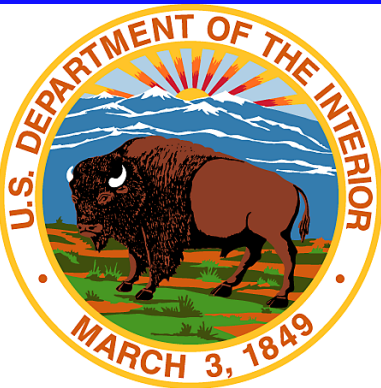




**Sport
Fishing and
Boating
Partnership
Council**



Strategic Plan

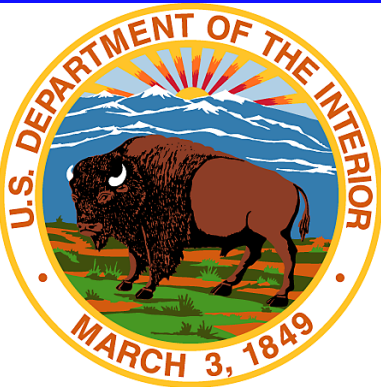
For the

National Outreach and Communication Program

As required by the

Sportfishing and Boating Safety Act of 1998

Final Report — September 18, 1998



**Sport
Fishing and
Boating
Partnership
Council**



*Recommendation to the
Secretary of the Interior
by the
Sport Fishing & Boating
Partnership Council*



SFBPC Strategic Plan



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SFBPC Strategic Plan



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Appendix

Glossary

Factors Influencing Recreational
Sport Fishing and Boating Participation

Recap and Abstract of the Sportfishing and Boating
Safety Act of 1998

SFBPC Outreach Planning Team Biographies

Preliminary Market Research Report -
Focus Groups



SFBPC Strategic Plan



I. Preamble

Introducing the Strategic Plan for the National Outreach and Communication Program as required by the Sportfishing and Boating Safety Act of 1998.

- Recreational boating and fishing are among this country's favorite pastimes, with over 50 million Americans participating and enjoying this country's aquatic resources.
- However, after years of steady growth, since 1990 recreational boating and fishing participation did not maintain parity with the nation's population growth, with some states experiencing actual declines in boat sales and fishing license sales. Declines are occurring in some states despite their extensive education and outreach efforts.



SFBPC Strategic Plan



I. Preamble

- Recreational boating and fishing contribute to conserving aquatic resources through excise taxes on fishing equipment and motor boat fuel that fund the Federal Aid in Sport Fish Restoration Program. Thus, the retention and recruitment of boaters and anglers will ensure continued funding for aquatic conservation and restoration at both the federal and state level.
- The Federal Aid in Sport Fish Restoration Program has played a critical role in supporting access, development, aquatic resource conservation and education since 1950.
- Outreach and communication are tools for natural resource conservation. This plan is designed to complement ongoing conservation efforts by government agencies.



SFBPC Strategic Plan



I. Preamble

- The Sport Fishing and Boating Partnership Council (SFBPC) has been asked by the Director of the U.S. Fish & Wildlife Service to recommend a strategy that will increase recreational boating and fishing participation and help to instill the conservation ethic through increased emphasis on effective education and outreach programs.
- The underlying presumption of the strategies and tactics in this plan is that, as people become more involved in these outdoor activities, they place a higher value on aquatic resource quality and therefore will be more likely to support conservation efforts.



SFBPC Strategic Plan



I. Preamble

- The SFBPC has engaged in an exhaustive national consensus-building effort among user groups and stakeholders to identify problems, set objectives, and devise strategies to meet those objectives. Previous research on participation in boating and fishing were used to guide this effort and are summarized in a companion document contained in the Appendix.
- This Strategic Plan is a result of that overall effort. The Plan will be funded by \$36 million from the Federal Aid in Sport Fish Restoration Program over the next five years. These funds may be augmented by up to \$2.5 million per year in Wallop-Breaux administrative funds. In addition, this plan calls for funding through in-kind expenditures, co-operative and hard dollar contributions.

Note: A glossary of terms used within this document is contained in the Appendix.



SFBPC Strategic Plan



II. Mission Statement

To recommend an informed, consensus-based national outreach strategy that will increase participation in recreational angling and boating and thereby increase public awareness and appreciation of the need for protecting, conserving, and restoring this nation's aquatic natural resources



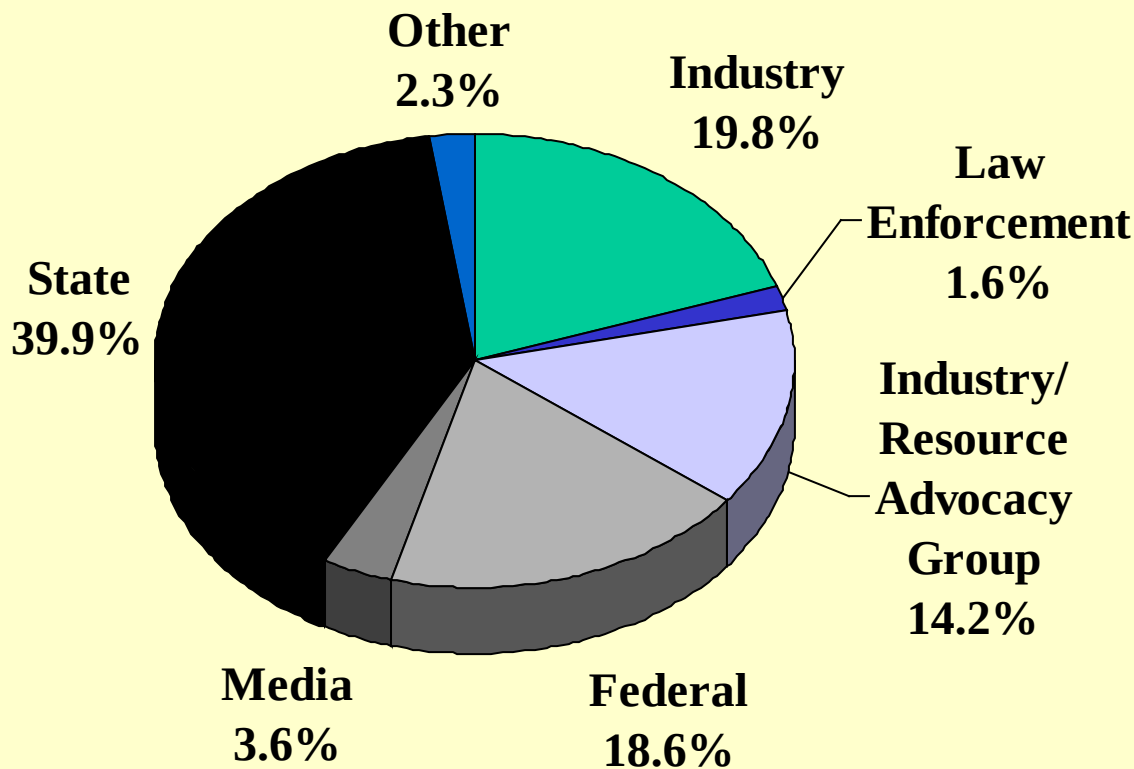
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III. Stakeholder Participation

The SFBPC sought input from user groups, fisheries administrators and industry leaders via the Internet and in a series of national and regional meetings. There were over 400 participants attending these meetings.

Percent of Stakeholder Participants

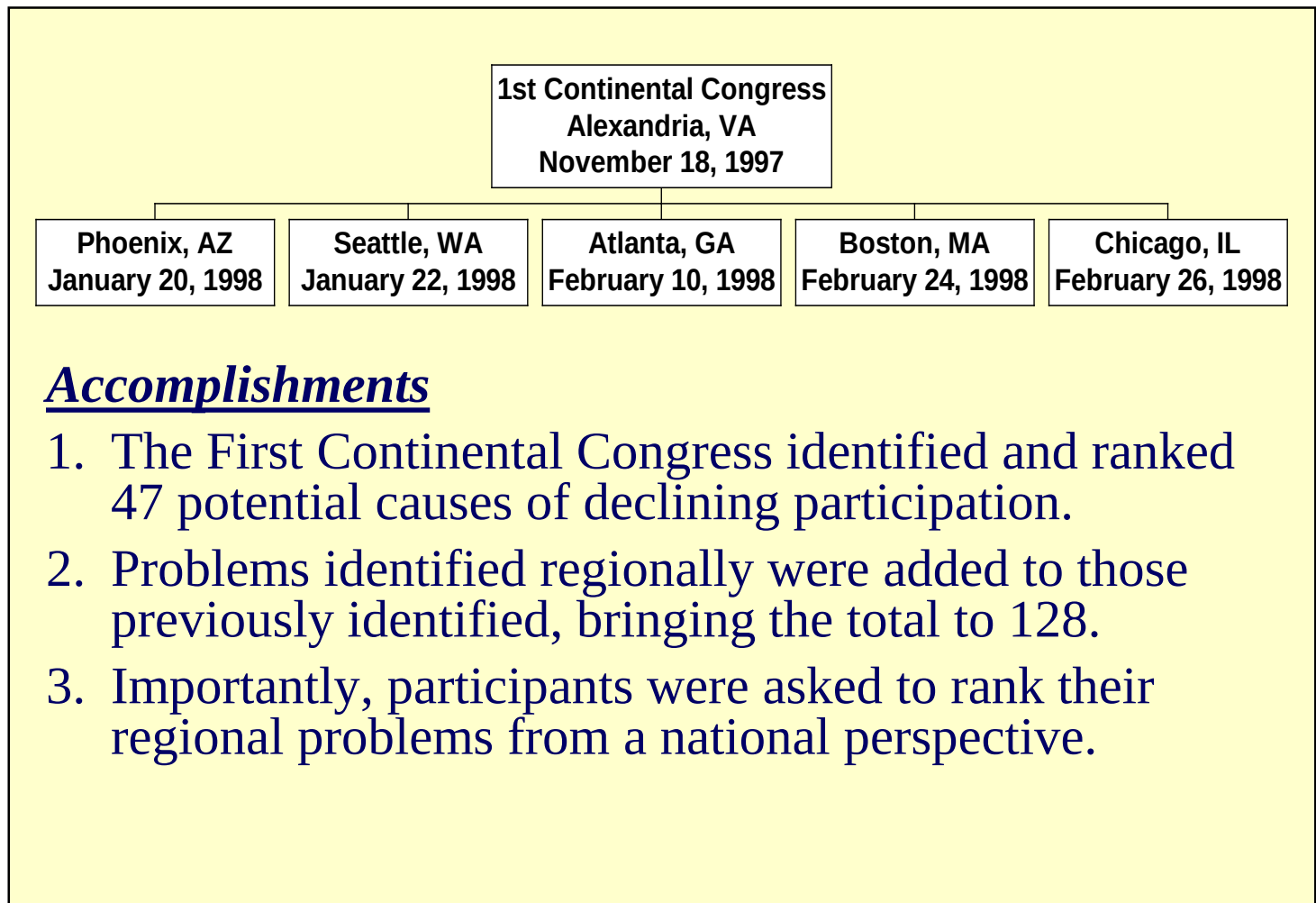




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III. Stakeholder Participation



Accomplishments

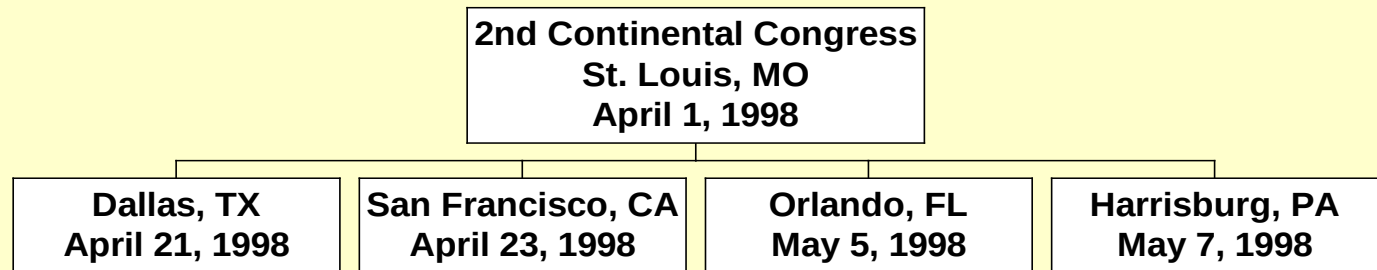
1. The First Continental Congress identified and ranked 47 potential causes of declining participation.
2. Problems identified regionally were added to those previously identified, bringing the total to 128.
3. Importantly, participants were asked to rank their regional problems from a national perspective.



SFBPC Strategic Plan



III. Stakeholder Participation



Accomplishments

1. The number of problems was consolidated from 128 to 18 and then prioritized.
2. After further refinement and editing, five problems were selected as most important.
3. Those five problems were restated into the plan's five key objectives.
4. Brainstorming of potential strategies and tactics was begun.
5. National objectives were confirmed in regional meetings and regional strategies and tactics were developed.



SFBPC Strategic Plan



III. Stakeholder Participation

Synopsis of Process & Prelim. Plan Outline
Presented to and Approved by SFBPC
June 1, 1998

SFBPC Outreach Planning Team Meetings
June 1998

Accomplishments

1. Information from over 700 pages of stakeholder input was assimilated and organized.
2. Prior research summarized in “Factors Influencing Recreational Sport Fishing and Boating Participation”
3. An outline of the Strategic Plan was prepared.

Strategic Plan Drafts 1, 2, 3
July / August 1998

Draft Plan copies distributed to meeting participants and the U.S. Fish and Wildlife Service
Draft Plan put on Web site for stakeholder input
Feedback from stakeholders and public received
August 1998

Feedback incorporated into final Strategic Plan
September 1998

Presentation to Secretary of the Interior
September 1998



SFBPC Strategic Plan



IV. Guiding Principles

Five all encompassing precepts were established by the SFBPC in response to stakeholders input as Guiding Principles in the development and implementation of the Strategic Plan.

Accordingly, all outreach efforts in the following objectives, strategies and tactics must make appropriate efforts to:

1. Recognize, reinforce and commit to the importance of sustainable aquatic habitat and natural resource conservation
2. Emphasize that boaters and anglers are conservationists by demonstrating their commitment and contribution to conservation efforts
3. Focus efforts on urban boating and fishing needs and opportunities
4. Champion the use of a single coordinated, encompassing effort to promote recreational boating and fishing involving all stakeholders
5. Encourage the industry, and all stakeholders, to implement the Strategic Plan by supporting this unified, comprehensive marketing and outreach effort



SFBPC Strategic Plan



V. Situation Analysis

1. Demographic changes are problematic for increased participation.

- A. Minority populations, with low rates of participation, are growing three times faster than Anglo populations.
- B. Other populations with low participation rates are also among the fastest growing (e.g. older Americans and those who live in urban areas).

2. Motivations between and among boaters and anglers are varied.

- A. Boaters' motivations center around stress release and socializing. Motivations vary by type of boat involved - sailing, cruising, fishing.
- B. Anglers' motivations vary from catch-oriented to socially-oriented.

There is a misconception that there is a “typical” boater or angler. This limits participation by “non-typical” segments.



SFBPC Strategic Plan



V. *Situation Analysis*

3. Boating and fishing are social behaviors.

- A. Exposure early in life is important - 95% of adult anglers fished as children.
- B. A social network is needed to recruit and retain adult boaters and anglers.
- C. Education is needed to increase skill levels and enjoyment and to foster long-term participation.

4. Among the most important constraints to boating and fishing are:

- Perceived lack of time and/or money
- Lack of access to (or knowledge of) facilities
- Negative images of water quality, fish contamination and boater safety issues
- Inconsistent delivery of satisfactory boating and fishing products, services and facilities
- Lack of a consistent positive image of boating and angling

These constraints must be addressed via a national campaign that is adaptable to regional and local concerns.

VI. Objectives



SFBPC Strategic Plan



The overall objective of this strategic plan is to retain and recruit recreational boating and fishing participants. At the same time, efforts will encourage a conservation ethic and respect for the aquatic resource.

The strategies and tactics that follow, seek to achieve this fundamental objective by adhering to the plan's Guiding Principles.



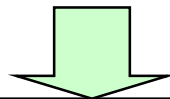
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VI. Objective #1

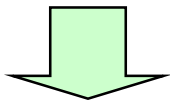
Key Issues

1. No focused campaign exists to increase participation in boating and fishing. It must be simple, memorable and adaptable to local needs.
2. Increasing competition exists for individuals' attention, time and money.
3. Existing state, local and industry sponsored events need to be coordinated under the national campaign/theme.



Implementation Criteria

1. The umbrella campaign must be simple to communicate in various media by regional and local stakeholders.
2. The campaign must be adaptable to many segments within the boating and angling populations.
3. The broader the campaign, the more inclusive and adaptable to local needs. The more adaptable, the greater the participation by stakeholders.



Objective #1

Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation



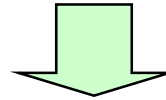
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VI. Objective #2

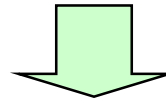
Key Issues

1. Education is needed to overcome constraints and misconceptions.
2. Prospective participants must be made aware of access to existing facilities.
3. General population needs to be educated on “how to” boat and/or fish, with emphasis given to ethics and conservation.



Implementation Criteria

1. Targeted education will result in higher awareness and satisfaction levels.
2. Effectiveness of existing events/programs will be increased utilizing an umbrella theme.



Objective #2

Educate people as to how and where to boat and fish



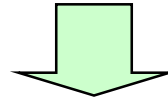
SFBPC Strategic Plan



VI. Objective #3

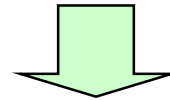
Key Issues

1. Demographic groups with lower participation in boating and fishing are growing faster than the Anglo population.
2. Effective message(s) needs to be developed to appeal to various demographic groups and sub-groups. The potential effectiveness of the message(s) needs to be evaluated and prioritized.



Implementation Criteria

1. Research findings will maximize efficiency and effectiveness of creative and media expenditures.



Objective #3

Target market segments and create messages that address each segment's specific needs



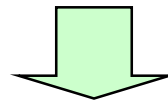
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VI. Objective #4

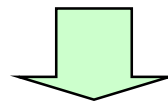
Key Issues

1. Stakeholders (as defined in the glossary) must be trained in:
 - Quality improvement of products and services to existing customers
 - Implementing innovative outreach programs
 - The importance of networking within the community to encourage best practices throughout the industry



Implementation Criteria

1. Improving consumer satisfaction is key to converting new boaters/anglers to active participants.
2. Training is required for uniform implementation of plan tactics at the local level.



Objective #4

Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups



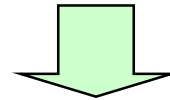
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VI. Objective #5

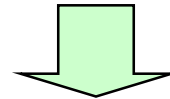
Key Issues

1. Currently, many boaters and anglers lack knowledge of existing facilities.
2. Quality of existing facilities is inconsistent.
3. Locations and facilities are lacking for the growing urban population.



Implementation Criteria

1. Access guides will educate consumers as to easy accessibility of local venues.
2. Improvement of locations will help convert novices to active participants.



Objective #5

Make availability of and access to boating and fishing locations easy and simple

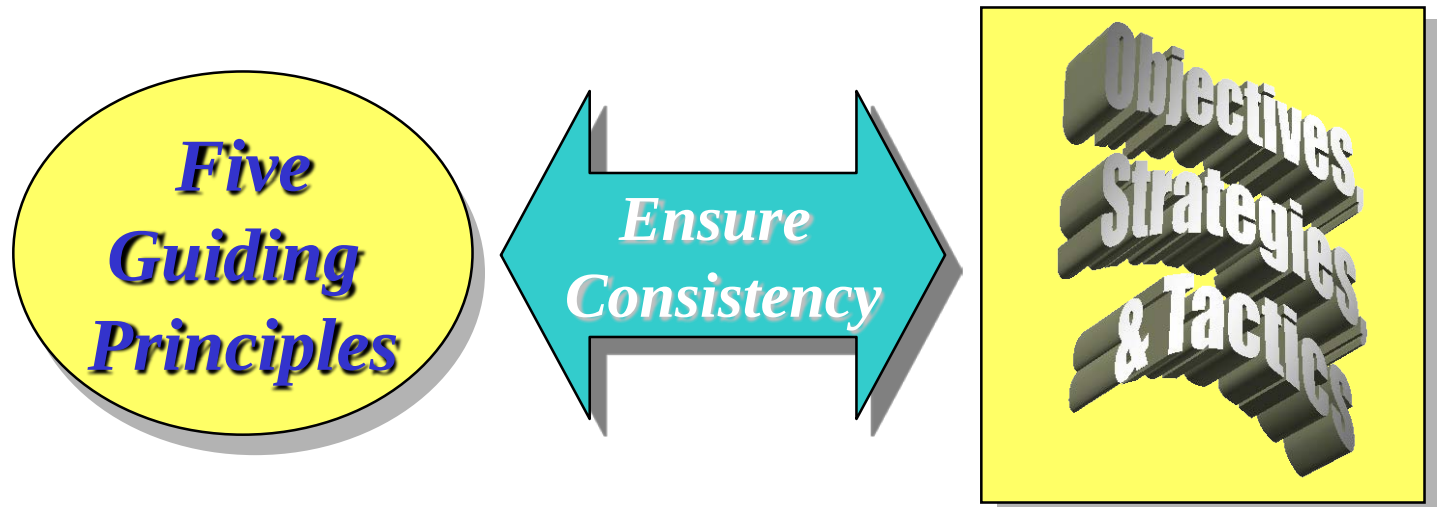


SFBPC Strategic Plan



VII. *Strategic Considerations*

The overarching consideration is to ensure that the objectives, strategies and tactics are consistent with the Guiding Principles (as defined on page 13) that were achieved through consensus-building efforts.





SFBPC Strategic Plan



VII. Strategic Considerations

The generation of awareness, renewed interest and motivation and facilitation of participation are hampered by 3 categories of *consumer constraints*:

Intrapersonal constraints...

what the individual consumer rationally or emotionally thinks about boating or fishing and the state of the aquatic resource

Interpersonal constraints...

social considerations affecting consumers' participation

Structural constraints...

other things under stakeholder control that may block/hamper participation

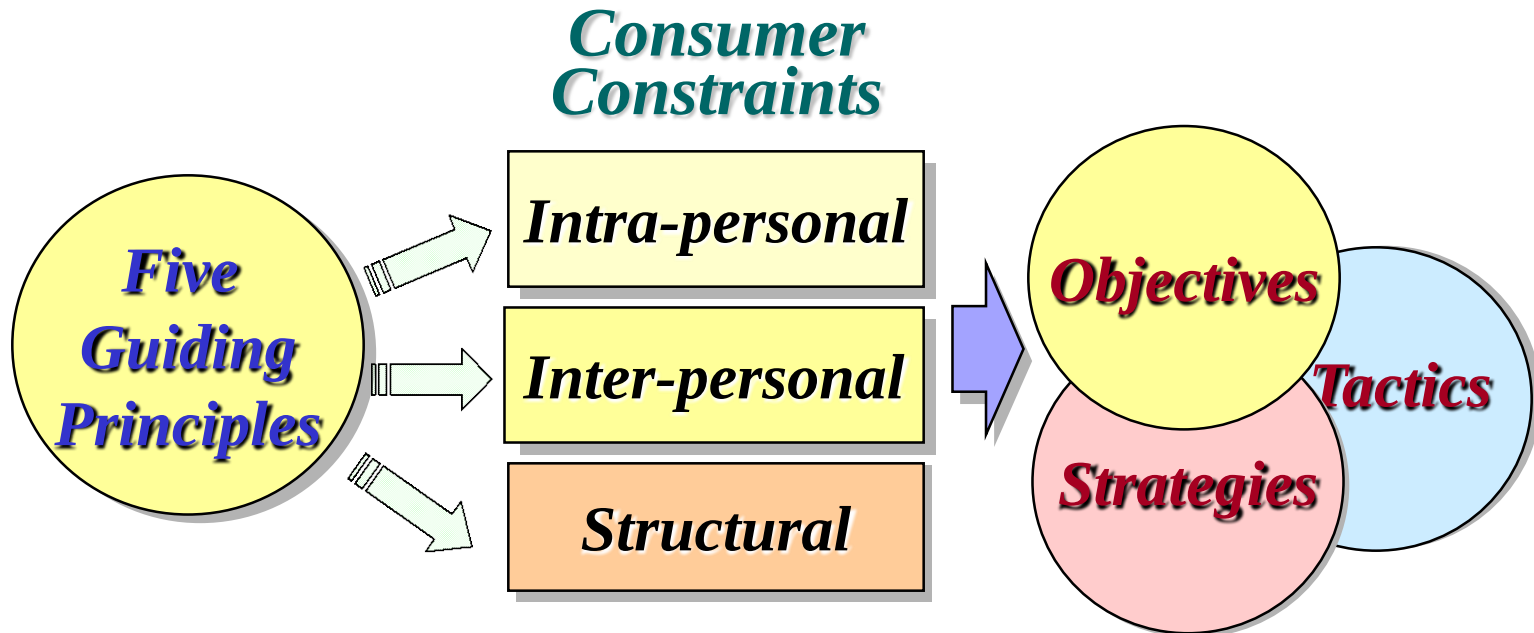
The plan must address *each* of these constraints.



VII. Strategic Considerations

The Strategic Plan's objectives, strategies and tactics, are contingent on the Guiding Principles and the three Categories of Consumer Constraints.

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SFBPC Strategic Plan



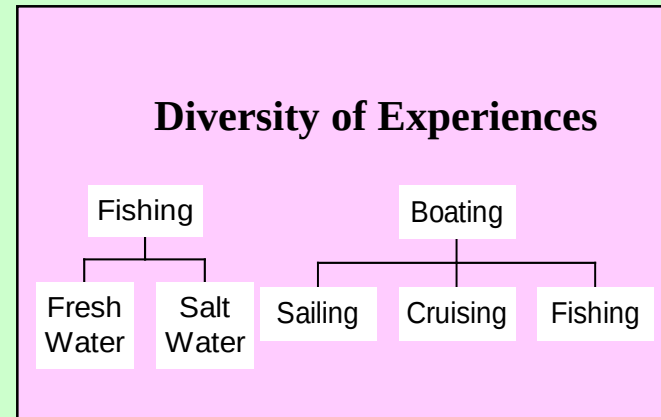
VII. Strategic Considerations

National/Regional/Local

Boating & Fishing experiences are very diverse.

Given this diversity, effectiveness will be maximized by planning that is:

- *National* in scope,
- *Regional* in application
- *Local* in implementation



Implications for Boating & Fishing:

1. Message should be national in recognition, but capable of being implemented at regional and local levels
2. Message should be adaptable to meet local conditions within all communication components



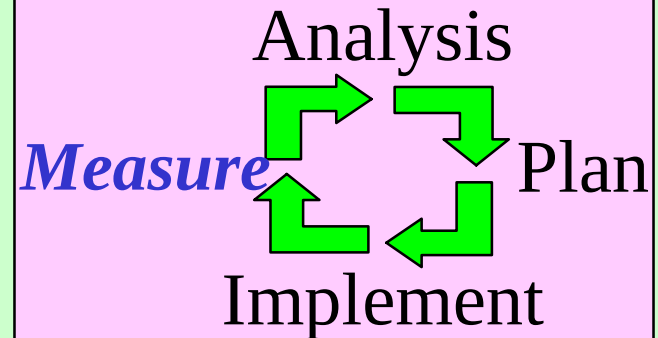
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VII. Strategic Considerations

Measurement

- Continuous change is a marketing challenge
- To keep current, classic marketing employs a disciplined process including measurement and analysis
- If it cannot be measured, it does not exist
- Utilize focused research & analysis to maximize productivity.



Implications for Boating & Fishing:

Each of the Objectives, Strategies & Tactics should be measurable



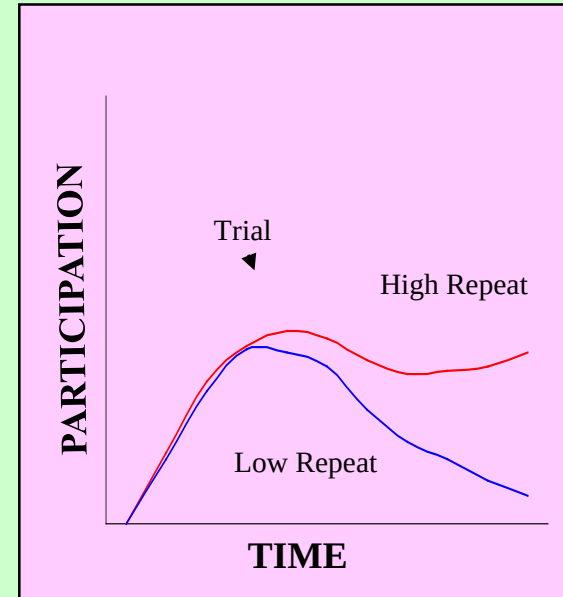
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VII. Strategic Considerations

Trial vs. Repeat

- Most consumer communication & outreach programs are geared to accomplish one thing: **Trial**
- **Trial** without **Repeat** is a wasted marketing effort
- Make the experience a pleasure, for everyone involved, and they will **repeat**



Implications for Boating & Fishing:

More important than crafting a great communications program is delivering a satisfactory product and personal experience



SFBPC Strategic Plan

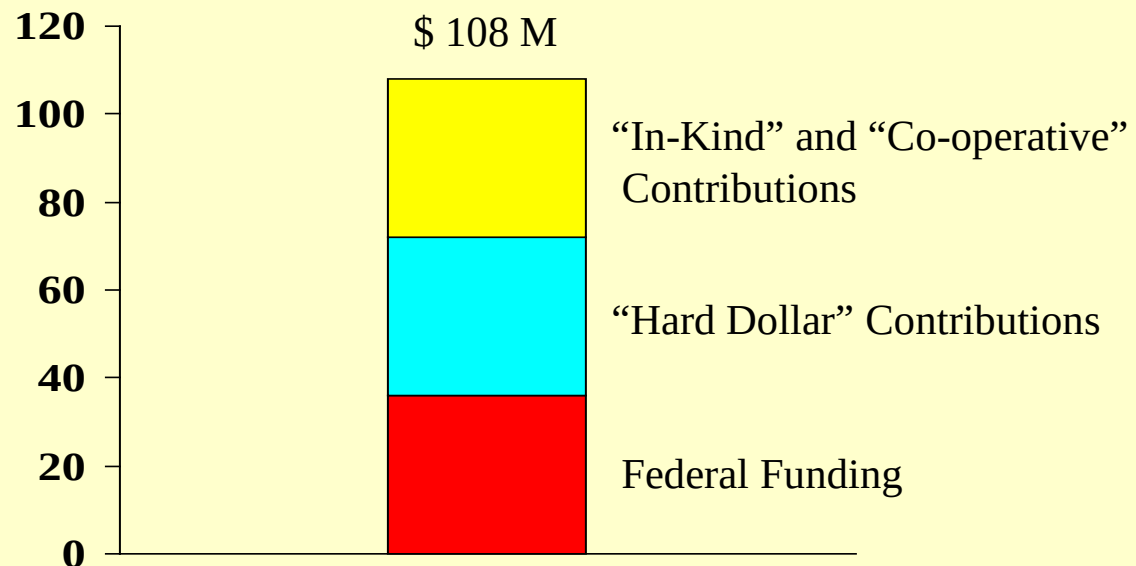


VII. Strategic Considerations

Funding

Funding mechanisms are to be developed, designed and implemented to generate up to an additional \$72 million over the next five years. This funding may be provided by the following contributions:

- In Kind: such as placing the plan's logo/icon on packaging and in advertising
- Co-operative: state and local matching funds
- Hard Dollar: Direct industry financial contributions



VIII. Objectives, Strategies & Tactics



SFBPC Strategic Plan



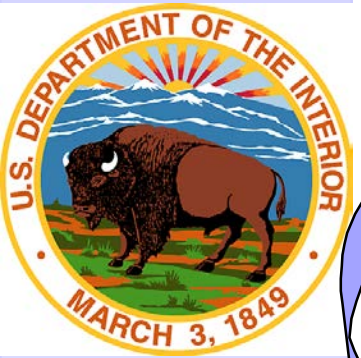
Objective #1

Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation



Strategies

- A. Develop a national theme/icon promoting recreational boating and fishing
- B. Implement the theme/icon in advertising, communication and promotional materials, packaging, federal and state signage and properties
- C. Create a web site for “where to go” and “how to do”
- D. Develop communication utilizing the theme/icon



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

Strategies

A. Develop a national theme/icon promoting recreational boating and fishing



Tactics

1. Hire an agency to create and test a theme/icon
2. Incorporate appropriate conservation message into the theme
3. Select recognized spokesperson(s) to promote theme



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

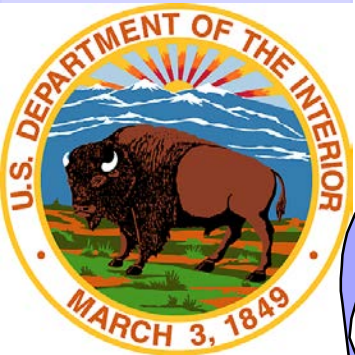
Strategies

B. Implement the theme/icon in advertising, communication and promotional materials, packaging, federal and state signage and properties



Tactics

1. Incorporate into industry packaging, promotional material and advertising
2. Develop an industry contribution program based upon a percent of sales that will match federal funding for implementation purposes
3. Federal and state properties - signage, maps, tourist brochures and other properties



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

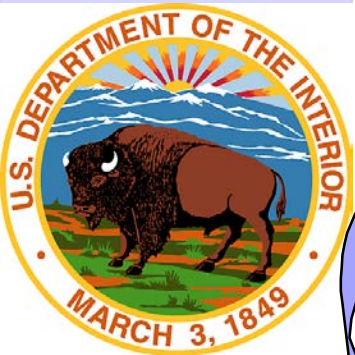
Strategies

B. Implement the theme/icon in advertising, communication and promotional materials, packaging, federal and state signage and properties



Tactics

4. Incorporate recognition of the Sport Fish Restoration Program where appropriate
5. Partner with key retailers to encourage fishing license, tackle and equipment sales via cooperative advertising and promotion efforts



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

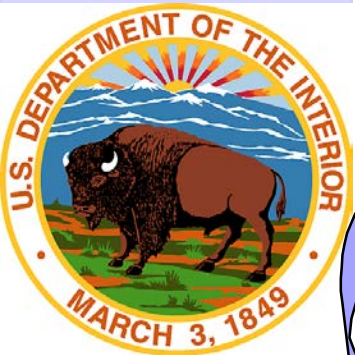
Strategies

B. Implement the theme/icon in advertising, communication and promotional materials, packaging, federal and state signage and properties



Tactics

6. Tie-in with media which effectively reaches targeted segments. For example, tie-in with the ESPN X-Games to connect boating with youth-oriented sports, such as water skiing and wake boarding. Cooperative advertising and promotion in such venues will enhance the awareness and participation in the youth target. Similar tie-ins can be effective for other targeted groups.



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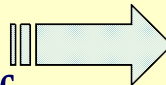


VIII. Objectives, Strategies & Tactics

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

Strategies

C. Create a web site for “where to go” and “how to do”



Tactics

1. Access - “where to go” information
2. Education - “how to do” information
3. “What to use” information.
4. “Hot links” to all appropriate web sites

D. Develop advertising utilizing the theme/ icon

1. Hire an agency to create advertising
2. Test recall and persuasion of advertising
3. Create and implement media plan
4. Evaluate effectiveness of plan

VIII. Objectives, Strategies & Tactics



SFBPC Strategic Plan



Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

Measurements/ Goals

1. Increase overall recreational boating and fishing participants by one percent per year through 2008 (10 years)
2. Increase annual boating and fishing frequency by two days by the year 2008 (10 years)
3. Participant dropout rates are reduced to between five and ten percent per year by the year 2008 (vs. 10% - 15% now)
4. Five percent of lapsed participants are reactivated each year
5. Increase public perception of the positive benefits of boating and fishing from 65% to 80% by 2005
6. Set up web site visitation counting mechanism
7. Test recall and persuasion of advertising copy



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #2

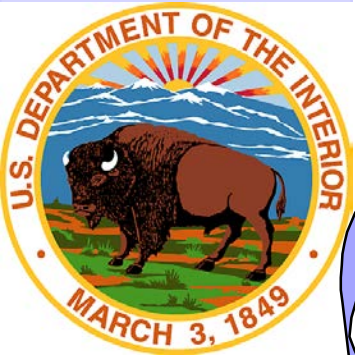
Educate people as to how and where to boat and fish.



Strategies

- A. Deliver conservation-based education programs that seek to increase participation in recreational boating and fishing adaptable to local needs
- B. Create industry-wide education standards that address customer satisfaction and interaction
- C. Promote existing events and/or create new events to increase interest and participation
- D. Simplify, facilitate and encourage license purchase
- E. Make widely available to consumers “how to” and “where to” information to break down constraints to participation

VIII. Objectives, Strategies & Tactics



SFBPC Strategic Plan



Objective #2: Educate people as to how and where to boat and fish.

Strategy A



Tactics

Deliver conservation-based education programs that seek to increase participation in recreational boating and fishing adaptable to local needs.

1. Identify and evaluate current educational curricula in light of the objective
2. Partner with stakeholders to deliver boating and fishing education programs
3. Explore multiple means for delivering educational program materials, e.g. CD ROM applications, World-Wide Web, inter-active lesson plans, etc.

VIII. Objectives, Strategies & Tactics

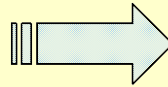


SFBPC Strategic Plan



Objective #2: Educate people as to how and where to boat and fish.

Strategy B



Create industry-wide education standards that address customer satisfaction and interaction

Tactics

1. Develop “certification” process for manufacturers and retailers
2. Write customer satisfaction and customer interaction guidelines
3. Initiate and promote “Teaching Professional” certification process for those involved in teaching how and where to boat and fish



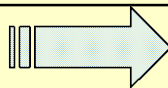
SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #2: Educate people as to how and where to boat and fish

Strategy C



Promote existing events and/or create new events to increase interest and participation

Tactics

1. Evaluate, market (and expand where appropriate) all events and programs that seek to promote interest in boating and fishing
2. Use hands-on boating and fishing clinics, demonstrations, state fairs, and other public venues to promote “how to”/ “where-to” information
3. Partner with stakeholders to provide “how-to”, “where-to” and safety information
4. Co-op with fishing clubs, marinas to sponsor events to enhance value of boating and fishing



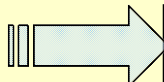
SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #2: Educate people as to how and where to boat and fish

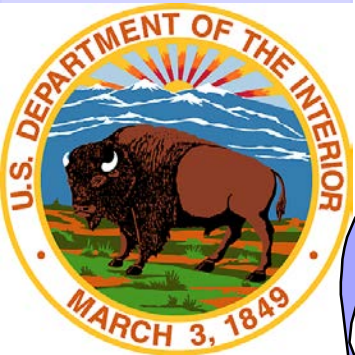
Strategy D



Simplify, facilitate and encourage license purchase

Tactics

1. Provide to willing states a point-of-sale licensing system
2. Develop and publicize “how to” buy a license including hot links to state web sites
3. Develop financial or value-added incentives to encourage:
 - a current angler to persuade a new angler to purchase a fishing license
 - multi-year license renewal
 - registering large groups at one time
4. Develop regional and/or local coupon books for discounts off fishing tackle, equipment, trips and other products/services to be distributed with the purchase of a fishing license



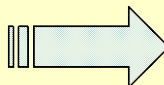
SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #2: Educate people as to how and where to boat and fish

Strategy E



Make widely available to consumers “how to” and “where to” information

Tactics

1. Grow successful events and programs, such as the Fishing Tackle Loaner Program and National Fishing Week
2. Partner with industry/ agencies to publicize “where to” info on maps and other materials
3. Through the private sector, rate boating and fishing facilities and publish guides (*a la* AAA)
4. Partner with such programs as “Adopt a Waterway” and “Adopt Your Watershed”
5. Enlist the support of travel professionals (e.g. American Express, AAA) to promote vacation packages involving recreational boating and fishing.

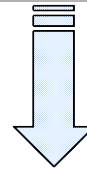


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VIII. Objectives, Strategies & Tactics

Objective #2: Educate people as to how and where to boat and fish



Measurements/ Goals

1. Analyze participation levels (on a standardized basis) in educational programs by schools, municipalities, and private organizations (e.g. Power Squadron, Boy/ Girl Scouts)
2. Boating accident rates drop by 10% by 2003
3. Track the number of new fishing licenses sold, new boat registrations and other indicators of boating and fishing participation
4. Track sales of boats, fishing tackle and other related equipment

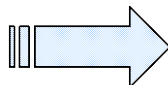


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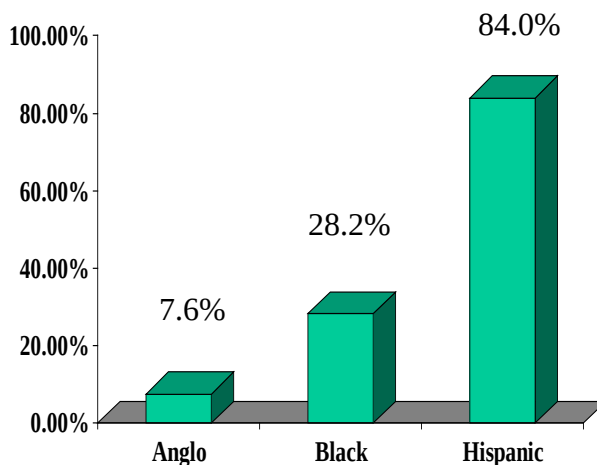
VIII. Objectives, Strategies & Tactics

Objective #3



Target market segments and create messages which address each segment's specific needs

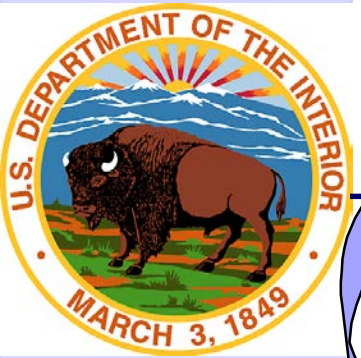
**Projected Population Growth
1990 - 2010**



Source: U.S. Bureau of the Census

Strategies

- A. Identify individual market segments by demographics and key motivators
- B. Prioritize segments with regard to size, potential and degree of difficulty in converting to boaters/anglers
- C. Within the national theme, tailor messages to address specific market segment needs



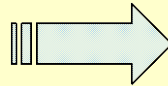
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VIII. Objectives, Strategies & Tactics

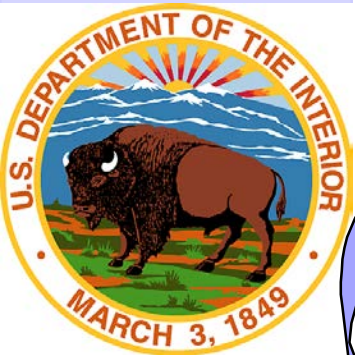
Objective #3: Target market segments and create messages which address each segment's specific needs

Strategies



Tactics

- | | |
|---|---|
| A. Identify individual market segments by demographics and key motivators | <ol style="list-style-type: none">1. Hire a research firm to segment the market via demographics and psychographics2. Conduct appropriate quantitative research |
| B. Prioritize segments with regard to size, potential and degree of difficulty in converting to boaters/anglers | <ol style="list-style-type: none">1. Prioritize goals of retention, recruitment and recovery2. For each goal above, rank market segments by size and probability of conversion to active participants. |



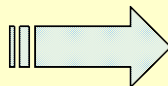
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VIII. Objectives, Strategies & Tactics

Objective #3: Target market segments and create messages which address each segment's specific needs.

Strategies



C. Within the national theme, tailor messages to address specific market segment needs

Tactics

1. For highest priority objective/market segment(s), create and research specific message(s) under umbrella national theme
2. Test messages for efficacy

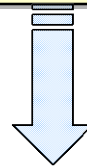


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VIII. Objectives, Strategies & Tactics

Objective #3: Target market segments and create messages which address each segment's specific needs



Measurements/ Goals

1. Measure pre/post recognition of targeted programs by select audience
2. Perform comparative market research
3. Measure effectiveness of targeted message(s) for targeted audience(s)
4. Targeted groups' participation increases by 2% per year



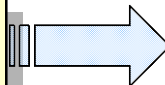
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VIII. Objectives, Strategies & Tactics

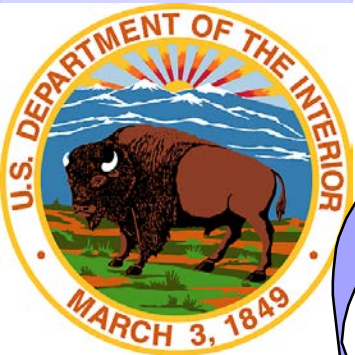
Objective #4

Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups



Strategies

- A. Determine critical stakeholder training needs to increase participation and customer satisfaction
- B. Develop curricula to address defined needs
- C. Build a network for exchanging best practices among stakeholders
- D. Facilitate the development and implementation of improved state license procedures



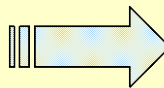
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VIII. Objectives, Strategies & Tactics

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups

Strategies



Tactics

A. Determine critical stakeholder training needs to increase participation and customer satisfaction

1. Hire research firm to survey existing stakeholder knowledge and capability to determine training needs
2. Identify what skills are required to implement national strategy at the local level
3. Identify and prioritize “job functions” to be trained



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups

Strategies

B. Develop curricula to address defined needs



Tactics

1. Compile and evaluate best practices
2. Develop training programs from a combination of the following sources:
 - best practices
 - universities
 - community professionals
 - retrofitted existing training programs
 - private sector professional trainers
 - and others



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VIII. Objectives, Strategies & Tactics

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups

Strategies



Tactics

C. Build a network for exchanging “best practices” among stakeholders

1. Newsletter (hard-copy or e-mail)
2. Meetings/Conferences
3. Web page
4. Sponsor training events



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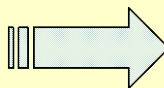


VIII. Objectives, Strategies & Tactics

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups

Strategy

D. Facilitate the development and implementation of improved state license procedures



Tactics

1. Encourage the simplification of license categories
2. Improve access for purchase via Internet and/or POS systems
3. Use data collected from license sales to track recruitment and dropouts
4. Encourage the dissemination of information with each license purchased

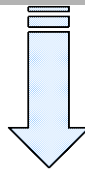


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VIII. Objectives, Strategies & Tactics

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups



Measurements/ Goals

1. Measure the number of stakeholders who participate in training programs
2. Develop where necessary and implement methodologies for tracking and evaluating training efficacy (response- feedback loop)



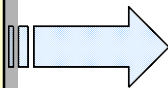
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VIII. Objectives, Strategies & Tactics

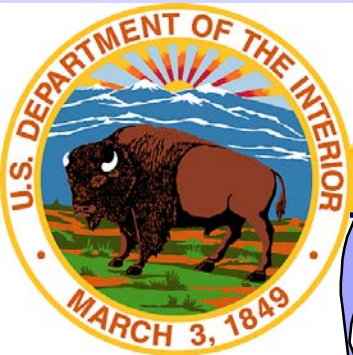
Objective #5

Make availability of and access to boating and fishing locations easy and simple



Strategies

- A. Conduct an access needs assessment
- B. Determine constraints to use of existing locations
- C. Provide access guides on a national/ state/ local basis
- D. Improve signage on federal/ state/ local highways
- E. Increase awareness of and access to boating and fishing opportunities including urban areas
- F. Encourage the development of multi-use facilities
- G. Address user safety concerns



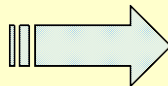
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VIII. Objectives, Strategies & Tactics

Objective #5: Make availability of and access to boating and fishing locations easy and simple

Strategies



Tactics

A. Conduct an access needs assessment

1. Inventory existing access locations
2. Assess need for new access locations

B. Determine constraints to use of existing locations

1. Conduct qualitative research to better understand access constraints by market segment



SFBPC Strategic Plan



VIII. Objectives, Strategies & Tactics

Objective #5: Make availability of and access to boating and fishing locations easy and simple

Strategies



Tactics

C. Provide access guides on a national/ state/ local basis

1. Develop centralized listings for boating and fishing facilities
2. Work with state tourism depts. to create and distribute guides
3. Encourage providers of travel information to include in their media

D. Improve signage on federal/ state/ local highways

1. Utilize logo/icon for all federal/ state/local highways
2. Develop co-op program to encourage participation



VIII. Objectives, Strategies & Tactics

Objective #5: Make availability of and access to boating and fishing locations easy and simple

Strategies



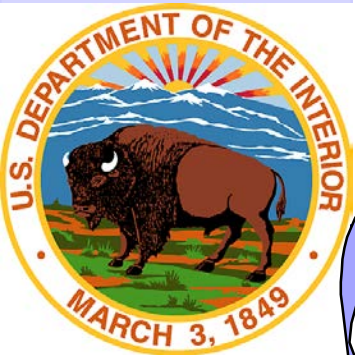
Tactics

E. Increase awareness of and access to boating and fishing opportunities including urban areas

1. Identify access awareness and access needs
2. Publicize close-to-home boating and fishing opportunities

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VIII. Objectives, Strategies & Tactics

Objective #5: Make availability and access to boating and fishing locations easy and simple

Strategies



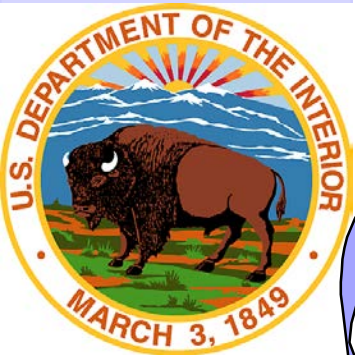
Tactics

F. Encourage the development of multi-use facilities

1. Develop designs for multi-use facilities that recognize that boaters and anglers participate in other activities concurrently
2. Partner with local communities/private sector to encourage the development of multi-use facilities

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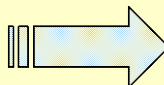
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VIII. Objectives, Strategies & Tactics

Objective #5: Make availability and access to boating and fishing locations easy and simple

Strategies



G. Address user safety concerns

Tactics

1. Incorporate safety concerns into user and stakeholder education
2. Incorporate safety concerns into designs for multi-use facilities

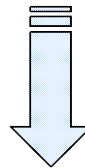


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VIII. Objectives, Strategies & Tactics

Objective #5: Make availability of and access to boating and fishing locations easy and simple



Measurements/ Goals

1. Determine improvement in access awareness and access via benchmark study and pre/post evaluation

IX. Marketing Principles



SFBPC Strategic Plan

The purpose of this section is to explain the marketing principles that were used to guide the development of the strategies and tactics.





SFBPC Strategic Plan



IX. Marketing Principles

The following outlines consumer marketing principles that the plan employs to achieve the objectives:

- 1. Building Brand Equity***
- 2. STC (Strategy-Targeting-Compelling): 3 keys to Advertising effectiveness***
 - a. communication strategy***
 - b. communication targeting***
 - c. compelling messages***
- 3. Test Multiple Concepts***
- 4. Prioritize***

IX. Marketing Principles



SFBPC Strategic Plan



1. Building Brand Equity

- Individual communication efforts build awareness, but Brand Equity builds value that lasts for decades.
- Brand Equity starts with a memorable & compelling message; and is communicated with consistency & repetition.



Implications for Boating & Fishing:

1. Build more than a logo, build Brand Equity
2. This equity can and should be leveraged by stakeholders, including the industry



SFBPC Strategic Plan



IX. Marketing Principles

2a. *STC*: Communication Strategy

- Communication Strategies must:
- Be simple (focused on one or two messages at most)
- Focus on a specific target audience's desired behavior
- Breakthrough despite significant clutter
- Promise compelling emotional or rational benefits

Implications for Boating & Fishing:

Be specific about the target & behavior to be changed: capture new users, recapture lapsed users or get current users to participate more (*one concept per message*)



SFBPC Strategic Plan



IX. Marketing Principles

2b. *STC*: Communication Targeting

- ‘Connect’ with the target rationally & emotionally
- Make these connections via shared experiences, unmet needs or common goals
- Focus on as narrow a target as possible (demographic [age, income, ethnicity] targets, new participants, lapsed participants, light participants, etc.) One concept per message.

Implications for Boating & Fishing:

1. Focus efforts on a few key targets rather than on all
2. Use the emotional experiences of boating & fishing to “connect”



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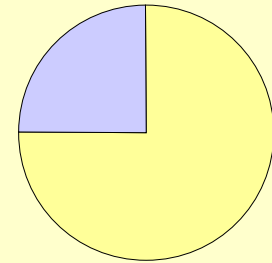


IX. Marketing Principles

2c. STC: Compelling Messages

- Take a risk and breakthrough the clutter; just as long as it's on strategy
- Be genuine
- Be memorable, but do so in a way that reinforces your brand message and brand equity

less than 25% of all ads
are effective



Source: Journal of Marketing Research, May 1995

Implications for Boating & Fishing:

1. Hire professional/creative ad agency to manage communications
2. Test & refine marketing efforts to maximize effectiveness



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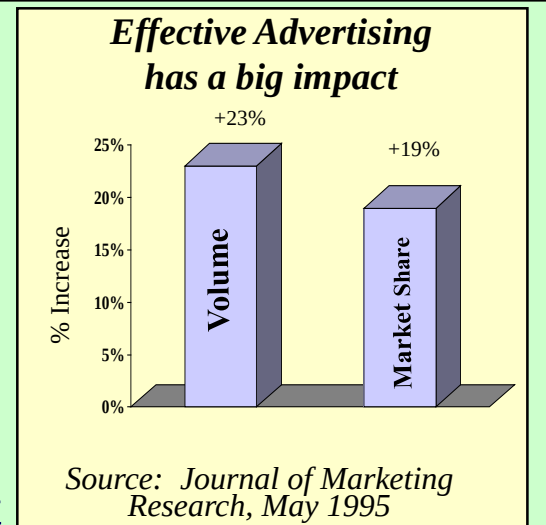


IX. Marketing Principles

Test Multiple Concepts

Vary, test, measure and refine the following to find the most effective means to consumer behavior:

- **message** - using creativity to its fullest
- **media & format** - leveraging interactivity wherever possible
- **timing** - to determine which is optimal



Implications for Boating & Fishing:

1. Test, refine, re-test and implement
2. Recognize that results may differ for boating and fishing



SFBPC Strategic Plan



IX. Marketing Principles

Prioritize

- Consumers have developed subconscious barriers to filter the myriad of marketing messages they are exposed to daily. Breaking through this clutter requires:
 - an innovative message
 - continuous reinforcement of a single message/ theme
- Today's most effective consumer campaigns focus on a few key tactics rather than diffused efforts. Testing and research will help identify those with the greatest Return On Investment.

Implications for Boating & Fishing:

Dozens of marketing strategies and tactics may be generated, several tested, but only a few will comprise the final, focused, effective campaign



SFBPC Strategic Plan



X. Management Structure

1. Purpose

It is the recommendation of the Outreach Planning Team Technical Group that there be an independent management team which will guide the proposed Strategic Plan into and through the time appropriated by the recently passed legislation. Reasons for this management proposal are numerous. Marketing and Outreach strategies require mobility, flexibility and spontaneity. Based on the approved plan, strategies will be constantly and consistently evaluated and altered as market and segment needs require. Creative and concept are best served by traditional private sector methodologies and it is recommended that those same methodologies be applied to this new process.

The strategy and its application and adherence to its guiding principles and objectives will be:

- A: National in scope
- B: Regional in application
- C: Local in implementation



SFBPC Strategic Plan



X. Management Structure

2. Structure

A. Management Unit

“RECREATIONAL BOATING & FISHING FOUNDATION”, a non-profit educational corporation [501”c”3] will be established to continue to development and implementation of the Strategic Plan. The initial by-laws are to be those required by such educational tax-exempt organizations.

B. Staffing

The new administrative unit is to be staffed minimally to include a President or Executive Director, Administrative Assistant, and a Financial Officer.

C. Operations

The Strategic Plan is to be presented to the Secretary of the Interior in September, 1998. The plan is to be considered as “work in progress” and will continually be revised and updated to respond to varied and changing market forces. It is envisioned that many of the projects will be out-sourced to specialists in their appropriate field(s).



SFBPC Strategic Plan



X. Management Structure

2. Structure (continued)

D. Funding

It is proposed that the “RECREATIONAL BOATING & FISHING FOUNDATION” be funded by a grant from the funds appropriated in the newly enacted legislation. It is also strongly recommended that the “RECREATIONAL BOATING & FISHING FOUNDATION” not be operated as a “grants-in-aid” organization.

E. Partnership

After approval of the Strategic Plan by the Secretary, implementation plans will be developed cooperatively with the U.S. Fish and Wildlife Service and other national and regional stakeholders to ensure consistency of the Strategic Plan and the effectiveness of its programs.



SFBPC Strategic Plan



X. Management Structure

2. Structure (continued)

F. Administration

“RECREATIONAL BOATING & FISHING FOUNDATION” will have an administrative officer familiar with Federal contracting requirements including subcontracting and Federal accounting circulars. In addition, the “RECREATIONAL BOATING & FISHING FOUNDATION” will retain outside government contracting counsel to ensure compliance with all Federal and State requirements. All activities of “RECREATIONAL BOATING & FISHING FOUNDATION” will be conducted in strict compliance with applicable Federal Regulations and grant clauses.



SFBPC Strategic Plan



X. Management Structure

2. Structure (continued)

G. Board of Directors

A Board of Directors is to be provided for in the “RECREATIONAL BOATING & FISHING FOUNDATION’s” by-laws. The Board would consist of stakeholders representing the multiple/varied interests of the Outreach Strategic Plan. Rules, including rules of conduct, concerning Board members will be spelled out in the by-laws.

H. Outside Management

“RECREATIONAL BOATING & FISHING FOUNDATION” and its Board of Directors will have ongoing discussions and report to the Sport Fishing and Boating Partnership Council on a semi-annual, or some other regular, basis to ensure the “RECREATIONAL BOATING & FISHING FOUNDATION’s” accomplishment and adherence to its mission.



SFBPC Strategic Plan



XI. Timing

Objective #1: Create a top-of-mind recreational boating and fishing campaign to develop awareness, trial and continued participation

Strat	Tactics	1999		2000		2001	
		1H	2H	1H	2H	1H	2H
A	1. Hire agency to create and test theme/icon						
A	2. Incorporate appropriate conservation message into the theme						
A	3. Select spokesperson to promote theme						
B	1. Incorporate theme/icon into packaging, advertising, promotion						
B	2. Industry contribution program						
B	3. Incorporate icon into federal and state properties						
B	4. Recognize Sport Fish Restoration Program						
B	5. Partner with retailers via co-op ads and promotion						
B	6. Implement media co-op advertising and promotion to reach targeted segments						
C	1. Incorporate into web site "where to go" information						
C	2. Incorporate into web site "how to do" information						
C	3. Incorporate into web site "what to use" information						
C	4. Incorporate into web site hot links to other sites						
D	1. Hire an agency to create advertising						
D	2. Test recall and persuasion of advertising						
D	3. Create and implement media plans						
D	4. Evaluate effectiveness of plan						



SFBPC Strategic Plan



XI. Timing

Objective #2: Educate people as to how and where to boat and fish

Strat	Tactics	1999		2000		2001	
		1H	2H	1H	2H	1H	2H
A	1. Identify and evaluate current curricula						
A	2. Partner with stakeholders to deliver programs						
A	3. Explore multiple means of delivery						
B	1. Develop certification process for manufacturers and retailers						
B	2. Write customer guidelines						
B	3. Initiate and promote "Teaching Pro" certification						
C	1. Evaluate all events/programs and expand where appropriate						
C	2. Use clinics and other venues to promote "how to" and "where to" information						
C	3. Partner with stakeholders to provide "how to", "where to" and safety information						
C	4. Co-op with clubs and marinas to sponsor events						
D	1. Provide P-O-S Licensing system						
D	2. Develop and publicize "how to" buy a license						
D	3. Develop incentives to encourage new anglers, multi-year and large group license sales						
D	4. Develop local discount books to be distributed with licenses						
E	1. Grow successful events e.g. FTLP and National Fishing Week						
E	2. With stakeholders, publicize "where to" information						
E	3. Evaluate facilities and publish rating guides						
E	4. Partner with appropriate programs						
E	5. Promote vacation packages via travel professionals						



SFBPC Strategic Plan



XI. Timing

Objective #3 Target market segments and create messages which address each segment's specific needs

Strat	Tactics	1999		2000		2001	
		1H	2H	1H	2H	1H	2H
A	1. Hire research firm to segment market						
A	2. Conduct quantitative research						
B	1. Prioritize goals of retention, recruitment and recovery						
B	2. Rank segments by size and probability of conversion to active participants						
C	1. Create and research specific message(s) for targeted segments						
C	2. Test messages for efficacy						



SFBPC Strategic Plan



XI. Timing

Objective #4: Educate stakeholders on marketing, outreach and implementation of national strategies to targeted user groups

Strat	Tactics	1999		2000		2001	
		1H	2H	1H	2H	1H	2H
A	1. Hire firm to survey existing stakeholder capability and training needs						
A	2. Identify what skills are required to implement national strategy at local level						
A	3. Identify and prioritize "job functions" to be trained						
B	1. Compile and evaluate stakeholder best practices						
B	2. Develop training programs for stakeholders						
C	1. Develop a newsletter to exchange "best practices"						
C	2. Develop meetings/conferences to exchange "best practices"						
C	3. Develop a web page to exchange "best practices"						
C	4. Sponsor training events to exchange "best practices"						
D	1. Encourage simplification of license purchase						
D	2. Improve purchase access via Internet and/or POS systems						
D	3. Track recruitment and dropouts via data collected						
D	4. Encourage dissemination of educational info w/license purchase						



SFBPC Strategic Plan



XI. Timing

Objective #5: Make availability of and access to boating and fishing locations easy and simple

Strat	Tactics	1999		2000		2001	
		1H	2H	1H	2H	1H	2H
A	1. Inventory existing access location						
A	2. Assess need for new access locations						
B	1. Conduct qualitative research on access constraints by market segment						
C	1. Develop centralized listings for facilities						
C	2. Work with state tourism agencies to create and distribute guides						
C	3. Encourage providers of travel information to include “how to/where to” information in their media						
D	1. Utilize logo/icon on federal/state/local highways						
D	2. Develop co-op program to place logo/icon on federal/state/local highways						
E	1. Identify access awareness and access needs						
E	2. Publicize close-to-home boating and fishing opportunities						
F	1. Develop designs for multi-use facilities						
F	2. Partner with municipalities and private sector to encourage building of facilities						
G	1. Incorporate safety concerns into user and stakeholder education						
G	2. Incorporate safety concerns into designs for multi-use facilities						



SFBPC Strategic Plan



XII. Financial Vision

1. Funding: A \$36 Million fund was created in the Transportation Equity Act for the 21st Century (ISTEA Bill) to provide grants for outreach and communication activities to promote recreational boating and fishing for the next five years:

FY 99	\$ 5 Million
FY 00	6 Million
FY 01	7 Million
FY 02	8 Million
FY 03	10 Million

2. The above funding may be augmented by up to \$2.5 million per year in Wallop-Breaux administrative funds, which may be authorized by the Secretary.



SFBPC Strategic Plan



XII. Financial Vision

3. Create an industry “hard dollar” fund mechanism, the goal of which is to generate and expend \$36 million over the next five years. These dollars will be used to promote, extend and expand the outreach program (*a la* the Milk Advisory Board campaign).

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Immediately following is a recap of the Strategic Plan, as currently envisioned:

- The plan is a **work in progress**. The plan will evolve over the next five years as knowledge and experience is gained, with effective programs expanding and ineffective ones revised or eliminated.
- The Strategic Plan will be the foundation on which annual business plans will be adopted, written and implemented.
- The objectives, strategies and tactics have been developed to synergize and support each other. Implementation is to be adaptable to local conditions/situations.

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Plan Summary

Key Problems Identified

1. Increasing competition for peoples' attention, time and money
2. No focused campaign to increase participation
3. Education is required to overcome the public's constraints and misconceptions about recreational boating and fishing
4. Demographic groups with lower participation rates are growing faster than the Anglo population, which is the current core boating and fishing participant group

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Plan Summary

Key Problems Identified

5. Stakeholders need to be trained in the means of improving the quality of products and services and in implementing outreach efforts
6. The public lacks “how to” and “where to” information about current boating and fishing locations
7. Facilities are lacking for the growing urban population

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Guiding Principles

1. Recognize, reinforce and commit to the importance of a sustainable aquatic habitat and natural resource conservation
2. Emphasize that boaters and anglers are conservationists by demonstrating their commitment and contribution to conservation efforts
3. Focus efforts on urban boating and fishing needs and opportunities
4. Champion the use of a single coordinated, encompassing effort to promote recreation boating and fishing involving all stakeholders
5. Encourage the industry, and all stakeholders, to implement the Strategic Plan by supporting this unified, comprehensive marketing and outreach effort

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Objectives/Strategies

1. Create a top-of-mind campaign to develop awareness, trial and continued participation
 - A. Develop a national theme/icon
 - B. Implement the theme/icon in all appropriate venues
 - C. Create a web site for “where to go” and “how to do”
 - D. Develop communication utilizing the theme/icon
2. Educate people as to how and where to boat and fish
 - A. Deliver conservation-based education programs
 - B. Create industry-wide education standards that address customer satisfaction and interaction
 - C. Promote existing events and/or create new events to increase interest and participation
 - D. Simplify, facilitate and encourage license purchase
 - E. Make available “how to” and “where to” information

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Objectives/Strategies

3. Target market segments and create messages which address each segment's specific needs
 - A. Identify individual market segments
 - B. Prioritize segments
 - C. Within the national theme, tailor messages to address specific market segment needs
4. Educate stakeholders on marketing, outreach and implementation of strategies to targeted user groups
 - A. Determine critical stakeholder training needs
 - B. Develop curricula to address defined needs
 - C. Build a network for exchanging best practices
 - D. Facilitate the development of improved state license procedures

XIII. Strategic Plan Recap



SFBPC Strategic Plan



Objectives/Strategies

5. Make availability of and access to boating and fishing locations easy and simple
 - A. Conduct an access needs assessment
 - B. Determine constraints to use of existing locations
 - C. Provide access guides
 - D. Improve signage on highways
 - E. Increase boating and fishing opportunities including urban areas
 - F. Encourage the development of multi-use facilities
 - G. Address user safety concerns



SFBPC Strategic Plan



Glossary

Advertising: The means by which messages are brought to the attention of the public, through various media, in a persuasive and memorable fashion

Brand Equity: The consumer's ability to positively recall a brand (product or service) in either aided or unaided market research

Branding: The specific identification of an entity, product or service by which the entity, product or service becomes known, used, trusted and quoted by the consumer

Communication: The act of transmitting ideas

Communication Strategy: A plan by which distinct messages are brought to the marketplace in varied, effective means to reach identified market segment or segments

Creative: The unique art and copy that is developed to bring messages to varied market segments. This includes, but is not limited to, theme/icon, printed materials, print ads, broadcast ads and other means.



SFBPC Strategic Plan



Glossary

Customer: The end-use consumer

Educate: *(For the purposes of this plan, as used in objective #2, educate is defined as follows:)*

Method and means to impart knowledge and skill on how and where to boat and fish

Marketing: The art and science of discovering and understanding specific consumer wants and desires with an ultimate goal of delivering goods and services that fulfill unmet needs.

Media: The means chosen to bring the message(s) to the marketplace. It includes broadcast media, printed media, electronic media and collateral materials

Multi-use Facility: A facility that incorporates a number of different recreational opportunities that may appeal to a larger cross-section of society for a longer period of recreational use



SFBPC Strategic Plan



Glossary

Psychographics: A measure of an attitude or attitudes which is used to describe a lifestyle

Repeat: Buying or experiencing a product, service or activity multiple times

Stakeholders: All who have interest in the implementation of the Strategic Plan: federal natural resource agency personnel, state fishing and boating agency personnel, educators, non-governmental conservation and/or advocacy organization representatives, manufacturers, distributors, retailers of fishing and boating products/services and tourism providers

Theme and Icon: The actual phrase and logo treatment that is to be developed to identify the immediate brand recognition for the strategic plan

Trial: Buying or experiencing a product, service or activity for the first time