messaging is maintained.

FRDC should also establish a quarterly or half yearly meeting schedule for trainees to engage, identify short-term challenges and discuss communication strategies via Skype or face to face.

Finally, it is recommended that if future funding for additional ambassador training is made available that the initial group continue to be engaged as mentors and advisers.

Communication Training for the Australian Seafood Industry

Communication Strategy Appendices

APPENDIX ONE

As part of the research conducted for this project, a number of other ideas were generated that could be considered as communication opportunities in future.

Future Communication Opportunities

1. Comprehensive Social Media Workshop

This idea was generated by multiple stakeholders interviewed for the qualitative industry stakeholder research. 67% of respondents identified a need to improve understanding of the online space, especially social media.

Social media is an ideal medium to engage both consumers and the media directly. However like any communication medium, it needs to be treated strategically.

The current framework for this project doesn't allow enough time to deliver social media training within the workshop formats planned to date.

However, given the importance of this rapidly emerging technology we recommend developing and implementing a follow-up social media workshop that will enable ambassadors and mentors to embrace it as an advocacy tool for the industry.

- Audit activity currently happening on behalf of the Australian seafood industry in the social media space
- Establish a monitoring program to register topics of conversation about the Australian seafood industry, what platforms are they happening on, who is doing the talking, and what opportunities there are to engage in conversations. This monitoring and research will underpin decisions relating to the industry's strategic engagement online, including relevant platforms to use and audiences to target.
- Review Australian beef industry social media training campaign as a best practice example of how to train an industry in social media use (see video example of this program: <http://www.youtube.com/watch?v=m0yo63itL9M&lr=1&uid=MjvD1XFieNUgHCb8UZxR6A>)
- Establish social media guidelines for Ambassadors - how to respond to crisis issues, tone of voice, when to join in the conversation, how to become an online influencer, how to connect with journalists via social media
- Hold workshop with ambassadors and mentors. Training to include:
 - Introduction to social media update
 - Facebook
 - Twitter
 - YouTube
 - LinkedIn
 - Pinterest/Flickr
 - Establish social media accounts for Ambassadors and Mentors
 - Engage food bloggers in the Australian seafood industry -

2. Statistical Industry Value Research

During the key influencer workshop held in March, several participants identified a need to be able to communicate the value of the industry in economic terms, and that there currently is no specific source for this information.

A critical requirement for communication, lobbying and public engagement is an objective analysis of the value of the industry ie its economic contribution to the nation via domestic and export sales income, value adding to other sectors and regional and urban employment.

Despite ABS and ABARE data there seems to be a gap in this knowledge. This strategy recommends seeking funding to commission a suitably qualified agency (Deloitte, Ernst and Young, Price Waterhouse Coopers) to undertake this omnibus research which will become an essential educational and communication resource for industry.

3. Fishing in Australia

This idea was generated by FULLER based on our knowledge of resources available in other industries, such as wine.

Research has revealed that there is no definitive guide to the fishing industry in Australia, presented in a style which is easily understood by government, media or the community. This appears to be a core need for the industry both for political lobbying and media engagement.

There is an opportunity to research, write, photograph and design a publication which clearly communicates the positive aspects of the industry (such as regional employment and economic contribution), its geographical spread, the range of species, the health benefits of seafood – even how to prepare seafood.

The book could be FRDC/government funded or industry funded via a pre-order subscription offer.

4. National Seafood Marketing Conference

Participants at the Australasian Aquaculture conference raised this idea during Peter Fuller's presentation on marketing communications. Attendees felt that marketing should be more of a priority for the industry and more of a focus at industry events such as national conferences. This was supported by the industry stakeholder research, where interviewees were keen to see a program of ongoing marketing communications training provided by the industry.

As a follow-up to the ambassador and mentor training FULLER recommends a whole of industry engagement event which focuses on the positive marketing challenge (communicating the health aspects of seafood) rather than the negative political challenge. This will have a number of outcomes including greater industry unity and consistency of thinking, improved marketing skills development and positive media engagement.

Most importantly it will position marketing as an equally important business skill alongside production.



FRDC

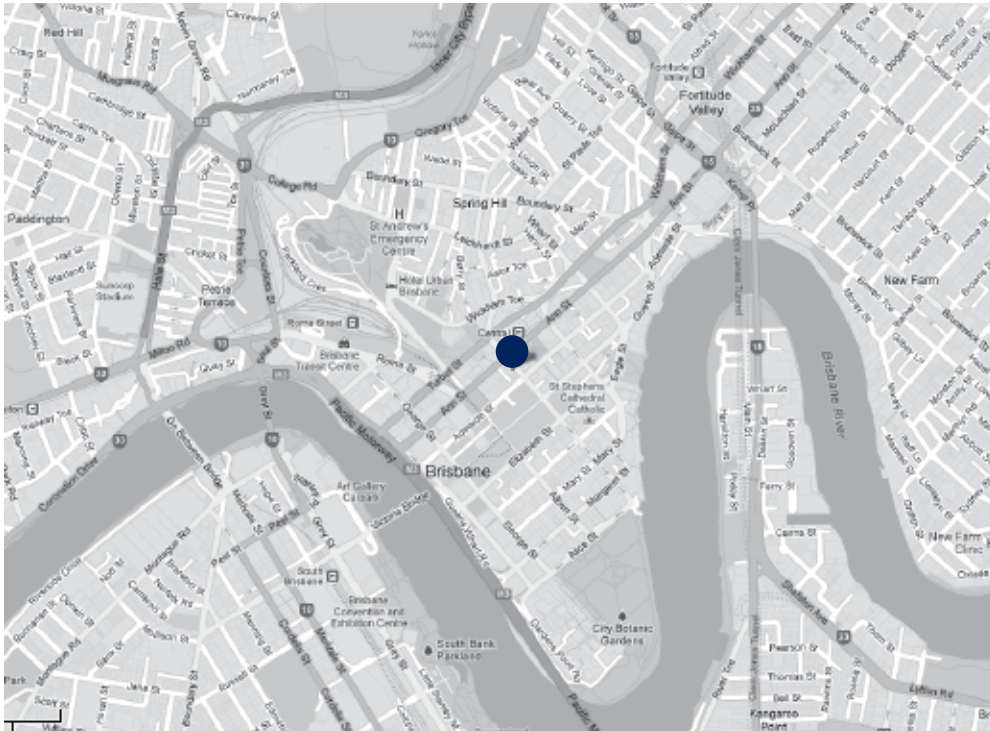
FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

STRATEGIC MEDIA TRAINING
FOR THE AUSTRALIAN
SEAFOOD INDUSTRY
ORIENTATION KIT

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FULLER®

WORKSHOP VENUE DETAILS QUEENSLAND



DATE

Monday 10th
December 2012

TIME

8.30am – 5.30pm

LOCATION

Cliftons
Brisbane
288 Edward
Street,
Brisbane QLD

PARKING

Queen's Plaza Centre – Corner
of Edward & Adelaide Streets

Suncorp Building
– Turbot Street

Mincom Central
– 192 Ann Street

*Costs covered when entrance ticket
is provided to Reception on arrival.*

FOR CONCERNS OR
QUESTIONS ON THE
DAY, CONTACT MEDIA
TRAINER IAN DOYLE
ON 0417 819 189.

PUBLIC TRANSPORT

CLOSEST TRAIN STATIONS

Central Station
(corner of Edward & Ann St)

CLOSEST BUS STOPS

Myer Centre &
King George Square Station

TAXI

Yellow Cab

13 19 24

Black & White Cabs

131 008

BRISBANE TRANSPORT
INFOLINE

131 008

WORKSHOP PROGRAM

MONDAY 19 NOVEMBER 2012

TIME	SESSION DETAILS
8.30am	INTRODUCTION – Media, Communications and Messaging
9.45am	PRACTICAL – Preparing key messages for a media interview
10.00am	PRACTICAL – What is news? Review of a live radio news bulletin
10.15am	MORNING TEA
10.30am	INTERVIEW PREPARATION PRACTICAL – Message development: Status of Key Australian Fish Stocks Report INTERVIEW SKILLS
12.30pm	LUNCH
1.00pm	PRACTICAL – One on one interview training (television and radio)
3.00pm	BREAK FOR AFTERNOON TEA
3.15am	Working with the Media
4.00pm	Powerful Presentations
5.00pm	Review, Questions and Evaluation Survey
5.30pm	FINISH

YOUR TRAINERS

IAN DOYLE



Ian Doyle has been actively involved in the radio and television industry in Australia for more than 30 years as a journalist, broadcaster, documentary maker and executive producer. He has worked with and presented a number of local and national programs including ABC TV's Countrywide and Landline, the Country Hour, Australia All Over, Tony Delroy's Nightlife, Channel 7 weather, 1395 5AA Mornings, ABC Early Mornings and 891 ABC Adelaide's breakfast program.

DOYLE MEDIA SERVICES
0417 819 189
dms@iinet.net.au

Since 1997 he has been Managing Director of a television production and media training company. DMS produces programmes and productions for TV networks and corporate clients and provides media training and corporate communications programmes for government and corporate clients. DMS has completed a number of TV documentaries for the Seven Network's World Around Us program, SBS's Global Village and ABC TV's Landline program.

RADIO, TV & MEDIA TRAINING EXPERIENCE

- 16 years experience as a radio and television journalist, broadcaster and programme maker (ABC, Channel 7).
- 14 years experience as a TV documentary maker (SBS, ABC, Channel 7, Channel 9 and Qantas InFlight).
- 20 years experience as a media trainer to government and business clients including NFF, Telstra Country Wide, Australian Rural Leadership Programme, CSIRO, Aged and Community Care, TAFE, Dept of Premier and Cabinet, Transport SA, the WAB, Vocational Education and Training and Regional Councils.
- 20 years experience in video and television productions for a host of clients and outlets including corporate

DVDS AND ON-LINE VIDEOS

- The Boat that Rocked – ABC Landline 2011
- A SA Regional Success Story – AW Vater & Co 2011
- Aussie Battler Comes Good – the Peter Teakle Story 2010
- Do you really want and office job – S Kidman & Co 2009
- The Golden Oil – The Big Olive 2009
- The Back of Beyond Collection – 2004
- Source to Sea – the Story of the Murray Riverboats – 2001
- Last Mail from Birdsville – the Story of Tom Kruse – 1999

YOUR TRAINERS

RON KANDELAARS



RON KANDELAARS MEDIA
0418 823 515
ron.kandelaars@bigpond.com

Ron has had more than 25 years experience as a television journalist including 13 years as a producer for Channel 9's Postcards program. He established a media training and video production consultancy in the late 80s and has provided media training workshops for hundreds of clients over the past 24 years. These have included business leaders, state and federal Members of Parliament, leading public servants, trade unionists, church leaders, AFL coaches, and Olympic athletes. Ron has 20 years experience in video production and script writing for a host of clients, producing a number of corporate videos and on-line videos.

TV AND VIDEO EXPERIENCE

- 25 years experience as a television journalist (ABC, Channel 7, Channel 10)
- 13 years as a television producer for Channel 9's tourism program Postcards
- 24 years experience as a media trainer to government and business clients
- 20 years experience in video production and script writing for a host of clients, producing a number of corporate videos and on-line videos, including:
 - Search for the Holy Grail – Propagation of Tuna on Land – Stehr Group of Companies
 - Sport Gateway – video of the development of the Sport Gateway precinct in Adelaide's west
 - Safety induction video for Pelican Point & Mintaro Power Station
 - Adelaide Airport Limited – Development of Adelaide's new Airport
 - 45 Park Gilberton – video on the urban development of the old Channel Seven site
 - Le Fleurieu – DVD and magazine concept highlighting the tourism attractions of South Australia's Fleurieu Peninsula region

In 2011 FRDC committed to a strategy to promote the science and best practice that underpins the Australian seafood and angling industry.

The strategy followed market research identifying that community perceptions of the seafood industry are poor.

The researched highlighted what could be described as “the seafood paradox”: there is a growing demand for seafood and non-meat forms of protein, yet at the same time the pressure has never been greater to limit the amount of wild catch and Indigenous fishing and aquaculture farming in Australia.

Analysis of the FRDC research suggested that a strategy to promote science and current practice was needed to ensure a long term sustainable fishing industry.

COMMUNICATION TRAINING PROJECT

A key outcome of the FRDC’s research was to initiate media and communication training for fishing industry leaders so that they were better able to manage popular opinion in Australia. As a result, the project: *People Development Program – Strategic Media Training for the Australian Seafood Industry* was launched.

South Australian based communication agency FULLER was appointed to run the project, which has involved identifying the key issues facing industry through stakeholder and media research; the development of a communication strategy to provide a better understanding of audiences, issues and messages; followed by the delivery of communication training.

The training program will be held in five state centres and will introduce participants to the broad field of communication: public presentations, community engagement, as well as mass media such as newspapers, radio and TV and social media. The participants will be provided with extensive communication resources including presentation templates, media templates and fact sheets.

COMMUNICATION NEEDS

The industry's current communication needs have been identified through research conducted as part of this project. The findings of the research have informed the development of the training content.

Stakeholder research conducted by FULLER with 27 industry representatives revealed that many sector specific issues are causing reputation and perception issues for the industry, but there was a common frustration that seafood positives (eg health, sustainability) are not being communicated in a strategic way to the public.

Barriers to putting this into practice include the absence of one united spokesperson or peak body; limited resources within sector-based national and state based peak bodies who do not have the resources to coordinate communication activities; a lack of communication skills; and the absence of a common or united view across the industry on key issues.

The research also revealed that the industry acknowledges it must do a better job of telling positive stories about broader issues such as:

- Sustainable fishing / processing practices
- Health benefits of seafood
- Use of technology for production enhancements
- Aquaculture as a sustainable food resource (food security discussion)

Stakeholders were enthusiastic about the potential to tap into communications training and learn the tools and skills

required to better represent the industry.

Key training requirements identified by research participants included:

- 73% of respondents identified broadcast media skills as an area of urgent need
- 67% of respondents identified a need to improve understanding of the online space, especially social media
- 47% of respondents felt that training in communicating concise, clear messaging would be beneficial
- 33% of respondents identified a need to improve writing skills, especially media releases and articles
- 20% of respondents identified a strong need for training in strategic planning and issues/crisis management

This communication training has been designed to address the above criteria, with a focus on professional communication, media and presentation skills.

FRDC is aware of the industry's need for social media and online communication training, and will be addressing this via a separate training initiative in 2013.

INDUSTRY MENTORS AND AMBASSADORS

To meet the need for a united industry voice, this program aims to establish an informal group of current and future "industry ambassadors and mentors" from every sub-sector of the industry.

"Ambassadors" are defined as future leaders with minimal industry communication

experience, while "mentors" are senior leaders with lengthy experience as industry communicators. This "talent pool" must be knowledgeable, articulate and well-connected and must be prepared to devote personal time to representing and leading the industry.

This project aims to set the foundation for an orderly generational handover of communication responsibilities from mentors to ambassadors, without the loss of relationships or intellectual property.

The FRDC has identified key industry, fisheries management and research stakeholders as ambassadors and mentors, who have been invited to participate in communication training.

Following the communication training, the FRDC will facilitate the development of an ongoing ambassador's and mentor's network which will be encouraged to meet regularly (either face to face or by Skype) and connect via tools such as a private LinkedIn network.

The ambassador and mentor program aims to:

- Create a more unified approach to communicating about the Australian seafood industry.
- Create more consistency of messaging throughout the Australian seafood industry.
- Create a more professional approach to communication at a grass roots level.
- Build professional communication capacity among the industry's current and future leaders.

YOUR ROLE AS A COMMUNICATOR

INDUSTRY REPRESENTATIVES

The Australian fishing industry is made up of a diverse range of sectors and subsectors, each with their own story and positive health, economic and sustainability messages to communicate to the community. However there are a few big picture messages that apply across all sectors. This is why it is critical that industry representatives learn how to identify and craft key messages about their particular sector or business, and become more aware of the tools and techniques that can be used to communicate those messages to their stakeholders.

FISHERIES MANAGEMENT (Government)

It is important for Fisheries Management to take responsibility for the regulations they impose on their constituents by either supporting fishers when they adhere to regulations and set best practice examples, or reprimanding those who step outside the industry guidelines. Fisheries Managers are in the unique position of being able to influence community perceptions by communicating what is accepted by the industry as best practice and what is not. They also have a responsibility to correct misinformation when it is out in the public sphere to help protect the industry's reputation.

RESEARCH REPRESENTATIVES

Researchers play an important role in presenting the industry as progressive, cutting edge and sometimes world leading. However many researchers fail to see the incremental outcomes of their research as newsworthy and will often wait years to announce a major breakthrough. Researchers are in the unique position of being able to excite the industry about the possibilities of the future, and the new technologies and tools that will make the industry more productive, economically viable and sustainable. They also have a responsibility to actively report on their research outcomes to the industry.

EXPECTED OUTCOMES OF THIS PROGRAM

The anticipated outcomes for the participants of this strategy are:

- An understanding of the range of professional communication tools/strategies that individuals can use to respond to various issues (media will be one of those tools but not the only tool)
- Public presentation skills
- Media interview skills
- Message development skills
- Media release writing skills
- An understanding of how to develop and sustain positive media relationships
- An opportunity to join an exciting new mentor network of industry champions
- A broader view and empathy of issues impacting other sectors within the fishing and seafood sector
- Access to a number of resources that can assist with message development and professional communication

FULLER is an Adelaide-based brand communications firm which specialises in assisting primary industries such as wine, grain, mining and fisheries to engage more successfully with their stakeholders and the community. It works with corporates and small businesses, statutory research organisations and government departments to improve their brand messaging and to utilise a range of communication techniques from public relations to web and social media to achieve positive outcomes. In 2010 FULLER won the Public Relations Institute of Australia Award for the Best Government Campaign for a drought awareness project it undertook with the Grape and Wine Research and Development Corporation. For further enquiries and suggestions about the FRDC Strategic Media Training Program please contact Account Director Olivia Fuller: olivia.fuller@fuller.com.au



FRDC

FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

STRATEGIC MEDIA TRAINING FOR THE AUSTRALIAN SEAFOOD INDUSTRY

WORKBOOK

NOVEMBER – DECEMBER 2012

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FULLER is an Adelaide-based brand communications firm which specialises in assisting primary industries such as wine, grain, mining and fisheries to engage more successfully with their stakeholders and the community. It works with corporates and small businesses, statutory research organisations and government departments to improve their brand messaging and to utilise a range of communication techniques from public relations to web and social media to achieve positive outcomes. In 2010 FULLER won the Public Relations Institute of Australia Award for the Best Government Campaign for a drought awareness project it undertook with the Grape and Wine Research and Development Corporation. For further enquiries and suggestions about the FRDC Strategic Media Training Program please contact Account Director Olivia Fuller: olivia.fuller@fuller.com.au

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Media 

Your media experience?




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Media 

What is media?

Print	Electronic
Newspapers	Radio
Newsletters	Television
Journals	Online
Magazines	



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Introduction 

What would you like to get out of today?

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Communication

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Communication

What is communication?

- Clear messaging – foundation
- Different formats – events, media, social media, publications, newsletters, community meetings, government briefings, website
- Know your audience – local community, government, media (various types), peers, consumers, opponents (eg NGOs)

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Communication


Why communicate?

- Be understood
- Tell your story
- Your power comes from being an information provider
- Address misinformation
- Change perceptions
- Have the truth on record

what's your story!

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Communication 

1. What are you trying to achieve?
2. Formulate a plan – what steps will you need to take?
3. Who are you communicating with?
4. What do you want to say to them?
5. What is your method of communication? Newsletter, website, community meeting, the media, SMS campaign, social media, event, government briefing?
6. Analysis – what worked? What will you change next time?

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Messaging 

Messaging

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Messaging 


Key messages are essential tools.

What do you want your audience to remember?

Key messages should assert your viewpoint concisely.




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Messaging 

Tips for developing key messages:

- Brief – no more than 20 words, 10-15 seconds to say
- Concise – avoid jargon and acronyms
- Active – use verbs


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Messaging 


Tips for developing key messages:

- Positive – talk about what you can do, not what you can't
- Specific – address a particular challenge and audience – consider the who, what, where, why and when

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Messaging 

PRACTICAL: As a group, walk through the preparation of key messages based on a topical scenario.



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Messaging 

Pharmacy Guild Video.




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Media 

PRACTICAL: Listen to a live radio news bulletin.
Can you identify the key stories and the 'grabs' used by the journalist?



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MORNING TEA

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Interview Preparation


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Interview Preparation

How to prepare?

- Research media outlet – is it a radio station, television program or print publication?
- Confirm who will conduct the interview. Research the journalist – have they written on this subject before? What is their ‘style’ eg inflammatory questions?
- Who is the story about? What is the angle?

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Interview Preparation


How to prepare?

Confirm the details:

- Date
- Time
- Location
- Method – will you be interviewed in person, over the phone or via email? Will the interview be recorded? Or live on air?
- Who is the principal audience?




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Interview Preparation 

How to prepare?

- Know the answers to the questions you don't want to be asked
- Who else is the journalist speaking to?
- When will the piece be published or broadcast?


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Interview Preparation 

Message preparation 

- Confirm appropriate messaging for the interview – aim for three key messages
- Think about examples that support your messaging – provide evidence in the form of statistics and facts

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Interview Preparation 

Message preparation


- Re-word messaging in several different versions – ensure you can reiterate your point without verbatim repetition
- Ensure there is a short 'grab' – a succinct point conveying your message that is appropriate for use on various forms of media.

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Interview Preparation

Message preparation

Is your message right for the medium and the story angle?



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Messaging

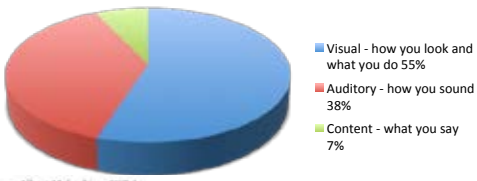
Group workshop messaging – Fisheries Stocks Status Report



Brought to you by FULLER

Interview Preparation

“The message is much more than words”




Visual - how you look and what you do	55%
Auditory - how you sound	38%
Content - what you say	7%

Professor Albert Mehrabian, UCLA. "Seven Messages" 1981. Based on research described in experiments dealing with communication of feelings and attitudes. The statistic refers to communication in talking about how feeling in all states. Where appropriate use may apply.

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Interview Preparation 

Body language


- Look directly at the person asking the questions, focus on his or her eyes
- Be an active listener
- Feel and project confidence

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Interview Preparation 

Body language

- Try to be relaxed and natural
- Avoid fidgeting
- Avoid 'negative' body language such as crossed arms
- Take normal breaths




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Interview Preparation 

Preparing for a 'visual medium'

1. Dress appropriately:

- Men – wear dark suit, suitable shirt and tie
- Men – request makeup for TV
- Men – keep facial hair trimmed
- Refer to journalist for advice



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Interview Preparation 

Preparing for a 'visual medium'

1. Dress appropriately:


- Women – wear well-structure garments and simple accessories
- Women – have well groomed hair
- Women – wear studio make up

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Interview Preparation 

Preparing for a 'visual medium'

2. Do not:



- Wear all white or cream coloured fabric
- Wear shiny material
- Wear leather

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Interview Preparation 

Preparing for a 'visual medium'

2. Do not:

- Wear short ankle length socks
- Wear thin stripes, busy, heavily patterned or checked fabric
- Wear revealing clothing
- Wear/promote your company branding if representing another organisation


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 **FROC**
FEDERAL RESERVE OFFICIALS CONFERENCE

Interview Skills


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 **FROC**
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Interview Skills

What if my mind goes blank?

- Don't panic – the interviewer won't let you drown
- Take a few seconds to re-focus
- Employ phrases such as "it's an interesting point you've raised" and "that's a good question"



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Interview Skills

What if my mind goes blank?


- Restate your key messages – use bridging technique
- Suggest the interviewer repeats the question
- Take a break

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Interview Skills

Responding to 'difficult' questions


- Prepare in advance – think about your 'red button' issues and how you would respond
- Maintain composure
- Divert the question
- Delay the question



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Interview Skills

Responding to 'difficult' questions
NT Minister Video.



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Interview Skills

Responding to 'difficult' questions

Never:

- Attempt to cover the camera lens
- Yell "cut"
- Lie
- Physically attack the crew or reporter
- Assume the microphone or cameras are off

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Interview Skills 

Avoid negative messaging
John Reid Video.




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Interview Skills 

Julia Gillard Video.




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Interview Skills 

Bridging


- 1) Acknowledge or answer question – but keep it short
- 2) Bridge – use your bridging phrase
- 3) Control – use your key message


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Interview Skills 

Bridging


- “Yes, *the answer*, and in addition to that *your key message*”
- “I don’t know, but what I do know is your *key message*”
- “That’s the way it used to be, but here’s what we are doing now *your key message*”


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Interview Skills 

Bridging


- “You may have heard that...but the real issue here is...*your key message*”
- “Let’s put this in perspective – what really matters here is *your key message*”


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Interview Skills 

Avoid negative messaging

- Avoid negative language such as ‘no’, ‘can’t’, ‘won’t’
- Avoid shifting blame
- Don’t be defensive
- Don’t lie or exaggerate

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Interview Skills 

Message repetition

- Re-work your key messages with variations on wording
- Know your messages inside out to ensure reiteration without verbatim repetition

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Interview Skills 

Message repetition
Tony Abbott Video.



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Interview Skills 

Message repetition
Dean Brown Video.



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Message repetition
Chris Kenny Video.




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LUNCH

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Messaging 

PRACTICAL: Using the key messaging from the Fisheries Stocks Status report, prepare for a radio and television interview



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AFTERNOON TEA



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Working with the Media



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Working with the Media

Media Relationships

- Read/watch/listen to media relevant to your local area and sector, including blogs
- Make note of journalists producing stories that are related to your sector
- Build a media list – keep track of relevant media outlets/journalists, their contact details and deadlines


Working with the Media 

Media relationships

- Email journalists and introduce yourself as a spokesperson on relevant topics – this will put you on their radar





Brought to you by 

Working with the Media 

Media relationships


- Use social media to find and follow journalists and opinion influencers – ‘retweet’ their story links, ‘like’ their publications on Facebook and comment on their online articles or blog posts

Brought to you by 

Working with the Media 

Media relationships

- Be sure to provide value when you speak with them – don’t waste their time
- Be responsive and helpful – this will mean they are likely to approach you again
- Consider offering ‘exclusive’ stories to bolster relationships
- Personalize communication with journalists

Brought to you by 




Working with the Media 

Why is a story reported?

- What is the story?
- Where is the story happening?
- Timeliness
- How strong is the talent?
- The newsroom 'pack mentality'




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Working with the Media 

Finding the angle

- Tailor the angle for the publication – impact on their audience?
- Release of statistics or data
- Launch of a new service
- Completion of a major project


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Working with the Media 

Writing a media release


- Convey your story simply and concisely
- Focus on one idea
- Catchy headline – alliteration, onomatopoeia, controversy
- Lead paragraph to convey essence of story


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Working with the Media 

Writing a media release


- One page – one and a half max
- Include contact details – email, mobile phone, website
- Include links to social media profiles
- Incorporate quotes


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Working with the Media 

Pitching to media 


- Know your target – are you pitching to the Chief of Staff in a newsroom, or a niche reporter?
- Understand the deadlines for that publication
- Prepare additional resources – do you have images or talent available?

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Working with the Media 

Pitching to media

- Think about the audience for the media outlet and use that to inform how you 'sell' the story
- Understand the news value – is it time-sensitive?
- Have you thought through how the material you're offering will be reported?

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Working with the Media 

Outsourcing


Media relations can sometimes require a specific skill set – consider the options for outsourcing to a PR agency.

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Powerful Presentations

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Presentation Skills 

Start with the end in mind

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Presentation Skills 


Obama Video.



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Presentation Skills 

Jason Woods Video.




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Presentation Skills 

Who is your audience?

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Presentation Skills 

John F. Kennedy Video.



Brought to you by FULLER

Presentation Skills 

Bruce McAveney Video.



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Presentation Skills 

Give something of yourself


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Presentation Skills 

Luke Darcy Video.



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Presentation Skills 


- Tell them what you're going to tell them
- Tell them
- Tell them what you have told them

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Close and Review

Brought to you by FULLER



Review 

1. Areas to recap?
2. Outcomes achieved?
3. Questions?
4. Survey

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Lined area for notes, consisting of multiple horizontal dotted lines.



A series of horizontal dotted lines for writing notes.



FRDC

FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

USEFUL TOOLS AND RESOURCES

Brought to you by **FULLER**[®]

‘BIG PICTURE’ SEAFOOD INDUSTRY MESSAGING

It is important to remember and reference wider seafood industry key messages. These messages underpin any messaging relevant to your region or sector.

GENERAL COMMENTS

- The Australian seafood industry is dedicated to best practice, quality and sustainability
- Healthy fisheries are vital to the future of the Australian seafood industries, without fish there is no industry
- Is passionate about providing Australians with safe, clean and fresh locally caught produce
- Employs around 17,000 people in Australia, most in regional communities
- Commercial fishing contributes \$2.2 billion at farm gate
- Recreational fishing is estimated to contribute \$10 billion to the community
- The Australian seafood industry condemns all illegal fishing without reservation
- The Australian seafood industry is an important contributor to rural and regional economies

FISHING INDUSTRY

- The Australian seafood industry is committed to a sustainable future
- The Australian seafood industry is dedicated to best practice, quality and sustainability
- The Australian seafood industry condemns all illegal fishing without reservation
- Many Australian fisheries have implemented sustainability measures and standards. This ranges from codes of conduct right through to obtaining independent certification from the Marine Stewardship Council (MSC).

FISHERIES MANAGEMENT

- All Australia fisheries have monitoring, management and enforcement programs in place
- Australia’s fisheries are managed for long term sustainability – economic, social and environmental
- Management regimes are constantly evolving
- Fisheries structures and stock levels are constantly changing. Fisheries where stocks are under pressure are monitored and catch limits and quotas are changed accordingly
- The number of commercial fishers in Australian has significantly decreased over the past twenty years

FISHERIES RESEARCH

- Australia has been doing fisheries research for over 100 years.
- Fisheries research provides the knowledge that underpins the management of the resources.
- Research helps us learn more and better understand our fisheries
- Is committed to innovation and research and development which will improve product quality and reduce the environmental impact on Australia's fisheries

AUSTRALIAN FISH, THE GOOD CHOICE

- Eating two serves of seafood a week is important for improved health and wellbeing
- Australia has lots of sustainable species which consumers can enjoy without concern for the environment

OUTCOMES OF INDUSTRY RESEARCH: ISSUES AND POSITIVE STORIES

The following findings were identified during research conducted by FULLER in March 2012 about:

- Issues impacting the sector
- Perceptions
- Good stories to tell

Participants from each industry sector were interviewed via telephone to gauge their insights.

PLEASE NOTE: The following is a summary of comments from people who participated in the survey. It is intended to provide a wider perspective of industry issues and provide examples of positive stories that could be used in communication activities.

WHOLE OF INDUSTRY

Issues impacting the sector

- Access-of which establishment of Marine Parks is just one example. Others are telecommunication cables, new ports – both federal and state
- Lack of development of aquaculture – lack of investment by private sector due to so much red tape
- Lack of available products which causes us to import three quarters of what we eat
- Fishery closures of wild caught fisheries

Perception issues to overcome

- Poor consumer perception – being misled by misinformation
- Sustainability debate of Australian fisheries – public and political misconception
- Industry not speaking with one voice – there are sometimes opposing views on an issue for example marine parks

Good stories to tell

- The entire Australian seafood sustainability story
- Seafood production sustainability

SOUTHERN BLUEFIN TUNA

Issues impacting the sector

- Catch quota levels, set after a stock assessment by an international organization
- Increasing productivity from tuna farming
- Export prices

Perception issues to overcome

- The global pioneering of tuna farming in Port Lincoln, and the focus on productivity (and research) has added to the industry's reputation.
- The export price instability creates uncertainty in our work force, local community, governments and bankers.

Good stories to tell

- Financial independence i.e. no money from government
- High quality of Australian research

BARRAMUNDI (FARMED)**Issues impacting the sector**

- Competition from cheaper imports impacting profitability
- Increasing costs, especially electricity with a carbon tax coming
- Quality of product is variable
- Lack of continuous supply
- Industry is not well organised
- Over regulation from government departments

Perception issues to overcome

- Over regulation affects our ability to market our product on an environmentally positive front
- This is frustrating when other industries are doing this that are not subject to the same level of regulation

Good stories to tell

- Health benefits of eating fish, low fat high in omega 3s, etc.
- Every year we test our product to EU standards for chemical residue. We have never had a problem with this
- Vaccination of fish has greatly reduced the need for antibiotics in the industry (its use was always minor).

COMMERCIAL FISHING**Issues impacting the sector**

- Sustainability, marine protected areas, costs of management
- Uncertainty of the security of access rights
- See as a high risk investment by financial sector with low returns
- Difficult for new entrants to enter the industry
- Fragmentation of the industry – internal industry negativity starting to emerge, every issue is becoming antagonistic

Perception issues to overcome

- Public perception about sustainability – overcoming misinformation but also acknowledging that some fisheries need a lot of work and others are great
- Although we may say that 75% of Australia think that our fisheries are being overfished that doesn't mean that 75% aren't buying seafood. The public's perception of that issue doesn't impact their consumer behaviour. Need to link issues being discussed with the end result of sales.

Good stories to tell

- Fisheries are moving to demonstrate their environmental credentials
- Toothfish fisheries have been certified as sustainable
- Working with southern bluefish – DVD on biocatch mitigation

NORTHERN TERRITORY

Issues impacting the sector

- Lack of security of access
- Infrastructure
- Improving public profile of NT fishing industry
- Country of origin labelling
- Ministers not standing up for the good management regime in place, rather bending to media and public perception issues

Perception issues to overcome

- Lack of understanding in general public about the sustainability of our fisheries, what fisheries we have, how important and responsible the industry is

Good stories to tell

- Mud crab fishery – how operators work together to overcome the remote challenges of working at Roper River (10hrs away from Darwin)
- Changes in management arrangements for our offshore fisheries, the extra jobs and fish this brings into the Territory on a weekly basis
- NT is the only place in the country where imported seafood is labelled – people within the Territory can make informed decision about what they eat

OYSTERS

Issues impacting the sector

- Lack of vision in the industry – lack of a strategic plan
- Poor leadership at an estuary/regional level
- Poor community engagement by farmers (taking our social license for granted)
- Lack of marketing for/by the industry and little input by growers/processors to create demand for product

- Poor contribution in terms of % of turnover by oyster industry to fund long term research into key issues such as breeding and disease
- Lack of hatchery capacity, lack of consistent hatchery spat supply or choice of supplier or consistent support by industry

Perception issues to overcome

- (NSW) Oyster farmers are seen as a cottage industry
- (NSW) Oyster farmers are seen as unprofessional
- (NSW) Oyster Farmers cannot attract new investment to re-vitalise the industry
- Water quality in NSW reflects badly on our product and our ability to increase production

Good stories to tell

- Oysters are a necessary component of a healthy estuarine environment
- Oysters are nutritionally and emotively good for the consumer and are organic
- NSW Oyster farmers undertake the world's best Shellfish Quality Assurance program (water testing – food safety)
- NSW Oyster Farmers were the first aquaculture sector to develop an Environmental Management System
- NSW Oyster farmers cannot supply demand for our product – only 11% is sent outside the state – a huge export market is untapped

PEARLS

Issues impacting the perception/reputation of the industry

- Access rights to resource and marine lease areas
- Lack of community acceptance of commercial fishing/NGOs peddling mistruths about sustainability
- Overbearing rules and regulations
- Global financial crisis has resulted in significant decline in demand for high end pearls

Perception issues to overcome

- Community does not accept evidence of sustainability in our fishery
- Lack of consumer understanding of our increasing costs for no increase in profit

Good stories to tell

- Sustainability of industry
- Importance to regional development of Kimberley
- Health and safety record of industry

PRAWNS/AQUACULTURE

Issues impacting the perception/reputation of the industry

- Regulatory and licensing hurdles for new projects, involving EPBC Act, State, Federal approvals
- Australian prawn farming industry has the toughest operating conditions in the world
- The aquaculture industry is not growing, in fact what we are seeing is the larger farms are acquiring the smaller farms and expanding that way because of these strict regulations
- Future expansion of the industry with regards to knowledge and training. Courses are being shut down in aquaculture through TAFE and universities as there is no expansion in the industry and there are no new jobs.
- Availability of brood stock
- Imported products

Perception issues to overcome

- Cheap imported products are negatively affecting consumer confidence in product and cost
- If consumers have had a bad experience with imported product they will not re-purchase
- Gov inaction on issues has kept the industry small and not taken seriously, also effects investor confidence. Rinse, repeat.

Good stories to tell

- Feeding the growing Australian population – food security will become a problem and aquacultured product is a sustainable source of seafood
- Technology has improved our production processes and therefore yields and profitability have improved as a result
- Healthy and sustainable food source for Australians. Prawns for instance are low in fat, high in omega 3, 6, 9, has a higher protein source than beef, chicken or pork
- Quality of Australian seafood (quantitative studies?)
- Sustainability of prawn farming (black tiger and banana prawns are both commercially domesticated, so farming them has no impact on wild stock)
- Health benefits of seafood (studies?)

RECREATIONAL FISHING

Issues impacting the perception/reputation of the industry

- No formal recognition – full time volunteers (fishing is a hobby not an income)
- No funding base – no secretary therefore no formal staff/communications media officer
- Welfare mentality – belief that government owes recreational fishing a better deal – therefore apathetic and have high expectations
- Emotional attachment to personal philosophies, leads to divisiveness which affects internal and external negotiations
- Increasing green/eco fundamentalism – fishers being classed as the enemy, initiatives are going unrecognized

- Lack of access to resources/water
- Lack of promotion/marketing of products e.g. Australian-caught seafood
- Misconceptions about sustainability of professional fishing

Perception issues to overcome

- Negative perceptions about fishing and fishermen
- Lack of united industry voice
- Competition for leisure time
- Misinformed people who feel government isn't interested in fishing

Good stories to tell

- Young future leaders program
- Fishing clinics – ongoing 'Pink Fly Fishing'
- Increasing stats: families that fish together stay together (communication benefits, quality time)
- Sustainability of professional fishing industry
- Adoption of new methods/technology e.g. haul nets with larger weave

INDIGENOUS FISHERIES

Issues impacting the sector

- Lack of support from other fishing sectors (recreational and commercial) in the recognition and incorporation of Aboriginal fishing rights into fisheries management processes. Lobbying by other sectors undermines initiatives by governments that support Aboriginal fishing rights.
- Lack of understanding of the nature and dimensions of Aboriginal cultural fishing by other sectors and the general public. Generates ignorance about the special place of Aboriginal fisheries thus weakening support for Aboriginal fishing rights.
- Lack of capacity for Aboriginal communities to effectively engage with fisheries management processes. Results in culturally inappropriate fisheries management approaches to management of Aboriginal cultural fishing.
- Minimal acknowledgement of existing customary laws and management regimes in contemporary management
- Welfare dependency has led to lack of work ethic and high shortage of skills in remote Indigenous communities
- Indigenous aquaculture participation
- East Arnhem fisheries network initiative and overall Indigenous fishing participation

Perception issues to overcome

- Perceptions that Aboriginal people are lazy and not interested in fishing or protecting their estates and resources. This makes it hard to get funding providers and partnerships with Industry to work together.

Good stories to tell

- The role that Aboriginal commercial fishers play in supplying some of their catch during the mullet season to their communities
- Passing on of fishing knowledge to younger generations by cultural fishers when they take their children fishing
- The re-enforcement of family and extended family networks through the distribution of cultural catch within the community
- East Arnhem Indigenous communities fishing mentor program
- NT Fisheries Aboriginal Marine Ranger Engagement Policy
- Indigenous Marine Ranger Training initiatives, Cert. 2, Numeracy and Literacy, Research and lab training
- Marine Ranger capacity building – increased role in Search & Rescue, Ghost Net removal, etc.

MEDIA TERMS AND DEFINITIONS

Human Interest Story

A piece which focuses on a human element – a life saved, a touching story, a triumph. Softer-style reporting than strictly news pieces.

Media Launch

An event held to inform media of the launch of a product/report/event – provides media with the opportunity to access all information in one place, as well as photo and interview opportunities.

Press Conference

Organisation presents themselves for media on a specific topic – often discusses topic before opening up for questions from journalists.

Angle

The way a story or idea can be used in different ways for different forms of communication or media.

Off-the-record

Discussion with a journalist which is not to be reported or quoted.

Producer

Journalist or media staff who work behind the scenes to put together stories – often they are responsible for sourcing interview talent, shooting locations and the 'leads' for stories. Term is used in reference to television and radio.

Round

The topic or area that a journalist writes about.

Talent

Used to describe a person to be interviewed for a story – “John Rogers is the ‘talent’ for our piece on Marine Parks”.

Vox Pop

A method of journalism conducted ‘on the street’ – a range of people are asked the same question on a specific topic.

Media Release

A method of communicating a story idea to journalists, usually written in the style of a newspaper article and 1 – 2 pages long.

Media Alert

A method of communicating a story idea to journalists in an extremely concise way – often used to inform media of an upcoming event.

Backgrounder

A document provided to a journalist to help inform them of the ‘back story’ behind a suggested media piece. May contain more detailed information that may have been omitted from a media release.

Chief of Staff

Head of staff for a media outlet's newsroom – first point of contact for story suggestions when no personal relationship with specific journalists exists.

Deadline

The date and time a journalist must submit story materials by. Being aware of deadlines and providing materials with ample time for them to analyse and write will help improve your relationship and uptake of story suggestions.

Door Stop Interviews

An interview with a politician or other public figure (apparently informal or spontaneous but often planned), as they enter or leave a building.

Editor

A print media outlet editorial team is often tiered, and sometimes includes roles such as executive editor or editor-in-chief. This person is generally responsible for the content of the publication. An exception is large newspapers, who usually have a separate editor for the editorials and opinion pages to separate news reporting and editorial content.

Embargo

A news embargo or press embargo is a request by a source that the information or news provided not be published until a certain date/time or certain conditions have been met.

Feature Piece/Article

A story focusing on one major theme, topic or person.

MEDIA LIST TEMPLATE

It is important to keep a living document which captures relevant details about journalists and media outlets that you regularly liaise with. As a guide, here are the details you should aim to capture and keep updated:

Name	Role	Outlet	Phone	Email	Address	Notes
Jill Example	Journalist	Port Lincoln Times	08 8673 1289	jillexample@pntimes.com	16 Broad St Port Lincoln SA	<p>Prefers phone call to email.</p> <p>Interested in fishing industry stories with a local angle.</p> <p>Will attend events but prefers to use supplied images.</p> <p>Deadlines: Tuesday 12pm and Friday 10am</p>

HOW TO WRITE A MEDIA RELEASE

SOME QUESTIONS TO ASK YOURSELF WHEN WRITING A MEDIA RELEASE:

What has happened?

Is this news i.e.

- Is it unique?
- Has this ever happened before? When? Where?
- Is it in the public interest?
- Will people be changed by this?
- Will business or the economy in SA or Australia or the world be changed by this?

Where is it about to happen or where did it happen?

Who did it happen to? Who will it happen to?

Who will be affected by this decision? How many? Ages? Gender? Ethnic background?

How will it take place?

How might your reputation be affected by this?

THE HEADLINE AND LEAD

Sometimes it is helpful to think of the headline and lead together. This gives you an excellent launch pad for the story and rest is pretty much just arranging the facts in grammatical order.

Headlines should be no longer than ten words – preferably six. Think about using:

Sayings-idioms-cliches e.g.

WALLABY RAGE AT CHEATING BOK STAR

The wheel has turned full circle as the Wallabies yesterday accused South African strongman BJ Botha of cheating in scrums.

Money-dollar amounts – figures – numbers e.g.

KING SIZE DEAL BLOWS STORM OUT OF WATER

Melbourne and NSW's Matt King has been given more than *two million* reasons to walk away from the Storm and State of origin football.

Alliteration e.g.

Murray needs mouth to mouth

Port puts pressure on pies

Antonym (opposites) e.g.

FROM SUNRISE TO SUNSET

When in doubt – leave it out

Never use descriptive words, commas, exclamations marks or anything else more than you absolutely have to. Excessive description is for school compositions only. Use only “said” – not “exclaimed”, “admonished”, “retaliated”, “shouted” or “screamed”. Think about the bits you skip when reading a newspaper or book – then leave it out.

MEDIA RELEASE TEMPLATE

[logo]

MEDIA RELEASE

For immediate release

Date

[HEADLINE] AP John buys back the farm from Fosters

The Tanunda-based **(WHERE)** John family **(WHO)** have joined with French company Tonnellerie Francois Freres **(WHO)** to purchase Australia's largest cooperage, AP John from its former major shareholder, Fosters Wine Group **(WHAT)**.

The transaction which took place in early July **(WHEN)**, means the 120 year old cooper will return to family ownership **(WHY)** after a six year period when it was a part of the multi-national wine corporate.

"We are delighted that we have been able to negotiate an agreement with Fosters **(HOW)** which sees AP John protected – as a stable, independent cooperage – for the future of the Australian wine industry," Managing Director Peter John said.

"The Fosters Wine Group had been rationalising its none-core wine activities and we were able to negotiate a mutually agreeable outcome **(HOW)** which will ensure the company remains on its current site in the Barossa **(WHERE)** and services the industry for a very long time."

AP John sold the majority share of the family cooperage to Beringer Blass in 2001 due to the industry's economic outlook and a need to plan for the future. **(WHEN)**

"After the boom of the 1990s we were facing declining barrel sales and while I wanted to remain with the company I needed the flexibility to consider a succession plan. It was never my intention to leave the family company and I also stipulated that no staff should lose their job **(WHY)**," Peter said.

"I came to the realisation that one day I wanted to return it to family ownership **(WHY)**. I don't regret the time we spent as part of Fosters. The company has an extraordinary research and development arm and we were given lots of opportunities to work closely with winemakers and chemical analysts to improve our products.

"Over the last six years we have grown our range of American and French oak barrels and oak additives substantially, to deal with the changing oak needs of wineries.

"Now we have been able to re-purchase the company, with the same long-term staff we have always had and re-focus on the future."

Peter said the re-purchase would not have been possible without the partnership he had forged with the world's largest wine cooperage, Tonnellerie Francois Freres **(HOW)**.

FOR MORE INFORMATION:

Peter John, AP John

Phone 0412 363 544

Email peter.john@apjohn.com

Facebook [facebook.com/APJohn](https://www.facebook.com/APJohn)

Twitter @peterjohn

COMMUNICATION PLAN TEMPLATE

Before conducting a communications project such as community engagement, a media campaign or a newsletter distribution, try to map out a strategic approach using the following guidelines.

1. What is your 'big picture' goal?

This can be a broader 'idea' – e.g. improve local community's understanding of x issue.

2. What are your measurable objectives?

How will you measure the success of this project? Will you record newsletter subscriptions, comments on a blog post, responses to a survey or even articles published in print and broadcast media?

3. Who is your audience?

You may not be able to define your audience by demographic, but perhaps you can add geographical parameters. You might aim to communicate with people within a certain context – e.g. travelling to and from work, or active online after 7pm. This will help you hone your messaging and tactics.

4. What do you want to say?

Develop key messages appropriate to your goals and audiences.

5. What are your tactics?

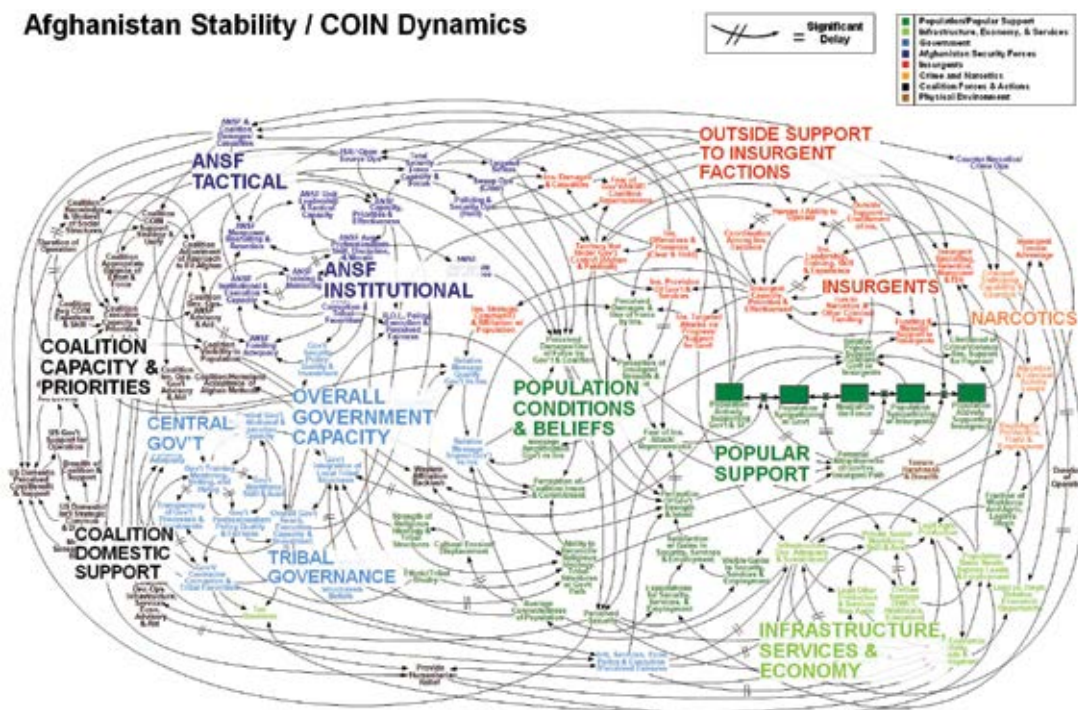
What methods of communication are best suited to your audience? Consider the value of newsletters, email campaigns, SMS campaigns, media campaigns (including media releases and press conferences), community meetings, social media, video, radio, government briefings and events – a mix will help achieve the best results.

6. Analyse your efforts

Be sure to take the time to look at the successes and failures of your communication projects – these insights will help inform your future attempts.

POWERPOINT

- PowerPoint slides are cues to help guide your presentation
- Ensure slides are legible
- Only use images that support your points
- Avoid complex graphs:



OTHER PRESENTATION TOOLS

Consider some alternatives to PowerPoint next time you are giving a presentation:

- Prezi – is a virtual whiteboard that transforms presentations from a slide-to-slide transition into a three-dimensional experience.
www.prezi.com
- SlideRocket – a customisable slide-based presentation tool. Includes the option to add real-time data and access professionally designed presentation templates.
www.sliderocket.com

Some benefits of using an online-based tool such as Prezi or SlideRocket include:

- Team collaboration – multiple users can edit at once
- Import function – you can import existing Powerpoint slides to give your presentation a refresh
- Access anywhere – log in and access your presentation anywhere, anytime
- Share – create a custom link to share your presentation via email

SOCIAL MEDIA MONITORING

Why should I bother with social media?

Far from being the preserve of teenagers or technology early-adopters, social media has cemented itself as an ingrained element of the overarching media landscape – its integration into traditional media platforms such as television and newspapers reflects this.

At a conservative estimate, Australians of all ages and demographics spend an average of 18 hours a week online – that's more than 30 percent of their total media time. Social media has irrevocably changed the way Australians consume information.

Living in a 24 hour news cycle means that people no longer wait for the morning paper or evening news broadcast to provide them with up to date information on what's happening around the world – they're turning to social media to get their news instantly.

As well as unprecedented access to information, social media is providing many people with a public 'voice', creating a new generation of citizen journalists. There are now opportunities to voice opinions and engage in discussions on topical issues that simply didn't exist ten years ago.

The ease and speed with which interactions on social media take place mean that issues can gain traction very quickly. One fisheries-related example of this recently was the fallout over an expose on Paspaley Pearls operations following the death of an employee – the brand was lambasted over the conduct portrayed on an ABC documentary, and slammed further after their Facebook page manager mismanaged criticism online. As a result, the backlash caught the attention of traditional media, extending the reach of the negative story even further.

Social media monitoring provides you with the opportunity to gain insight into community opinions, stay abreast of industry issues, strengthen relationships with journalists and explore opportunities for engaging with a potentially unexplored audience.

How to start?

- Twitter – head to twitter.com/search (you don't need an account) and type in some search terms, such as your business name or industry keywords, to see what people are tweeting in relation to those words. More advanced users may look at using a dashboard tool such as Hootsuite, which allows you to set up Twitter monitoring columns.
- Facebook – use the search bar (again to find mentions of your business, or other industry terms) at the top of the page. If you know of any fishing industry related Facebook pages, read through their posts, see who is commenting and check which other pages that community is linking to.
- Google Alerts – while not exclusively for social media, Google Alerts will allow you to receive an email notification whenever your selected keywords are mentioned online. To get proper results, it is crucial that you are specific and not relying on generic words such as 'fishing'.

What to monitor? How often?

Monitoring terms should be a work in progress (make sure you update them to reflect seasonal changes, staffing changes or to tie in with other marketing activities) but could include:

- Business/organisation name
- CEO name
- Industry/sector spokespeople's names
- Competitors
- Product names

If you are running a Facebook page, make sure you are getting the most out of your Facebook Insights. Evaluate and analyse the information on demographics, media consumption and engagement rates and ensure these are taken into consideration when communicating. Keep tabs on:

- *Users*: monthly active users, daily new “likes,” total “likes,” new “likes/unlikes,” “like” sources, demographics, page views, tab views, external referrers, media consumption
- *Interactions*: daily post views, daily post feedback, daily story feedback, most recent posts, daily page activity

If you're an admin on Facebook, update your primary email address to one that is checked often. Notifications of people posting on your business page, new fans and other page related issues will be sent to this email. This is a low maintenance way of ensuring your page is kept spam-free, and client complaints/feedback/questions are attended in a speedy fashion.

Due to the fast-moving nature of digital communications, you should aim to check on your established monitoring routine at least daily. This will minimize the risk of being caught off-guard.

Fishing industry online

Some places to start may include:

- ABC Rural and Country Hour – both have Facebook and Twitter communities
- Australian Seafood CRC on Facebook
- Sydney Fish Markets on Facebook and Twitter
- Tassal Tasmanian Salmon
- Fish Habitat Network on Facebook
- Fishing publications such as Modern Fishing and Fishing World on Facebook and Twitter
- Marine Stewardship Council on Facebook
- Queensland Prawns on Facebook
- Austral Fisheries on Facebook
- Local organisations, such as NT Seafood Council or WAFIC on Facebook

Once you find relevant Facebook pages or Twitter accounts, check who they are following and interacting with to help build your understanding of the space.



FRDC

FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

FRDC SEAFOOD INDUSTRY COMMUNICATION TRAINING

Brought to you by

FULLER

Introduction

Why are we here?

- Market research has revealed that both public and industry perceptions of the Australian seafood sector are poor.
- FRDC has developed a strategy to promote the science and best practice of the industry is needed to ensure a long term sustainable fishing industry.
- The FRDC has initiated media and communication training for fishing industry leaders so that they are better able to manage popular opinion in Australia.

Introduction

What would you like to get out of today?

Media

Media

Your media experience?



Media

What is media?

Print

Newspapers

Newsletters

Journals

Magazines

Electronic

Radio

Television

Online



Communication

Communication

What is communication?



- Clear messaging – foundation
- Different formats – events, media, social media, publications, newsletters, community meetings, government briefings, website
- Know your audience – local community, government, media (various types), peers, consumers, opponents (eg NGOs)

Communication

Why communicate?

- Be understood
- Tell your story
- Your power comes from being an information provider
- Address misinformation
- Change perceptions
- Have the truth on record



what's
your
story?

Communication

1. What are you trying to achieve?
2. Formulate a plan – what steps will you need to take?
3. Who are you communicating with?
4. What do you want to say to them?
5. What is your method of communication? Newsletter, website, community meeting, the media, SMS campaign, social media, event, government briefing?
6. Analysis – what worked? What will you change next time?

Messaging

Messaging

Key messages are essential tools.

What do you want your audience to remember?

Key messages should assert your viewpoint concisely.



Messaging

Tips for developing key messages:

- Brief – no more than 20 words, 10-15 seconds to say
- Concise – avoid jargon and acronyms
- Active – use verbs

Messaging

Tips for developing key messages:

- Positive – talk about what you can do, not what you can't
- Specific – address a particular challenge and audience – consider the who, what, where, why and when

Messaging

PRACTICAL: As a group, walk through the preparation of key messages based on a topical scenario.





Media

PRACTICAL: Listen to a live radio news bulletin.



MORNING TEA

Interview Preparation

Interview Preparation



How to prepare?

- Research media outlet – is it a radio station, television program or print publication?
- Confirm who will conduct the interview. Research the journalist – have they written on this subject before? What is their ‘style’ eg inflammatory questions?
- Who is the story about? What is the angle?

Interview Preparation

How to prepare?

Confirm the details:

- Date
- Time
- Location
- Method – will you be interviewed in person, over the phone or via email? Will the interview be recorded? Or live on air?
- Who is the principal audience?



Interview Preparation

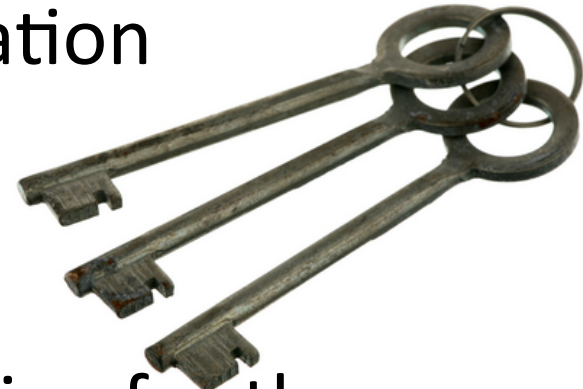


How to prepare?

- Know the answers to the questions you don't want to be asked
- Who else is the journalist speaking to?
- When will the piece be published or broadcast?

Interview Preparation

Message preparation



- Confirm appropriate messaging for the interview – aim for three key messages
- Think about examples that support your messaging – provide evidence in the form of statistics and facts

Message preparation

- Re-word messaging in several different versions – ensure you can reiterate your point without verbatim repetition
- Ensure there is a short ‘grab’ – a succinct point conveying your message that is appropriate for use on various forms of media.

Interview Preparation

Message preparation

Is your message right for the medium and the story angle?



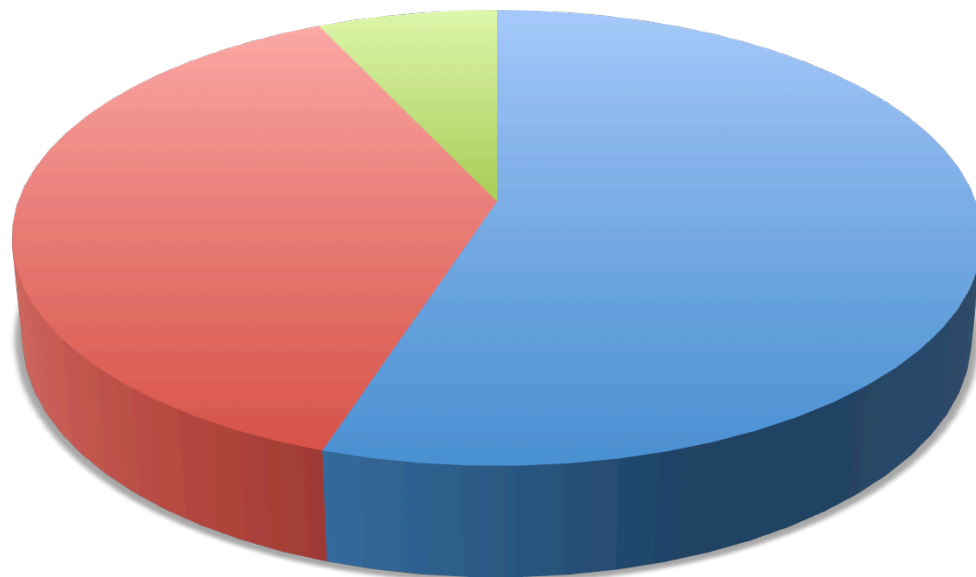
Messaging

Group workshop messaging – Fisheries Stocks
Status Report



Interview Preparation

“The message is much more than words”



- Visual - how you look and what you do 55%
- Auditory - how you sound 38%
- Content - what you say 7%

Professor Albert Mehrabian, UCLA
“Silent Messages” 1981

Based on research derived from experiments dealing with communications of feelings and attitudes (i.e., like-dislike). Unless a communicator is talking about their feelings or attitudes, these equations are not applicable.

Body language

- Look directly at the person asking the questions, focus on his or her eyes
- Be an active listener
- Feel and project confidence

Interview Preparation

Body language

- Be relaxed and natural
- Avoid fidgeting
- Take normal breaths
- Avoid 'negative' body language such as crossed arms



Interview Preparation

Preparing for a 'visual medium'

1. Dress appropriately:

- Men – wear dark suit, suitable shirt and tie
- Men – request makeup for TV
- Men – keep facial hair trimmed
- Refer to journalist for advice



Interview Preparation



Preparing for a 'visual medium'

1. Dress appropriately:

- Women – wear well-structure garments and simple accessories
- Women – have well groomed hair
- Women – wear studio make up

Interview Preparation

Preparing for a 'visual medium'

2. Do not:



- Wear all white or cream coloured fabric
- Wear shiny material
- Wear leather

Preparing for a 'visual medium'

2. Do not:

- Wear short ankle length socks
- Wear thin stripes, busy, heavily patterned or checked fabric
- Wear revealing clothing
- Wear/promote your company branding if representing another organisation

Interview Skills

Interview Skills

What if my mind goes blank?

- Don't panic – the interviewer won't let you drown
- Take a few seconds to re-focus
- Employ phrases such as “it's an interesting point you've raised” and “that's a good question”



Interview Skills

What if my mind goes blank?

- Restate your key messages – use bridging technique
- Suggest the interview repeats the question
- Take a break

Responding to 'difficult' questions

- Prepare in advance – think about your 'red button' issues and how you would respond
- Maintain composure
- **Divert** the question
- **Delay** the question





Responding to 'difficult' questions

Never:

- Attempt to cover the camera lens
- Yell “cut”
- Lie
- Physically attack the crew or reporter
- Assume the microphone or cameras are off

Define Your Message
In Your Language

Bridging

- 1) Acknowledge or answer question – but keep it short
- 2) Bridge – use your bridging phrase
- 3) Control – use your key message

Bridging

- “Yes, *the answer*, and in addition to that *your key message*”
- “I don’t know, but what I do know is your *key message*”
- “That’s the way it used to be, but here’s what we are doing now *your key message*”

Bridging

- “You may have heard that...but the real issue here is...*your key message*”
- “Let’s put this in perspective – what really matters here is *your key message*”

Interview Skills

Avoid negative messaging

- Avoid negative language such as ‘no’, ‘can’t’, ‘won’t’
- Avoid shifting blame
- Don’t be defensive
- Don’t lie or exaggerate



Message repetition

- Re-work your key messages with variations on wording
- Know your messages inside out to ensure reiteration without verbatim repetition







LUNCH

Messaging

PRACTICAL: Using the key messaging from the Fisheries Stocks Status report, prepare for a radio and television interview



AFTERNOON TEA

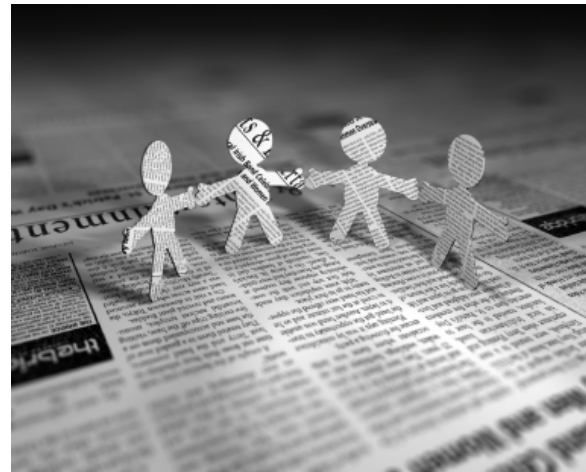
Working with the Media

Media Relationships

- Read/watch/listen to media relevant to your local area and sector, including blogs
- Make note of journalists producing stories that are related to your sector
- Build a media list – keep track of relevant media outlets/journalists, their contact details and deadlines

Media relationships

- Email journalists and introduce yourself as a spokesperson on relevant topics – this will put you on their radar



Media relationships

- Use social media to find and follow journalists and opinion influencers – ‘retweet’ their story links, ‘like’ their publications on Facebook and comment on their online articles or blog posts

Media relationships

- Be sure to provide value when you speak with them – don't waste their time
- Be responsive and helpful – this will mean they are likely to approach you again
- Consider offering 'exclusive' stories to bolster relationships
- Personalize communication with journalists

Working with the Media

Why is a story reported?

- What is the story?
- Where is the story happening?
- Timeliness
- How strong is the talent?
- The newsroom 'pack mentality'



Finding the angle

- Tailor the angle for the publication – impact on their audience?
- Release of statistics or data
- Launch of a new service
- Completion of a major project

Writing a media release

- Convey your story simply and concisely
- Focus on one idea
- Catchy headline – alliteration, onomatopoeia, controversy
- Lead paragraph to convey essence of story

Writing a media release

- One page – one and a half max
- Include contact details – email, mobile phone, website
- Include links to social media profiles
- Incorporate quotes

Working with the Media

Pitching to media



- Know your target – are you pitching to the Chief of Staff in a newsroom, or a niche reporter?
- Understand the deadlines for that publication
- Prepare additional resources – do you have images or talent available?

Pitching to media

- Think about the audience for the media outlet and use that to inform how you ‘sell’ the story
- Understand the news value – is it time-sensitive?
- Have you thought through how the material you’re offering will be reported?

Outsourcing

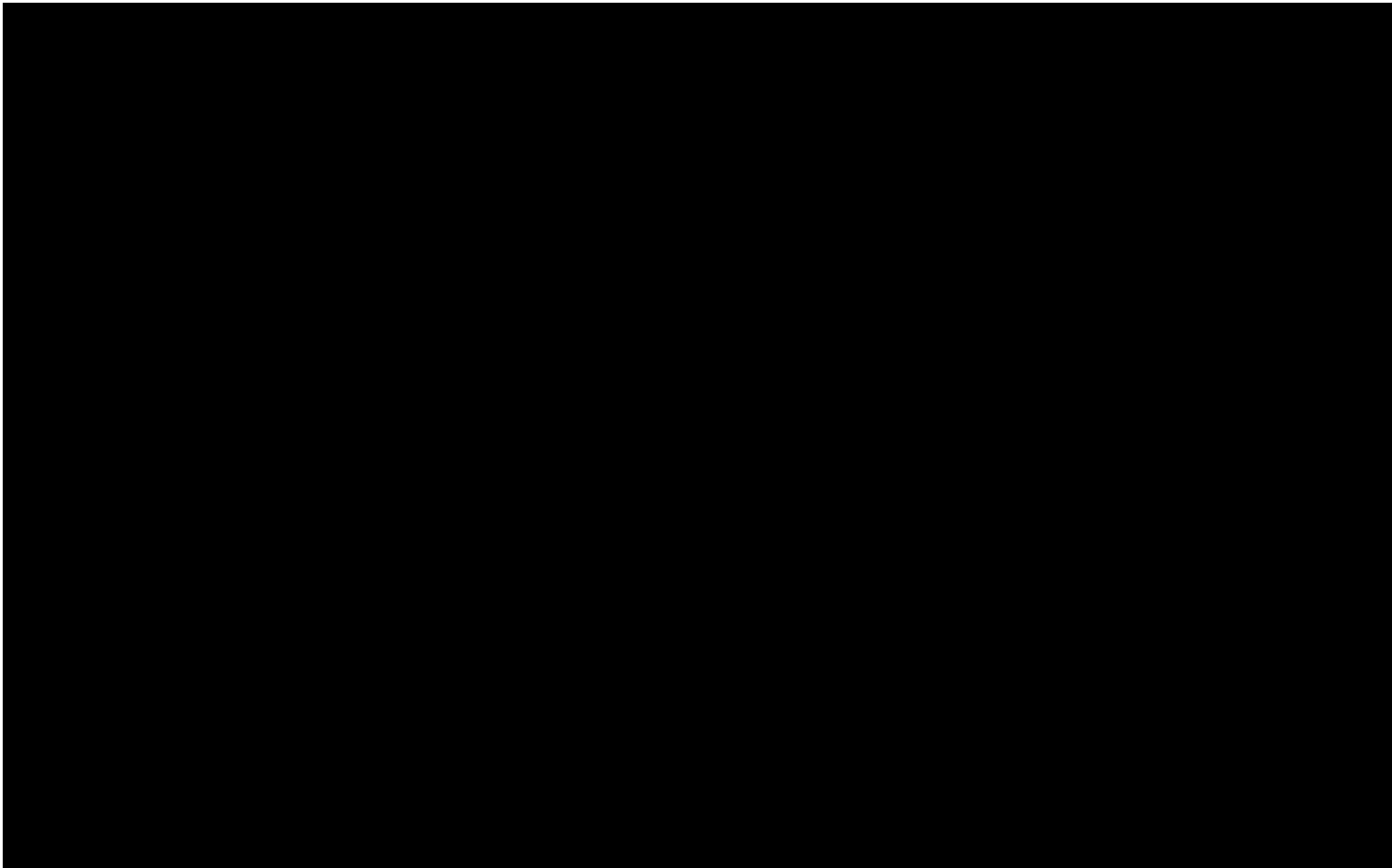
Media relations can sometimes require a specific skill set – consider the options for outsourcing to a PR agency.

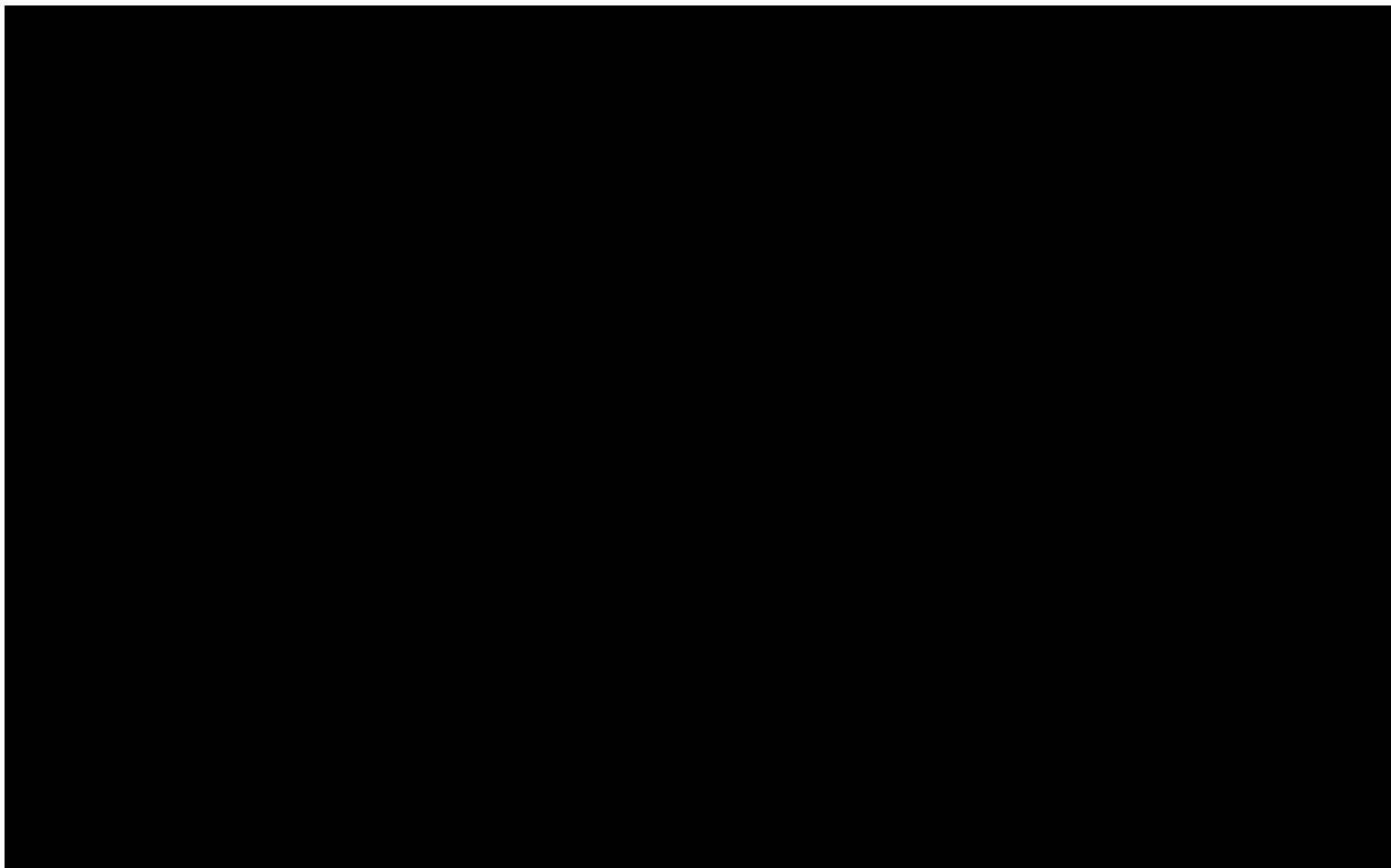
Powerful Presentations

Presentation Skills



Start with the end in mind



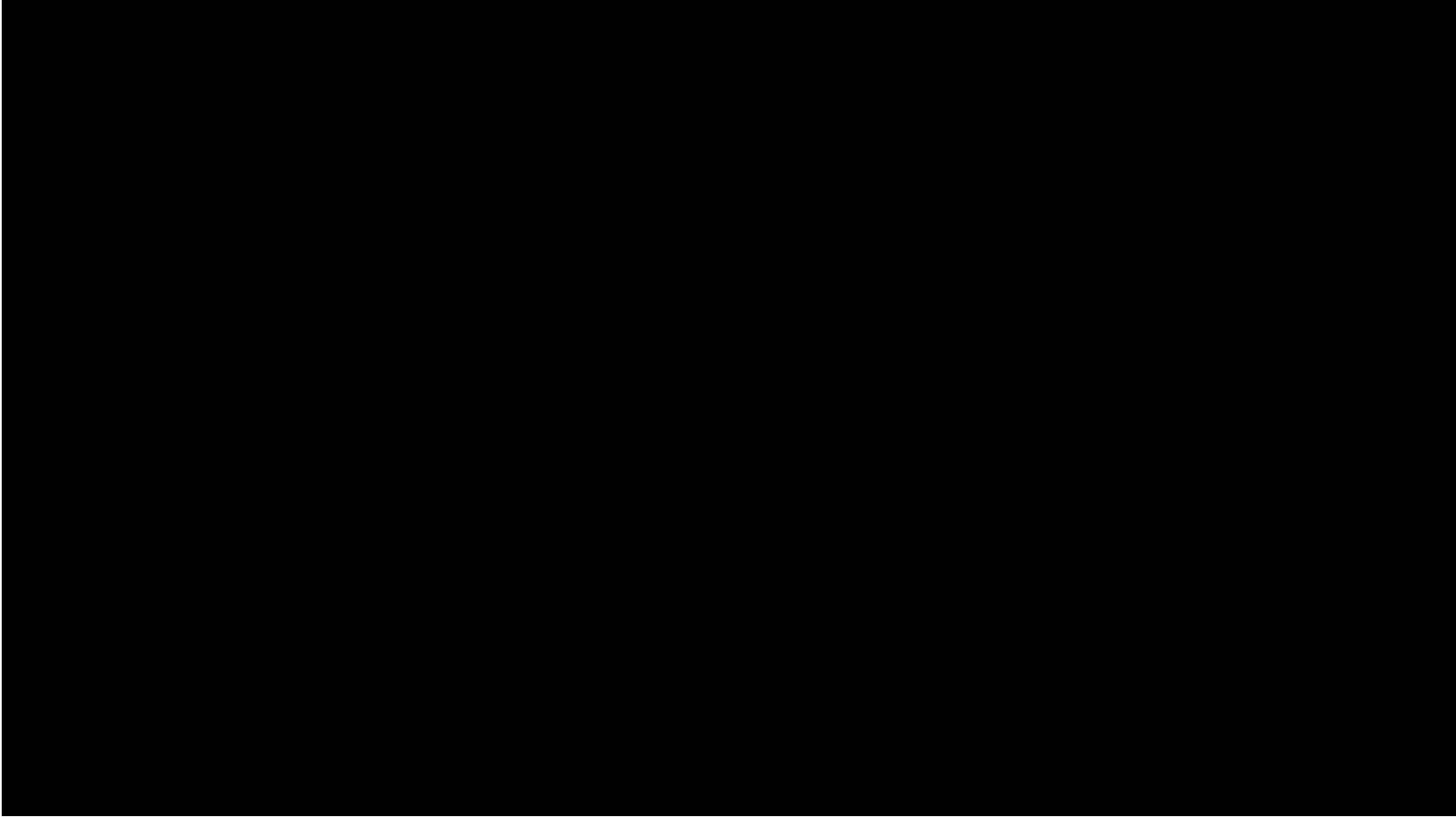


Presentation Skills



Who is your audience?





Presentation Skills



Give something of yourself



Presentation Skills



- Tell them what you're going to tell them
- Tell them
- Tell them what you have told them

Close and Review

Review

1. Areas to recap?
2. Outcomes achieved?
3. Questions?
4. Survey

NSW - Attendee List

Tier	Name	Title	Organisation	Email	Phone	Mobile	State	Industry Sec	Address	Suburb	Postcode
Ambassador	Melanie Young	Director	Rec Fishing Tour Guide	youngqunfishing@gmail.com			NSW	Recreational			
Ambassador	Michelle Christoe	Executive Officer	SSA	eo@seafoodservices.com.au	0413 200 404		NSW	Research and Extension			
Ambassador	Greg Carton	Owner	Broadwater Oysters	broadwateroysters@bigpond	0414 524 064		NSW	Oysters	P.O. Box 143		2549
Ambassador	Andrew Tobin	Senior Research Fellow	James Cook University	andrew.tobin@jcu.edu.au	07 4781 5113	0429 744 499	QLD	Researcher			
Ambassador	Michael Wooden	Extension Officer	SeaNet NSW	michael@oceanwatch.org.au	0422 618 248		NSW	Extension	Locked Bag 24	Pymont	2011
Ambassador	Bradley Milic	Senior Fisheries Manager	AFMA	Brad.milic@afma.gov.au	0400 217 474		ACT	Government			
Ambassador	Shane Geary		Coffs Harbour Coop	shane@coffsfishcoop.com.au	0409 715347		NSW	Processing	69 Marina Drive	Coffs Harbour,	2450
Mentor	Doug Ferrell	Manager - Resource Management	NSW Department of Primary Industries	doug.ferrell@dpi.nsw.gov.au	02 6391 3100		NSW	Government	Locked Bag 2	Orange	2800
Ambassador	Danny Chapman	Chair	NSW Aboriginal Fishing Advisory Council	Danny.Chapman@nsw.gov.au	02 8437 4956		NSW	Indigenous	AFAC EOI, C/-NS	Wollstonecraft	2065
Ambassador	Work Experience Students		Rec Fishing Tour Guide	youngqunfishing@gmail.com			NSW	Recreational			
Ambassador	Work Experience Students		Rec Fishing Tour Guide	youngqunfishing@gmail.com			NSW	Recreational			

TOTAL 11

VIC - Attendee List

Tier	Name	Title	Organisation	Email	Phone	Mobile	State	Industry Sec	Address	Suburb	Postcode	
Ambassador	Odette Lennane		TSIC director	Odette@rbo.com.au		0417 151 063	TAS	Oysters				
Mentor	Pheroze Jungalwalla	Chair	National Aquaculture Council	Pherozej@gmail.com		0419 898 852	TAS	Aquaculture &c/NAC Secretariat	PO Box 878 Sandy Bay, TAS 7006			
Ambassador	Ashley Oliver	Communications Manager	Seafood Industry Victoria	ashleyo@siv.com.au		0488 198 999	VIC	484 William Street, West Melbourne VIC 3003				
Ambassador	Hannah Arcaro	Extension Officer	SeaNet VIC	hannah@oceanwatch.org.au		0421 415 973	NSW	Extension Locked Bag 24	Pyrmont		2014	
Ambassador	Simon Boag	CEO	SETFIA (South East Trawl Fishing Industry Association)	simonboag@setfia.org.au		0428 141 591	VIC	National representation				
Ambassador	Barbara Konstas	Chief Executive Officer	Melbourne Seafood Centre	b.konstas@melbourneseafood.com.au		0439 944 999	VIC	Seafood Wholesaler	133 ensington Road, West Melbourne VIC, 3003			
Mentor	Russell Conway	Chair	Recfish Australia	russell.conway@justice.vic.gov.au		0419 320 843	VIC	Recreational	PO Box 34,	North Beach,	6920	
Mentor	Stuart Richie	Board member	FRDC	s.richey@bigpond.net.au		0408 142 337	ACT	National representation	25 Geils Court	Deakin	2600	Postal Locked
Ambassador	Adam Main	Executive Officer	Tasmanian Salmon Growers	adam.main@tsalmon.com.au	03 6214 0550	0459 065 595	TAS	Salmon	PO Box 321	SANDY BAY	7006	
	Matt Flood	ABARES		matthew.flood@daff.gov.au								
Ambassador	David Whyte	Planning Manager	Huon Aquaculture Group	dwhyte@huon.com.au	03 6295 8103	0438 590 570	TAS	Salmon	PO Box 1, Dover, TAS 7117			

TOTAL 11

SA - Attendee List

Tier	Name	Title	Organisation	Email	Phone	Mobile	State	Industry Sector	Address	Suburb	Postcode
Ambassador	Claire Webber	Researcher	Australian Southern Bluefin Tuna Industry Association	claire_webber@bigpond.com	0488 900 384		SA	Bluefin Tuna	6 South Qy		
Mentor	Jonas Woolford	Chair	Wildcatch Fisheries South Australia	jbw21@internode.on.net	0419 280 577		SA	Representational			
Mentor	Craig Foster	Chief Executive Officer	Stehr Group	craig.foster@c	08 8621 2900		SA	Bluefin Tuna	PO Box 159, 7 North Quay Boulevard		
Ambassador	Andrew Dyer		Kinkawooka Mussels	andyer@bigpc	08 8682 3065	0428 837 275	SA	Mussels	SA Mussel Growers Association, 16 Gawler T		
Ambassador	Craig Hughes	Tuna Farm/Operations Manager	Blaslov Fishing	craig@blaslovi	08 8683 1380		SA	Bluefin Tuna	35 North Quay Boulevard Postal PO Box 84		
Ambassador	Jason Wilson	Member	NSW Aboriginal Fishing Advisory Council	jason.wilson@	02 6882 1349	0427 926 295	NSW	Indigenous	AFAC EOI, C/- Wollstonecraft		
Ambassador	Tobin Woolford		Abalone SA	thwoolford@bigpond.com			SA	Abalone			
Ambassador	Jed Routledge	Manager	Natural Oysters	jedd@naturaloysters.com.au	0428 844 487		SA	Oysters			
Ambassador	Biagio Spinella	Owner	Austop Fisheries Pty Ltd	austop.fish@bigpond.com	0407 452 808		NT	Northern Territory			
Ambassador	Emily Rowe	Director	Crayfresh	emily.rowe@hotmail.com	0413 960 040		SA	Tuna , Tourism			
Ambassador	Kirsten Rough	Research Scientist	Australian Southern Bluefin Tuna Industry Association	kirstenrough@	Phone: (08) 8	mobile: 0429	SA	Tuna	Office	Port Lincoln	5606

TOTAL 11

QLD - Attendee List

Tier	Name	Title	Organisation	Email	Phone	Mobile	State	Industry Sec	Address	Suburb	Postcode	
Ambassador	Clare Brooker	Coordinator	Marine Adaptation Network	Clare.Brooker@	03 6226 2134		TAS	Government	IMAS – Sandy B	Hobart	7001	
Ambassador	Chris Calogeras	Executive Officer	Australian Barramundi Farmers Association	calogeras@iinet.net.au		0401 692 601	QLD	Barramundi	PO Box 26	Cooroy	4563	
Ambassador	Matt Barwick	Researchers	FRDC									
Ambassador	Karen Collard	Commercial Fisher and Director	Queensland seafood Industry Association	tkcollard@bigpond	07 3262 6855		QLD	Representational				
Ambassador	Dave Kreutz		SeaNet Southern QLD	david@oceanwatch.org.au			NSW	Extension	Locked Bag 25	Pyrmont	2013	
Ambassador	Helen Jenkins	Executive Officer	Australia Prawn Farmers Association	helen.jenkins@apfa.com.au		0417 006 639	QLD	Prawns	Australian Pra	Clayfield	4011	
Mentor	Rob Fish	Chairman	Northern Territory Seafood Council	Robert.Carne@	08 8981 5194		NT	Northern Territ	Fishermans Wh	Darwin	800	
Ambassador	Peter Manning	Professional Fisher	Vice Chairman, NTSC	petermanning3	08 8981 5194		NT	Northern Territory				
Ambassador	Donna English	Promotion and Marketing Officer	Northern Territory Seafood Council	ntsc@ntsc.com	08 8981 5194		NT	Northern Territory				
Ambassador	Marty Phillips	President	Australian Barramundi Farmers Association	marlinka@bigpond.com		0408 835 447	QLD	Barramundi	PO Box 26,	Cooroy	4563	
Ambassador	Lyn Lambeth	Northern Territory SeaNet Extension Officer	OceanWatch Australia	lyn@oceanwat	08 8981 5195	0421 054 274	NT	Environmental	PO Box 618	Darwin	801	
Ambassador	Will Bowman Martin Bowerman	Hatchery Manager	Tasmanian Seafoods P/L			408135795		Northern Territ	Seafoods, PO	Winnellie	820	Currently chair of

TOTAL 13

WA - Attendee List

Tier	Name	Title	Organisation	Email	Phone	Mobile	State	Industry Sec	Address	Suburb	Postcode
Mentor	David Carter	CEO	Austral Fisheries	dcarter@austr	08 9202 2444		WA	National repre	PO Box 42	Mt Hawthorn	6915
Ambassador	Jenny Shaw	Western Region Extension Officer	Western Australia Marine Science Institution	jenny.shaw@w	08 6488 4571			Extension			
Mentor	John Harrison	Chief Executive Officer	Western Rocklobster Council	johnh@wrlc.c	08 9432 7721	0409 581 742	WA	Western Rockl	PO Box 1605	Fremantle WA	6959
Ambassador	Neil MacGuffie	Extension Officer	WAFIC	neil@wafic.org	08 9432 7777		WA	Extension	Level 1	56 Marine Ter	6160
Mentor	Andrew Rowland	CEO	Recfishwest	Andrew@recfi	08 9246 3366		WA	Recreational	Suite F2, 45	Hillarys	6025
Ambassador	Dan Machin	Executive Officer	Aquaculture Council WA	acwadan@aqu	08 9432 7711	0438 964 303	WA	Aquaculture &	PO Box 1605,	Fremantle WA	6959
Ambassador	Jay Shoesmith	Extension Officer	SeaNet WA	jay@oceanwatch.org.au		0401 838 436	NSW	Extension	Locked Bag 24	Pyrmont	2010
Mentor	Martin Exel	Chair, Commonwealth fisheries ass.	Austral Fisheries	mexel@austral	08 9217 0100		WA	National repres	PO Box 42	Mt Hawthorn	6915
Ambassador	Mark Tucek	CEO	WAFIC	neil@wafic.org	08 9432 7777		WA	Extension	Level 1	56 Marine Ter	6160

TOTAL 10

FRDC COMMUNICATION WORKSHOP SURVEY

Name:
Session Attended:

Please provide us with feedback on today's training session by rating the outcomes below.

Outcomes	Scale				
	Not At All	Somewhat	Fairly	Greatly	Extremely
Based on today's session, how much has your confidence in establishing ongoing relationships with media representatives improved?	1	2	3	4	5
To what degree would you say your ability to identify and convey positive stories has improved?	1	2	3	4	5
Has your understanding of how to positively position the fisheries industry grown?	1	2	3	4	5
To what degree do you feel your understanding of professional communication has improved?	1	2	3	4	5
Do you feel today's session equipped you with basic media release writing skills?	1	2	3	4	5
Did today's session improve your media interview skills?	1	2	3	4	5
Has this training advanced your public presentation knowledge?	1	2	3	4	5
Has today's session improved your ability to identify and generate key messages for communication purposes?	1	2	3	4	5
Would you be interested in participating in an ongoing Mentor/Ambassador program which would provide a forum for discussion on media and communications issues faced by the industry?	1	2	3	4	5
Would you be interested in extension materials for this course? Which format would be most appropriate? Eg video:	1	2	3	4	5
How likely would you be to participate in future or regular media and communications training for the fisheries industry?	1	2	3	4	5

Thank you for your feedback!

Survey Results	Stongly agree	Agree	Neither agree nor disagree	Disagree	Disagree strongly	No. of responses
1. My understanding of professional communication has improved	28 58%	20 42%	0	0	0	48
2. I understand how to develop key messages about an issue/topic	22 46%	25 52%	1 2%	0	0	48
3. I have more confidence in conducting media interviews	18 38%	27 56%	3 6%	0	0	48
4. I understand how to prepare for a media interview	21 44%	25 52%	2 4%	0	0	48
5. I understand how to prepare a media release	16 33%	26 54%	6 13%	0	0	48
6. I understand how to approach the media about a potential story	15 31%	28 58%	5 10%	0	0	48
7. I understand how to deliver an effective public presentation	16 35%	22 48%	5 11%	1 2%	2 4%	46 (two respondents declined to answer)
8. The size of the training group was effective	29 60%	19 40%	0	0	0	48
9. The training content was relevant	31 65%	16 33%	1 2%	0	0	48
10. The training workbook is helpful	25 52%	19 40%	4 8%	0	0	48
11. It was valuable to have a mix of sectors in the group	21 44%	17 35%	10 21%	0	0	48
12. It was valuable to have a mix of experienced and less experienced communicators in the group	20 42%	16 33%	12 25%	0	0	48
13. I would like to continue to meet with an ambassador and mentor group relevant to my sector about industry communication	20 43%	17 37%	9 20%	0	0	46 (two respondents declined to answer)
14. The trainers were knowledgeable about the topic	45 94%	3 6%	0	0	0	48
15. The trainer presentation style was effective	40 83%	8 17%	0	0	0	48
16. Trainers involved participants in hands-on learning activities	37 77%	11 23%	0	0	0	48
17. The training program met my expectations	30 63%	16 33%	1 2%	1 2%	0	48
18. I would like to see this training program be continued annually	25 52%	19 40%	4 8%	0	0	48



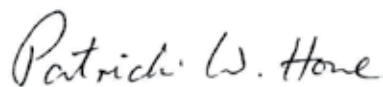
FRDC

**FISHERIES RESEARCH &
DEVELOPMENT CORPORATION**

This is to certify that

David Carter

Successfully completed
Strategic Communication Training
for the Seafood Industry in 2012



Dr Patrick Hone
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LIGHTS, CAMERA, ACTION: THE SEAFOOD INDUSTRY MEETS THE MEDIA

A new training program gives fishing industry leaders the confidence and key messages to promote a more positive image of the Australian industry

For most of the past decade the Australian fishing industry has battled against an unseen enemy – and it hasn't been something lurking in the depths of the ocean.

According to FRDC communications manager Peter Horvat, consumer research in 2011 showed that the industry had an image problem that had the potential to threaten its future.

"We refer to it as the seafood paradox," Peter Horvat says. "While there is a general perception that we need to consume more healthy forms of protein, such as fish, there has never been greater pressure to limit the amount of wild fish we catch.

"It was clear that we had some work to do in improving the way we communicated with key stakeholders and the general public, to address the perception that our national fishing industry was no longer sustainable."

The FRDC committed to a strategy that would better promote the science and best practice that underpins the industry. One key tactic was to run a media and communication training program for fishing

industry leaders, to enable them to better manage popular opinion.

"As well as confirming that we needed to work more proactively on community perceptions of the seafood industry, the FRDC also saw the benefit of improved communications to extend the awareness of our investments in research," Peter Horvat says.

The right partner

The FRDC employed FULLER, a communications agency, to deliver media training to industry people. "This was a landmark project and the first time that media training was to be conducted for the whole industry, including fishers, government and researchers," Peter Horvat says.

The agency consulted with members of the industry and the media to better understand the day-to-day issues the industry was facing. This showed that the industry lacked a united voice, which led to unclear and inconsistent messaging.

"We found that because of the number of different spokespeople and the wide range

of local issues, media relations had been reactive and ad hoc," FULLER managing director Peter Fuller says.

"This had led to a poor public understanding of the health benefits of seafood as well as the value of the industry to regional communities and the national economy."

From this research FULLER developed a communication strategy that identified different messages and tactics to communicate with a range of audiences: researchers, government, seafood sector organisations, the media and the general public.

Through industry consultation, FULLER and the FRDC selected a broad range of potential training attendees, inviting researchers, scientists, fishers and executives – all with varying degrees of media experience – to participate in a national series of training workshops.

"By bringing together various groups, we were able to help build an understanding between diverse players in the industry and achieve a more united voice," Peter Horvat says.

By Jessie Morris

FRDC Research Code: 2011/409

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ILLUSTRATION: PAUL DICKENSON





These included developing key messages, preparing for and participating in radio, TV and press interviews, building relationships with media, telling positive stories, honing public presentation skills and understanding new trends such as social media.

Practical application of these skills in mock television interviews – complete with lights, camera and probing questions – put program participants to the test and provided an insight into the pressures of a media interview scenario. This experience was described by many participants as one of the most valuable aspects of the training.

“Being prepared with simple key messages and having the skills to handle difficult questions is the key to avoid being defensive with media,” Peter Horvat says. “The feedback from course participants showed that they felt much more empowered to effectively deliver their message and tell positive industry stories following the training.”

On camera

After the training, Shane Geary, the seafood operations manager at Coffs Harbour Fisherman’s Co-op, was interviewed by ABC Radio and local television about the *Status of key Australian fish stocks reports*. Shane delivered his key messages successfully and the interviews were widely broadcast.

“Completing the FRDC communication training gave me additional confidence in reaching out to media with a story idea,” Shane Geary says.

“It gave me the knowledge of how to prepare well for the interviews so that I was able to stay on message and avoid panicking when facing ‘difficult’ questions.”

The FRDC Seafood Industry Communication Training Program was delivered to 50 industry representatives from across Australia, with 100 per cent agreeing that their understanding of professional communication had improved as a result.

Participant feedback reflected that 95 per cent felt more confident in dealing with the media and preparing for and managing an interview with a media representative.

“We were pleased with the industry’s response to the training, with 98 per cent of attendees indicating that the sessions met their expectations and 99 per cent describing the trainers as knowledgeable and the training content relevant,” Peter Horvat says.

The next phase of the project includes an extension program, with plans to extend resources to other industry members where possible. Peter Horvat says the value of the program is being evaluated, although fishers in Tasmania are keen to see a session run in their state. **F**

WHAT THE TRAINEES SAID

“I would recommend that the FRDC continues to invest in this area as there are many people within our industry who will benefit from this real-life experience.” John Harrison, Chief Executive Officer, Western Rock Lobster Council Inc.

“It was an excellent day all round, a very good use of FRDC funds.” Jedd Routledge, Natural Oysters

“Thanks to you and the FRDC for the opportunity to take part in the media training workshop. I learnt a lot (Ian and Ron were excellent) and will strive to enter this space a lot more than I currently do.” Andrew Tobin, Senior Research Fellow, James Cook University

“I gained a great deal from the workshop, have a renewed appreciation for the

benefits of professional media and PR experts, and additional skills to use in my day-to-day involvement with media, PR and general communications. Thanks again to FRDC for sponsoring the event, and supporting the seafood industry in such a progressive manner.” Martin Exel, Chair, Commonwealth Fisheries Association

“It was one of the best days out of the office I can recall for a long time. The guys oozed experience and expertise and shared a mountain of information that I am still processing. If this opportunity was to be in Perth again I would definitely have a couple extra of our team attend.” David Carter, Austral Fisheries

“Very informative, and I now feel prepared for the expectations of a media interview.” Ashley Oliver, Communications Manager, Seafood Industry Victoria

A mix of industry leaders with varying media experience encouraged the industry to share its knowledge and help one another with ideas and techniques. A timely bonus was the release of the FRDC’s *Status of key Australian fish stocks reports* on the eve of the workshops in November 2012. This provided the trainers with a unique opportunity to base the media training program on a real-life scenario.

“Working with a topic that was actually breaking in the media was very valuable for participants. It also helped the FRDC refine its own messaging about this initiative,” Peter Horvat says.

Practical advice

The one-day training sessions were held in New South Wales, Queensland, Victoria, South Australia and Western Australia. There was exceptional uptake, with every session at full capacity. Training facilitators Ian Doyle (a former ABC Radio and TV presenter) and Ron Kandelaars (a Channel Nine News journalist) shared more than 30 years of media experience with participants, covering a broad range of communications topics.

Media liaison – preparing for an interview

How to prepare?

- Research media outlet – is it a radio station, television program or print publication?
- Confirm who will conduct the interview. Research the journalist – have they written on this subject before? What is their 'style' eg inflammatory questions?
- Who is the story about? What is the angle?

Confirm the details:

- Date
- Time
- Location
- Method – will you be interviewed in person, over the phone or via email? Will the interview be recorded? Or live on air?
- Who is the principal audience?

On the day:

- Know the answers to the questions you don't want to be asked
- Who else is the journalist speaking to?
- When will the piece be published or broadcast?

Message preparation

- Confirm appropriate messaging for the interview – aim for three key messages
- Think about examples that support your messaging – provide evidence in the form of statistics and facts
- Re-word messaging in several different versions – ensure you can reiterate your point without verbatim repetition
- Ensure there is a short 'grab' – a succinct point conveying your message that is appropriate for use on various forms of media.
- Is your message right for the medium and the story angle?

Remember that the message is much more than words. Body language is important:

- Look directly at the person asking the questions, focus on his or her eyes
- Be an active listener
- Feel and project confidence
- Be relaxed and natural
- Avoid fidgeting
- Take normal breaths
- Avoid 'negative' body language such as crossed arms

Preparing for a 'visual medium'

1. Dress appropriately:

- Men – wear dark suit, suitable shirt and tie
- Men – request makeup for TV
- Men – keep facial hair trimmed
- Refer to journalist for advice
- Women – wear well-structure garments and simple accessories
- Women – have well groomed hair

- Women – wear studio make up

2. Do not:

- Wear all white or cream coloured fabric
- Wear shiny material
- Wear leather
- Wear short ankle length socks
- Wear thin stripes, busy, heavily patterned or checked fabric
- Wear revealing clothing
- Wear/promote your company branding if representing another organisation

Interview skills

What if my mind goes blank?

- Don't panic – the interviewer won't let you drown
- Take a few seconds to re-focus
- Employ phrases such as “it's an interesting point you've raised” and “that's a good question”
- Restate your key messages – use bridging technique
- Suggest the interviewer repeats the question
- Take a break

Responding to 'difficult' questions

- Prepare in advance – think about your 'red button' issues and how you would respond
- Maintain composure
- **Divert** the question
- **Delay** the question

Never:

- Attempt to cover the camera lens
- Yell “cut”
- Lie
- Physically attack the crew or reporter
- Assume the microphone or cameras are off

Bridging

- Acknowledge or answer question – but keep it short
- Bridge – use your bridging phrase
- Control – use your key message
- “Yes, *the answer*, and in addition to that *your key message*”
- “I don't know, but what I do know is *your key message*”
- “That's the way it used to be, but here's what we are doing now *your key message*”

Avoid negative messaging

- Avoid negative language such as 'no', 'can't', 'won't'
- Avoid shifting blame
- Don't be defensive
- Don't lie or exaggerate

Message repetition

- Re-work your key messages with variations on wording
- Know your messages inside out to ensure reiteration without verbatim repetition

Media list template

It is important to keep a living document which captures relevant details about journalists and media outlets that you regularly liaise with. As a guide, here are the details you should aim to capture and keep updated:

Name	Role	Outlet	Phone	Email	Address	Notes
Jill Example	Journalist	Port Lincoln Times	08 8673 1289	jillexample@pttimes.com	16 Broad St Port Lincoln SA	Prefers phone call to email. Interested in fishing industry stories with a local angle. Will attend events but prefers to use supplied images. Deadlines: Tuesday 12pm and Friday 10am

An Excel spread sheet is the ideal tool for housing these details, as you can sort, re-order and search for keywords. Be sure to capture and update as many details as possible.

How to write a media release

Some questions to ask yourself when writing a media release:

What has happened?

Is this news ie

Is it unique?

Has this ever happened before? When? Where?

Is it in the public interest?

Will people be changed by this?

Will business or the economy in SA or Australia or the world be changed by this?

Where is it about to happen or where did it happen?

Who did it happen to? Who will it happen to?

Who will be affected by this decision? How many? Ages? Gender? Ethnic background?

How will it take place?

How might your reputation be affected by this?

The headline and lead

Sometimes it is helpful to think of the headline and lead together. This gives you an excellent launch pad for the story and rest is pretty much just arranging the facts in grammatical order.

Headlines should be no longer than ten words - preferably six. Think about using:

- Sayings-idioms-cliches eg

WALLABY RAGE AT CHEATING BOK STAR

The wheel has turned full circle as the Wallabies yesterday accused South African strongman BJ Botha of cheating in scrums.

- Money-dollar amounts- figures – numbers eg

KING SIZE DEAL BLOWS STORM OUT OF WATER

Melbourne and NSW's Matt King has been given more than two million reasons to walk away from the Storm and State of origin football.

- Alliteration eg

Murray needs mouth to mouth

Port puts pressure on pies

- Antonym (opposites) eg

FROM SUNRISE TO SUNSET

When in doubt - leave it out

Never use descriptive words, commas, exclamations marks or anything else more than you absolutely have to. Excessive description is for school compositions only. Use only "said" - not "exclaimed", "admonished", "retaliated", "shouted" or "screamed". Think about the bits you skip when reading a newspaper or book - then leave it out.

Media release template

[logo]

MEDIA RELEASE

For immediate release

Date

[HEADLINE] AP John buys back the farm from Fosters

The Tanunda-based **(WHERE)** John family **(WHO)** have joined with French company Tonnellerie Francois Freres **(WHO)** to purchase Australia's largest cooperage, AP John from its former major shareholder, Fosters Wine Group **(WHAT)**.

The transaction which took place in early July **(WHEN)**, means the 120 year old cooper will return to family ownership **(WHY)** after a six year period when it was a part of the multi-national wine corporate.

"We are delighted that we have been able to negotiate an agreement with Fosters **(HOW)** which sees AP John protected - as a stable, independent cooperage - for the future of the Australian wine industry," Managing Director Peter John said.

"The Fosters Wine Group had been rationalising its none-core wine activities and we were able to negotiate a mutually agreeable outcome **(HOW)** which will ensure the company remains on its current site in the Barossa **(WHERE)** and services the industry for a very long time."

AP John sold the majority share of the family cooperage to Beringer Blass in 2001 due to the industry's economic outlook and a need to plan for the future. **(WHEN)**

"After the boom of the 1990s we were facing declining barrel sales and while I wanted to remain with the company I needed the flexibility to consider a succession plan. It was never my intention to leave the family company and I also stipulated that no staff should lose their job **(WHY)**," Peter said.

"I came to the realisation that one day I wanted to return it to family ownership **(WHY)**. I don't regret the time we spent as part of Fosters. The company has an extraordinary research and development arm and we were given lots of opportunities to work closely with winemakers and chemical analysts to improve our products.

"Over the last six years we have grown our range of American and French oak barrels and oak additives substantially, to deal with the changing oak needs of wineries.

"Now we have been able to re-purchase the company, with the same long-term staff we have always had and re-focus on the future."

Peter said the re-purchase would not have been possible without the partnership he had forged with the world's largest wine cooperage, Tonnellerie Francois Freres **(HOW)**.

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Key Messages

Key messages are essential tools in professional communications. When you look to develop your key messages, it is important to consider what you want your audience to remember. Key messages need to assert your viewpoint clearly and concisely.

Tips for developing key messages:

- Brief – no more than 20 words, or 10-15 seconds to say
- Concise – avoid jargon and acronyms
- Active – use verbs
- Positive – talk about what you can do, not what you can't
- Specific – address a particular challenge and audience – consider the who, what, where, why and when

Big picture industry messaging

It is important to remember and reference wider seafood industry key messages. These messages underpin any messaging relevant to your region or sector.

General comments

- The Australian seafood industry is dedicated to best practice, quality and sustainability
- Healthy fisheries are vital to the future of the Australian seafood industries, without fish there is no industry
- Is passionate about providing Australians with safe, clean and fresh locally caught produce
- Employs around 17,000 people in Australia, most in regional communities
- Commercial fishing contributes \$2.2 billion at farm gate
- Recreational fishing is estimated to contribute \$10 billion to the community
- The Australian seafood industry condemns all illegal fishing without reservation
- The Australian seafood industry is an important contributor to rural and regional economies

Fishing industry

- The Australian seafood industry is committed to a sustainable future
- The Australian seafood industry is dedicated to best practice, quality and sustainability
- The Australian seafood industry condemns all illegal fishing without reservation
- Many Australian fisheries have implemented sustainability measures and standards. This ranges from codes of conduct right through to obtaining independent certification from the Marine Stewardship Council (MSC).

Fisheries management

- All Australia fisheries have monitoring, management and enforcement programs in place
- Australia's fisheries are managed for long term sustainability – economic, social and environmental
- Management regimes are constantly evolving
- Fisheries structures and stock levels are constantly changing. Fisheries where stocks are under pressure are monitored and catch limits and quotas are changed accordingly
- The number of commercial fishers in Australian has significantly decreased over the past twenty years

Fisheries research

- Australia has been conducting fisheries research for over 100 years.
- Fisheries research provides the knowledge that underpins the management of the resources.
- Research helps us learn more and better understand our fisheries
- Is committed to innovation and research and development which will improve product quality and reduce the environmental impact on Australia's fisheries

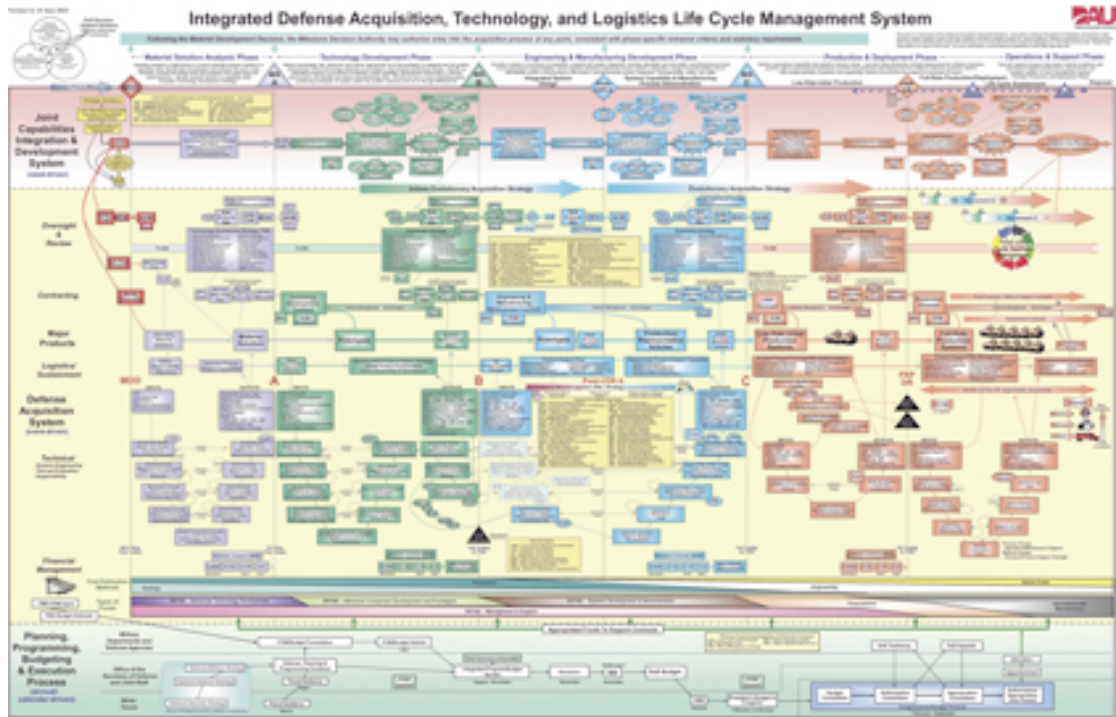
Australian fish, the good choice

- Eating two serves of seafood a week is important for improved health and wellbeing
- Australia has lots of sustainable species which consumers can enjoy without concern for the environment

Presentation tools

PowerPoint

- PowerPoint slides are cues to help guide your presentation
- Ensure slides are legible
- Only use images that support your points
- Avoid complex graphs:



Other presentation tools

Consider some alternatives to PowerPoint next time you are giving a presentation:

- Prezi – is a virtual whiteboard that transforms presentations from a slide-to-slide transition into a three-dimensional experience.
www.prezi.com
- SlideRocket – a customisable slide-based presentation tool. Includes the option to add real-time data and access professionally designed presentation templates.
www.sliderocket.com

Some benefits of using an online-based tool such as Prezi or SlideRocket include:

- Team collaboration – multiple users can edit at once
- Import function – you can import existing Powerpoint slides to give your presentation a refresh
- Access anywhere – log in and access your presentation anywhere, anytime
- Share – create a custom link to share your presentation via email

Social media monitoring

Why should I bother with social media?

Far from being the preserve of teenagers or technology early-adopters, social media has cemented itself as an ingrained element of the overarching media landscape – its integration into traditional media platforms such as television and newspapers reflects this.

At a conservative estimate, Australians of all ages and demographics spend an average of 18 hours a week online - that's more than 30 percent of their total media time. Social media has irrevocably changed the way Australians consume information.

Living in a 24 hour news cycle means that people no longer wait for the morning paper or evening news broadcast to provide them with up to date information on what's happening around the world – they're turning to social media to get their news instantly.

As well as unprecedented access to information, social media is providing many people with a public 'voice', creating a new generation of citizen journalists. There are now opportunities to voice opinions and engage in discussions on topical issues that simply didn't exist ten years ago.

The ease and speed with which interactions on social media take place mean that issues can gain traction very quickly. One fisheries-related example of this recently was the fallout over an expose on Paspaley Pearls operations following the death of an employee – the brand was lambasted over the conduct portrayed on an ABC documentary, and slammed further after their Facebook page manager mismanaged criticism online. As a result, the backlash caught the attention of traditional media, extending the reach of the negative story even further.

Social media monitoring provides you with the opportunity to gain insight into community opinions, stay abreast of industry issues, strengthen relationships with journalists and explore opportunities for engaging with a potentially unexplored audience.

How to start?

- Twitter – head to twitter.com/search (you don't need an account) and type in some search terms, such as your business name or industry keywords, to see what people are tweeting in relation to those words. More advanced users may look at using a dashboard tool such as Hootsuite, which allows you to set up Twitter monitoring columns.
- Facebook – use the search bar (again to find mentions of your business, or other industry terms) at the top of the page. If you know of any fishing industry related Facebook pages, read through their posts, see who is commenting and check which other pages that community is linking to.
- Google Alerts – while not exclusively for social media, Google Alerts will allow you to receive an email notification whenever your selected keywords are mentioned online. To get proper results, it is crucial that you are specific and not relying on generic words such as 'fishing'.

What to monitor? How often?

Monitoring terms should be a work in progress (make sure you update them to reflect seasonal changes, staffing changes or to tie in with other marketing activities) but could include:

- Business/organisation name
- CEO name
- Industry/sector spokespeople's names
- Competitors
- Product names

If you are running a Facebook page, make sure you are getting the most out of your Facebook Insights. Evaluate and analyse the information on demographics, media consumption and engagement rates and ensure these are taken into consideration when communicating. Keep tabs on:

- *Users:* monthly active users, daily new "likes," total "likes," new "likes/unlikes," "like" sources, demographics, page views, tab views, external referrers, media consumption
- *Interactions:* daily post views, daily post feedback, daily story feedback, most recent posts, daily page activity

If you're an admin on Facebook, update your primary email address to one that is checked often. Notifications of people posting on your business page, new fans and other page related issues will be sent to this email. This is a low maintenance way of ensuring your page is kept spam-free, and client complaints/feedback/questions are attended in a speedy fashion.

Due to the fast-moving nature of digital communications, you should aim to check on your established monitoring routine at least daily. This will minimize the risk of being caught off-guard.

Fishing industry online

Some places to start may include:

- ABC Rural and Country Hour – both have Facebook and Twitter communities
- Australian Seafood CRC on Facebook
- Sydney Fish Markets on Facebook and Twitter
- Tassal Tasmanian Salmon
- Fish Habitat Network on Facebook
- Fishing publications such as Modern Fishing and Fishing World on Facebook and Twitter
- Marine Stewardship Council on Facebook
- Queensland Prawns on Facebook
- Austral Fisheries on Facebook
- Local organisations, such as NT Seafood Council or WAFIC on Facebook

Once you find relevant Facebook pages or Twitter accounts, check who they are following and interacting with to help build your understanding of the space.

Working with the Media

Media Relationships

- Read/watch/listen to media relevant to your local area and sector, including blogs
- Make note of journalists producing stories that are related to your sector
- Build a media list – keep track of relevant media outlets/journalists, their contact details and deadlines
- Email journalists and introduce yourself as a spokesperson on relevant topics – this will put you on their radar
- Use social media to find and follow journalists and opinion influencers – ‘retweet’ their story links, ‘like’ their publications on Facebook and comment on their online articles or blog posts
- Be sure to provide value when you speak with them – don’t waste their time
- Be responsive and helpful – this will mean they are likely to approach you again
- Consider offering ‘exclusive’ stories to bolster relationships
- Personalize communication with journalists

Story pitching – why is a story reported?

- What is the story?
- Where is the story happening?
- Timeliness
- How strong is the talent?
- The newsroom 'pack mentality'

Finding the angle

- Tailor the angle for the publication – impact on their audience?
- Release of statistics or data
- Launch of a new service
- Completion of a major project

Writing a media release

- Convey your story simply and concisely
- Focus on one idea
- Catchy headline – alliteration, onomatopoeia, controversy
- Lead paragraph to convey essence of story
- One page – one and a half max
- Include contact details – email, mobile phone, website
- Include links to social media profiles
- Incorporate quotes
- Refer to the media release writing tips and media release template documents included in this package

Pitching to media

- Know your target – are you pitching to the Chief of Staff in a newsroom, or a niche reporter?
- Understand the deadlines for that publication
- Prepare additional resources – do you have images or talent available?
- Think about the audience for the media outlet and use that to inform how you ‘sell’ the story

- Understand the news value – is it time-sensitive?
- Have you thought through how the material you're offering will be reported?

Outsourcing

Media relations can sometimes require a specific skill set – consider the options for outsourcing to a PR agency.

Media terms and definitions

Human Interest Story

A piece which focuses on a human element – a life saved, a touching story, a triumph. Softer-style reporting than strictly news pieces.

Media Launch

An event held to inform media of the launch of a product/report/event – provides media with the opportunity to access all information in one place, as well as photo and interview opportunities.

Press Conference

Organisation presents themselves for media on a specific topic – often discusses topic before opening up for questions from journalists.

Angle

The way a story or idea can be used in different ways for different forms of communication or media.

Off-the-record

Discussion with a journalist which is not to be reported or quoted.

Producer

Journalist or media staff who work behind the scenes to put together stories – often they are responsible for sourcing interview talent, shooting locations and the 'leads' for stories. Term is used in reference to television and radio.

Round

The topic or area that a journalist writes about.

Talent

Used to describe a person to be interviewed for a story – "John Rogers is the 'talent' for our piece on Marine Parks".

Vox Pop

A method of journalism conducted 'on the street' – a range of people are asked the same question on a specific topic.

Media Release

A method of communicating a story idea to journalists, usually written in the style of a newspaper article and 1-2 pages long.

Media Alert

A method of communicating a story idea to journalists in an extremely concise way – often used to inform media of an upcoming event.

Backgrounder

A document provided to a journalist to help inform them of the 'back story' behind a suggested media piece. May contain more detailed information that may have been omitted from a media release.

Chief of Staff

Head of staff for a media outlet's newsroom – first point of contact for story suggestions when no personal relationship with specific journalists exists.

Deadline

The date and time a journalist must submit story materials by. Being aware of deadlines and providing materials with ample time for them to analyse and write will help improve your relationship and uptake of story suggestions.

Door Stop Interviews

An interview with a politician or other public figure (apparently informal or spontaneous but often planned), as they enter or leave a building.

Editor

A print media outlet editorial team is often tiered, and sometimes includes roles such as executive editor or editor-in-chief. This person is generally responsible for the content of the publication. An exception is large newspapers, who usually have a separate editor for the editorials and opinion pages to separate news reporting and editorial content.

Embargo

A news embargo or press embargo is a request by a source that the information or news provided not be published until a certain date/time or certain conditions have been met.

Feature Piece / Article

A story focusing on one major theme, topic or person.