

DEVELOPING AN INTEGRATED COMMUNICATIONS PLAN FOR THE FISHERIES DEVELOPMENT CENTER

A Marketing Promotional Case

SPECIAL THANKS TO:

Professor Ian Spencer (Academic Advisor)
Bill Crossman (MRC Internship Provider)
Mr. Oswell (FDC Internal Staff Member)
Members of the Fisheries Development Center

Presented To: The Bay of Fisheries Development Center and Partners
Presented By: Tanya Baker - Research Analyst
Date: April 17th, 2001

Table of Contents

[Executive Summary](#)

[Introduction](#)

[Background](#)

[Importance](#)

[Internal Analysis](#)

[Market Assessment](#)

[FDC Member Segment](#)

Focused Interviews

Current Situation Analysis

Structured Interviews

Conclusions

External Analysis

General Public Segments

Conclusions

Partner Organizations Segments

Conclusions

Target Market

Message Appeal

Distribution Channels

Benchmarking

Measuring and Monitoring Success

Conclusions

Recommendations

Exhibits

Exhibit 1: FDC Members Focused Interview Results

Exhibit 2: FDC Members Structured Interview Results

Exhibit 3: General Public Interview Results

Exhibit 4: FDC Community Organization Phone Interview Results

Executive Summary

This report was developed for the Fisheries Development Center (FDC) in conjunction with the Aquatic Resources Program at StFX University. The analysis and recommendations contained are based on opinionated evidence (arising from phone interviews and focused interviews), participative observation, and benchmarking conducted from June to September 2000. As a research analyst for the FDC, I present this report to you for guidance of future decision-making within your outreach department. Please note that due to confidentiality purposes, all titles and names have been disguised in the appropriate manner.

The fundamental objective of this consulting document is to develop a promotional strategy for the FDC that will positively impact Digby's local economy and community. The goal from this is to strengthen the level of community support and to develop partnerships with other coastal communities and organization. By increasing awareness and involvement, more effective decision-making will occur and FDC will gain recognition and autonomy within the Fishing Industry.

The Fishery is the leading resource in Digby County and has generated economic activity into both the manufacturing and service sectors as a result. If supported enough by the community, the FDC will be able to sustain this economic level for those directly and indirectly associated with the Fishery.

Significant conclusions are drawn upon the specific findings throughout this report. Partner Organizations is the segment chosen to target due to their expressed support of reaching the FDC's objectives. This segment is the most interested in establishing a 'win-win' situation to which both parties are able to benefit from their efforts. Tentative recommendations filtered from the conclusions focus on directing the communication plan to the Partner Organizations on a level that will create fear, thus resulting in immediate action. This is known as 'Appeal on Emotions' and is very effective and powerful when the recipient is willing to cope with the presented problems. Partner Organizations show a high willingness to contribute their resources to the FDC and should therefore be able to drive the promotion objectives. Further recommendations may include a visual billboard, valid organization of meetings, IT information distributions, and effective use of success stories and statistics.

Introduction

Background

The Fisheries Development Center (FDC) is the management board for the Ground fish Fishery on the NS side of the Bay of Fundy. It was created in 1996 as a non-profit organization for achieving effective and integrated Coastal Resource management. Its mission is to provide a communication and negotiation process for Community Based Management (CBM).

Communities are able to define problems, establish goals, and work cooperatively with information through Community Based Management. To succeed at this, the FDC requires substantial community participation in decision-making processes to ensure the utmost information concerning Ground fish is presented. Communications is a crucial asset to the fishermen as it informs them with material about DFO, the industry, and FDC. Some challenges that occur in this process appear due to the difficulties of regulating a common property resource such as varying interests between fleets and trustworthiness.

The FDC gives the Digby/Annapolis region capacity to take on a greater role in integrated management of coastal resources. This area is losing access to their resource due to privatization, habitat depletion, destruction, and conversion of coastal habitats. FDC tries to protect and assert the rights to these resources, using CBM. The geographical management area lies from the Yarmouth-Digby County line to the New Brunswick Border. There are five main divisions including Clare, the Islands (Long Island and Briar Island), Digby Neck, Annapolis County, and the Upper Bay. Decision-making processes involve democratic transparency from on a geo-graphical basis. The Board of Directors is the primary decision-makers and uses the local knowledge of fishermen as well as expert knowledge in reaching their consensus. The Advisory Committee also makes recommendations to the Board on specific issues. Trust-worthiness and openness are two large factors in the decision-making process of the FDC.

The ground fish resource is a common property concern and should be allocated to the users with a community-based system on both an ecological and economical point of view. The FDC centers on strong democratic participation and organization to insure that the fishery is regulated to its utmost highest level of effectiveness. There are three ground fish fishing fleets in the Bay of Fundy including long line (LL), hand line(HL), and gillnet(GN).

Importance

The fishing industry is the largest industrial sector within Digby County and often known as the 'backbone of the Digby economy'. The ideal location of the area along the Bay of Fundy provides an excellent area for catching and transporting the fishing resource. With 35 fishing communities and ports located along Digby Neck, the industry historically shaped the settlement pattern for Digby County. Many communities have developed economic activity due to the reappearance of the codfish. Family incomes started to increase in the 1970's when the fish returned to the Bay of Fundy. The following statistics were collected from the Western

Valley Development Authority (WVDA) Profile from 1998-1999, the Community Profile for 1999, and Statistics Canada's 1996 Census.

- The 1996 value of the Fishery was nearly \$100 million Fishing and Trapping industry is four times larger in Digby then the NS average.
- Digby's resource based sector was 14.5% and only 6.8% for the NS average
- There are 54 licensed processing plants in Digby, each employing 50 or more employees.

Problems started to arise in 1997 when landings decreased from 500,000 metric tons in 1986 to 250,000 in 1997. Employment in fish harvesting within the province declined from 10,500 in 1989 to 700 in 1997. Some community members feel that this may have occurred due to overexploitation and mismanagement in previous years. This was one of the crucial factors that led to the creation of the FDC in 1997. The community believed that the Center would help to sustain the future and increase financial benefits for members.

Internal Analysis

The internal situation analysis is beneficial to FDC as a starting point to gain as much information as possible about the internal operations pertaining to the communication project. Exhibits 1 and 2 serve as the primary evidence base for this section of the report. As noted earlier, the key objectives of this project are:

1. To strengthen community support and develop partnerships with other coastal organizations
2. To expand resources
3. To gain credibility and autonomy

Market Assessment

The first step was to segment the market so that different groups of individuals could be researched according to their distinctive needs. Six structured and two focused interviews were conducted with FDC board members in the internal analysis. From these interviews the following segments were thought to be probable targets:

1. Local Center Members
2. Politicians/Bureaucrats/Gov. Agencies
3. Marine Related Institutions outside of the FDC management Board

4. Members of Fishing Communities
5. Community Businesses
6. Schools

Schools were left out of this project, since the FYI (Fundy Youth Initiative) at the Bay of Fundy Marine Resource Center (FDC partner) is targeting this group. The Internal Staff Member and I were able to narrow the remainder segments down to three possible target audiences including:

1. **FDC Members-** This includes fishermen who have signed with the Bay of Fundy Inshore Fishermen's Association or the Maritime Fishermen's Union, Local 9, and their family members.
2. **General Public-** This target includes the general public of the Digby/Annapolis region because this is the area with the highest concentration of fishermen signed with the FDC.
3. **Partner Organization-** Both private and public community development organizations with marine-related interests may be interested in building partnerships with FDC.

FDC Members Segment

Focused Interviews

These interviews were conducted initially with two internal staff members (Mrs. Brown and Mr. Oswell) to determine a situation analysis and the key issues surrounding this project. The results are stated in Exhibit 1 and showed internal communication concerns between both individuals as to the importance of the promotion project.

For example, question #2 in Exhibit 1 portrays Mrs. Brown's perception of CBM as a service provided for the fishermen only. She believes that it is not necessary to promote the Center to those who are uninvolved in the Fishery. In question #8 she went on to say that *'the General Public as well as the younger age group is not directly related to the Fishery and therefore is uninterested. The only group worth targeting is anyone directly related to the Fishery such as Fisheries related Organizations in the Maritime region'*.

This was proven to be wrong with further interviewing, which will be noted later in this report. The other member, Mr. Oswell, differed in opinion and noted that all community members are linked to the Fishery in some way or another

because the industry structured the entire Digby area as it's primary resource. He also indicated that the problem with promotion is that information is not reaching enough members possibly due to an emphasis on the Digby Neck region exclusively. This showed that there may be some communication problems between the FDC members themselves.

The two interviews also noted that there were varying perceptions within the Center as to where current recognition is coming from. Question #10 shows that Mr. Oswell felt it was from outside NS, Maine, and the NE Fisheries Centers. Mrs. Brown felt, however, that it was from the local fishermen and their families, since inland areas are uninterested in the fishery. This could suggest that community development organizations based inland may not want to become partners, unless they are Fishery related. Another important indicator of miscommunications is stated in question #16 and points out that FDC took over the old DFO office, which creates confusion for the public. Mrs. Brown believes the promotion is important to clean up these misinterpretations and for the community to view the whole picture and to know exactly what they are supporting.

Current Situation Analysis

After interviewing the two internal staff members, it was found that the FDC does not have a promotion department. The Outreach Coordinator is responsible, however for communications and has made the first attempt to do so, with this project. Financial resources are limited with no actual budget, but there is potential to use a percentage of fishermen fees and dues for promotional purposes. A \$6,000.00 grant was also received by the Canadian Rural Partnership to launch a poster displaying CBM and it's benefits. Past communication tools used by the FDC, as noted in Exhibit 1, include word of mouth, community events (suppers, radio interviews), Fundy Fisherman Newspaper, FDC Newsletter, Center meetings, and the outreach communication poster project. From these attempts, it appears that word of mouth is the most successful and that the others may not be receiving commitment from members of the Digby community who are not directly involved in the Fishery. One explanation of this noted by Mr. Oswell in Exhibit 1 may be due to lack of information concerning

economical linkages of all community members to the Ground fish Fishery. He also noted that current recognition of FDC is coming from outside NS in Maine and the NE states from other Fisheries Groups. The Digby Neck Community Development Association, The Bay of Fundy Marine Resource Center, StFX, Dalhousie, and the Western Valley Development Authority (WVDA) are all current partners of the FDC.

DFO is more beneficial as a competitor of authority due to its strong level of authority and larger budget. Relative to DFO, the FDC is less powerful in autonomy, but it offers a democratic alternative to the fishermen. Community Based Management is therefore the competitive advantage aimed towards for the FDC fishermen.

Structured Interviews

These interviews were conducted at two board meetings towards Long liners (LN), Gill-netters (GN), and Hand liners (HN). The objective of these was to determine the awareness and attitudes of FDC members. The results are displayed in Exhibit 2 and indicate that this segment had a very good understanding and attitude of the FDC, which shows that it may not need to be targeted for increased awareness.

All six interviewees agreed that it is important for the community to know more about the Center for reasons such as the need for volunteers, and to understand decisions. One member indicated that the Center was referred to as '*Communist Based, and not Community Based*'. One respondent indicated that radio broadcasting may work instead of just sending out newsletters. Statistics and information on who is involved were also thought to be beneficial.

Conclusions

- Highest level of awareness and support
- Lack of communication between members themselves
- Misinterpretations of the Fishery even Internally concerning duties, responsibilities, and relations

- 7/8 felt that promotion is worthwhile (Important to “everyone” because of the linkage with Digby's economy- it is the primary resource and largest industry)
- Participative Observation showed dedication and commitment, direct involvement
- Capable of developing and executing communication plan

External Analysis

After looking at the internal analysis, the external factors pertaining to this case were examined. The General Public and Partner Organizations were interviewed and researched to determine which segment the FDC should raise their awareness to and build their support from.

General Public Segment

Ten structured interviews were conducted on a Saturday afternoon at the Digby Evangeline Mall for a time period of three hours. Ten respondents resulted of various gender (6 female and 4 male) and employment positions (all three sectors). The objectives of these interviews were to determine the awareness and attitudes of the general public towards the FDC as well as their level of support.

The results of these interviews, as indicated in Exhibit 3, were very surprising and indicated a huge awareness problem because all ten had never heard of the FDC. Even more shocking was that only half of them were willing to support the FDC after knowing what they were trying to achieve. The public appears to have two conflicting perceptions about the Fishery and on building community support for the FDC. One perception is centered on rich and greedy fishermen who have over-fished in the past, little time to help, discouragement, negative feedback on the fishery, and uninvolvement. The supportive perception focuses on sustaining levels of economic activity from the primary resource, dependency, working together, and survival of the next generation. These perceptions may arise from two views on the numbers of ground fish left. One may feel there is not enough fish left to make money from, while the other may feel that there is enough fish left to make the Fishery come back to Digby in the future. One respondent indicated, *'They don't need support because they are the richest residents in this area- everyone on Digby neck has a satellite dish and a brand new truck- the smaller guys need the support'*. Those who felt there was a need to support the Center indicated that they

needed more information possibly through newspapers, flyers, and classes or workshops.

Conclusions

This is a very important segment to target because 100% of the interviewees showed no awareness or understanding of the FDC. Only 50% indicated they would support the Center, which shows a low amount of willingness. The two conflicting perceptions show that more information is necessary for this segment.

Partner Organizations Segment

Ten phone interviews were conducted with potential community organizations from the Digby/Annapolis region that were agreed upon by an FDC internal staff member and myself. The objective was to determine the awareness, and attitudes of this segment towards the FDC and the level of community support contributed by their organization. The interviewees included the following:

- Economic Development and Tourism of Digby County
- Digby County Department of Environment
- East Coast Ecosystems
- Digby County Community Services
- Annapolis Royal Haul-up Association
- Atlantic Canada Mobile Shrimp Association
- Annapolis Valley First Nations
- Kings/Annapolis Research Development Society
- Digby/Clare Business Development Center
- Dept. of Natural Resources (Digby Office)

After the interviews were completed, it became clear that this segment showed the most willingness to support the FDC. Exhibit 4 shows that 60% of the respondents indicated that they would like to know more about the Center and how to support it. With half of the respondents being aware of the Center, it showed that the awareness problem was not as high of a concern for this segment as the General Public segment, but should still be addressed. 50% also felt that they would be able to benefit as well from the support they contribute to the FDC, thus creating a win-win situation. Only one organization responded that they did not agree with what the Center was doing because, '*Community based management creates more*

problems for the fishery because there is too much politics. Only the Federal Government should make the decisions'.

60% of the interviewees indicated in Exhibit 4 that they could offer resources to the Center such as information, relationships and networking, immediate exposure, moral support, and community development. One business was even generous enough to offer free book keeping services and financial support.

Some promotional ideas that were generated from this segment include visual displays during Scallop Days, handouts explaining the economic impacts with the Fishery, bringing people together to hear the fishermen, community meetings, a public education campaign, newspaper, finding ways for the Government to listen, promotion of integrated resource management, media interviews, and publicity with natives.

Conclusions

This segment shows a greater willingness to support the FDC due to the positive perception of the Fishery and the vision of the win-win situation. They offer the most potential for achieving FDC objectives such as increasing awareness, building resources, and gaining autonomy and credibility within the Industry. The potential partnerships may offer effective decision-making, information resources, and funding for education and research. By studying each of the target audiences it is found that the Partner Organizations should be the FDC's target. They may also be able to indirectly target the Community Members segment at the same time by filtering information down to them through these partner organizations.

Target Market

Promotion usually does not aim towards the entire market, but pursues a specific strategy to target one audience. An evaluation of each of the three target audiences was made in order to determine which target the promotion would be aimed towards. Partner Organizations should be the direct target of the integrated communication plan and the General Public could still be indirectly reached by filtering information through this target.

The partner organizations must be educated with marine issues or community development and be supportive of the FDC mission. Possible partners may be established with Environmental Groups, the Digby Municipality, Chiefs, Wardens, Churches, Coastal Community Networks, Chambers of Commerce, Common Interest Groups, Local Businesses, Tourism Industry, and the Harbor Authorities.

Message Appeal

The message may be verbal or nonverbal, oral, written, or symbolic. The impression or image that the appeal leaves behind to the target audience is the most important part of the message. Some possibilities of what to include in the message are:

- Resource Dependency (Community's foundation)
- Statistics of economic linkages within all sectors
- Fear of the Fishery ending in the near future
- FDC success stories for a positive image (research and what they are doing with CBM)
- Invitations to 'win-win' workshops
- How to help (Prevention= Community support)

The goal is to create an 'army' of CBM representatives and a strong supply of resources. This will enable the FDC to receive credibility and opportunities for grants

The communication strategy that would be powerful enough to change the negative perceptions of the Fishery is 'Appeal on Emotions'. Acting on emotions will waken people up to the cold realities of what the Fishing Industry could be like in the next few years. This is the best way to create fear in the minds of the Community and for them to take serious action for their children's future in the Digby region. Posing a dangerous threat in the eyes of the audience will create an emotional response, which is usually followed by action for prevention. Message acceptance is directly proportional to level of fear: This is only to a certain point, so FDC does not want to go past this point. A low level of fear can attract attention and interest in the message and may motivate the receiver to act to resolve the threat. High levels of fear may result in the receiver being emotionally blocked and denying its argument. The appeal must be careful to investigate any opposing viewpoints that community members may hold. The strongest arguments should be placed at the beginning and end of the message. The message may trigger an immediate action or a long-term action. Open-ended promotion tends to work better than closed using unanswered questions.

'If fear isn't created in the heart and mind of the community then people will not worry about their primary resource enough' - FDC Member

Distribution Channels

Coastal Communities have the most interest in building support for the FDC because they are directly involved. Since the general public shows mixed feelings, it is an important sign that they need more information as well, which may be received indirectly by filtration from interested Community Organizations. The best time to send the message would be before the season opens (Jan-March) in the evenings, and also close to election time. This would ensure enough time to make decisions and the fishermen will be available for the meetings. Media tools may also be beneficial such as flyers, newspapers, and positive radio broadcasts. A billboard could be used to advertise community linkages with a picture of what the Digby area will look like without the Fishery. Direct marketing would be useful in distributing invitations to classes or workshops. Public relations is also a useful method of distribution for sponsoring events and meeting community members.

Positioning involves fitting a product or service to one or more segments of the market. The position is the image that comes to mind and the attributes perceived with it. FDC's current position is little or no awareness, confusion, lack of participation/involvement, and mixed feelings.

Their desired position is community supportive with high recognition and credibility. Repositioning may be difficult due to entrenched perceptions and attitudes about the FDC.

Benchmarking

Benchmarking research was helpful to obtain ideas that may reflect upon FDC's objectives.

Non-profit organizations receive donations and use ads to solicit public contributions. The donors may receive social or psychological satisfaction for their benefit. They may use symbols to get the appeal spread or trigger on emotions. The product FDC will market toward the Partner Organizations is a service resource of expertise and active participation for enhancing the Fishery.

GRASS ROOTS

This non-profit organization uses success stories in their appeal to create response. The company states, *'If these stories have inspired you, and we hope they have, there's any number of things you can do to encourage and support similar efforts in your community'*. Their closing message includes information on how to make contributions, which is the last thing in the recipients mind.

Use of FDC success stories on what the organization has done to make a difference will build credibility.

DUCKS UNLIMITED

This nonprofit organization is known worldwide for the conservation of wetlands and wildlife. Their mission statement clearly outlines what their main goal is, *"to fulfill the annual life cycle needs of North American waterfowl by protecting, enhancing, and managing important wetlands and associated uplands."* Their web page consists of a news flash saying *"90 Million Ducks to Fly South this Fall."* This tries to get the attention of the viewer as well as a visual picture of the Ducks flying. Underneath it describes who the beneficiaries are.

Through searching on the Internet about nonprofit fundraising I found that many organizations today are using the net for donations. This seems to be a very popular way to raise funds, but also very difficult for FDC at this time due to limited resources. The most successful organizations are highly recognized through the eyes of the public.

The internet is the boom in technology today, not only in business-to-business interactions, but also in business-to-consumer as well. FDC may want to look into establishing links from other organizations web sites for further information about FDC and the steps they are taking with the Ground fish Fishery in the Bay of Fundy. Current partner organizations such as the Bay of Fundy Marine Resource Center may want to do this. Currently no information or little about FDC on this site or any others. Success stories distributed in communication plan will build upon credibility as opposed to just hearing the negative results of the Fishery.

Measuring and Monitoring Success

Promotional actions must be realistic and measurable for the FDC. The following questions should be kept in mind when measuring and monitoring the success of the communication plan.

1. Does the plan reflect a thorough understanding of the company's business situation?

2. Has there been good use made of research and background sources?
3. Has there been accurate editorial coverage?
4. Are the objectives specific and measurable?
5. Is there a clear description of how the Partners will benefit as well as the FDC?
6. Do the objectives and research activities tie together tightly?

Conclusions

After completing both the internal and external analysis and considering all evidential factors from the conducted research, the following conclusions were drawn. It is important to note that these are tentative conclusions because they surfaced from primarily opinionated evidence.

The objective of the communication plan is to develop a credible community image that will lead to the expansion of resources and autonomy. The key success factor to achieve this is through participative action and integration of all community members. It appears from the presented research that Partner Organizations will be the most effective target to send your message to because they show the strongest commitment to meeting your objectives. Appeal on Emotions should be used as your creative strategy for FDC to ensure that immediate action is taken.

Monitoring success is a very important component to the communication plan to ensure a clear understanding is presented with the 'Win-Win' situation established and to make sure your results reflect your goals. Since marketing is an exchange of value amongst two parties, your promotion must convince the Partner Organizations of the opportunity to satisfy their needs and wants.

The campaign may result in increased public awareness and involvement from the county and organizations targeted. Credibility and autonomy will grow by strengthening the level of community support and developing partnerships. The audience will also be able to see the big picture of the Fishery and it's impacts towards their needs. Credibility will amplify into the future and allies will strengthen, which is an asset in reaching your final goal.

Recommendations

Flowing directly from the study, I have noted the following tentative recommendations that are supported from the stated conclusions. Although Partner Organizations will be your direct target, they will be able to also reach the General Public indirectly. Once resources and credibility begin to surface, you may want to look at targeting the public more through public relations and media channels such as the Internet. The goal is to 'create an army to prevent disaster', which requires the dedication and support from all community members.

Appealing on emotions may be effectively achieved through a billboard posted in the central Digby area for the community to view. The board may display a visual image of extreme economical conditions that may occur in the next decade if everyone does not support the Fishing Industry.

A Community meeting was organized on September 6, 2000 at the Digby Legion for all interested Community Organizations to attend. This should be followed up on with additional information classes and meetings for the interested businesses to attend.

It is important to notify all fishermen to attend the board meetings so more views can be expressed instead of the select few. This will also help to wrinkle out some of the confusion and misperceptions found amongst the internal operations.

With the internet boom occurring today, you could establish links from other organizations web sites for further information about FDC and the steps they are taking with the Ground fish Fishery in the Bay of Fundy. Success stories distributed in the communication plan will also build upon credibility as opposed to just hearing the negative results of the Fishery. Multimedia partners could allow this information to be posted regularly and accurately.

Provided information should not only include success stories, but also statistics indicating visual economical impacts resulting from decreased fish stocks. The message must be targeted to all service sectors on an emotional level.

Exhibits

Exhibit 1: FDC Members Focused Interview Results

FDC Member Focused Interview Results - By Two Internal Staff Members

1)What is the current promotional strategy used by the FDC?

MO: Word of Mouth mostly, Community Events (Suppers,
two Radio interviews with AVR Fm and Am, the Fundy

Fisherman, Newsletter, and meetings with the community members of the Council). Recently the FDC received a grant for an Outreach Project to design a pamphlet/poster).

MB: They have not yet done anything for promotion.

(Opinionated):The FDC is a service provided for the fisherman only, so they are the group most aware of the Council's existence. No promotion is necessary because the fisherman already know what the council is and stands for. Why should a farmer have to know anything about the fishery for instance or what connection would there be for him?

Noted later in the interview: The Fundy Fisherman, FDC Newsletter

2)How successful is the strategy?

MO: They have not achieved a lot of success with community awareness and support. There is not enough local recognition.

MB: N/A

3)What problems are present with this promotional strategy?

MO: It is not reaching enough community members. There may be some neglect on the ends of the management board by focusing too much on the Digby Neck area where most of the fishermen are located.

MB: N/A

4)What is the promotional budget for the FDC?

MO: There are no on-going funds available. A recent grant for outreach was received from the Canadian Rural Partnership in the amount of \$6000.00. This is a Federal organization.

MB: None

5)What other resources are available for promotion purposes?

MO: Donations, Grants, and dues from the MFU and BFIFA.

MB: Possibly a percentage of dues paid into the FDC by the fishermen, but that money goes into the office as well.

6)What is the desired target market?(Opinionated)

MO:1)Fishermen (members/nonmembers)

2)Community (families, businesses, local institutions), mostly in the Digby-Annapolis area.

3)Community Organizations outside of the 5 counties (beneficial for establishing partnerships).

4)Government / Private Funding (US Foundations)

MB: The General Public is not directly related to the Fishery and therefore is uninterested. The younger age group is uninterested as well. The only group worth targeting is anyone directly related to the Fishery (maybe Fisheries related Organizations in the Maritime region). Adults from the ages of 20 to 55 yrs. would be mostly interested in the Fishery.

7)What is the appeal or message that the FDC will send to their audience? (Opinionated)

MO: The importance of Community Based Management and the idea of how fishermen can take responsibility of the industry into their own hands. How the public is able to get involved should also be included as well as the impacts of what is happening. The same message may be sent to all of the four target areas.

MB: Who the FDC represents and what they do.

8) Where is the current recognition coming from? (place or group)
(Opinionated)

MO: Outside of NS, mostly in Maine, US from other Fisheries Groups such as New England Fisheries Management Councils.

MB: Fishermen and their families who have signed with the council within five Counties under the management board.

9) What needs do you feel are not yet met by the desired target market?
(Opinionated)

MO: They need more information to increase their awareness.

MB: They are not yet directly involved and therefore are not interested in the Fishery

10) Where, in geographical terms, will this message be targeted?
(Opinionated)

MO: Within the Fixed Gear region as well as outside in Government / Private Organizations.

MB: Any Coastal Communities with common interests of the FDC. Maritime and non-maritime regions.

11) What characteristics designate this chosen area over other areas?
(Opinionated)

MO: See question 10.

MB: Inland areas such as Halifax are uninterested in the Fishery and so coastal communities would be the most beneficial to the FDC. Some rural inland areas do not even know what fishing is.

12) When in season/time would this promotion ideally take place?
(Opinionated)

MO: January or February, in the fall before the lobster fishery starts, and during election times.

MB: January to March in the evenings around suppertime.

13) What is the importance of this time to the FDC?

MO: Involvement would be most likely prior to the season and meetings and conferences would have the highest turnout during this time.

MB: The season opens April 1st and ends at the end of December so it would be good to send the message before the season starts. It really depends on the tide too to know when the fishermen aren't fishing.

14) In your opinion, why should this promotion take place?

MO: To strengthen the community support for the FDC, to establish partnerships, and to eventually receive funding. With increased community support the FDC may be able to strengthen partnerships with other community institutions such as the Town Council.

MB: To increase recognition and so the audience can see the whole picture. I believe that fishermen just come in to the office and pay their dues without even thinking about what it is that they are supporting. The history and future of the fishery as a broader picture is not looked at by enough fishermen in this area.

When the FDC took over the office in Tiverton from DFO it created a lot of confusion within the local public. Some still believe that I am working for DFO so it would be nice to clean the misinterpretations.

15) What connection is there between this promotion project and the existing promotion project and the existing promotional strategy?

MO: To improve upon the existing strategies.

MB: N/A

16) What type of satisfaction is the FDC receiving from this promotional strategy?

MO: Community building to strengthen the Fisheries Development Center's credibility and allies. The goal of the FDC is to move to an entire Community Based Management system. This involves gaining authority from DFO, building partnerships and funding. The FDC wants DFO to let go and to let the fishermen regulate their own industry. The community support is needed to do this.

MB: See question 16.

NOTE: MO Mr. Oswell's response and MB indicates Mrs. Brown's response. Interviews were conducted separately.

Exhibit 2: FDC Members Structured Interview Results

FDC Board Room (July 2000)

Awareness and Attitudes of FDC

By Fishermen on Council who are directly linked to the Groundfish Fishery

Sample size: 6 Fishermen of various gear types

Questions asked:

1. What fishing fleet do you fish within?
2. What geographical area do you fish within?
3. In your own words, how would you describe your understanding of the FDC?
4. Do you think that it important for people to know more about the FDC? Why?
5. If you answered yes, then what types of people and how would you send the message?

	LL Victoria Beach	LL Centerville	GN Centerville	GN Meteghan	GN Meteghan	HL Freeport
Understanding	Very well- only way of survival	3 gear sectors working together to manage the fishery	N/A	Joint project of fishermen organizations to facilitate CBM	Managing to a level that is best for the community and most profitable	Work is still necessar to cope with the changes
Importance	Yes	Yes	Yes	Yes	Yes	Yes
Explanation	Understand Community fishermen and Government intervention	Understand decision making	N/A	Know importance of the industry and best- interest management	Community minded non-profit council requires support and volunteers	N/A
Target	Community Neighbors	Community Members	N/A	Fishermen, schools, businesses	Council, politicians, AR interest groups	N/A
Strategy	N/A	N/A	N/A	N/A	N/A	Radio, statistics

NOTE:

LL refers to Long liners

GN refers to Gill-netters

HL refers to Hand liners

Exhibit 3: General Public Interview Results

Digby Evangeline Mall (July 2000)

Awareness and Attitudes of FDC

By General Public residing in the Digby/Annapolis region

Sample size: 10 Respondents of various sex and employment status

QUESTIONS ASKED:

1. Where do you live?

2. What is your job position?
3. Have you ever heard of the FDC? If so, what do you know about it?

NOTE: After describing what the FDC was and what they were doing I asked:

4. Are you willing to help build community support for the FDC? Why or why not?
5. If you are willing, what do you think the council can do to increase awareness?

M/F	Position	Awareness	Willingness	Explanation	Strategy
F	Waitress	None	None	Uninvolved and disagree with native rights	N/A
M	Retired	None	None	Discouraged and can't personally help	Need more information
F	Clerk	None	None	No time	N/A
F	Retired	None	None	Fishermen are greedy, over-fishing caused the collapse	N/A
M	Advertising Executive	None	None	Fishermen think negatively, they have enough money, smaller guys need more support	N/A
M	Retired	None	Yes	Need support, misperception of making money, but not really. Money will stay in Digby	Not sure
F	Retired	None	Yes	Satisfaction of making it work, dependency on fishery, build it up for the future	Newspaper, Donations
F	Laboratory Technician	None	Yes	Sustain the fishery, nice to see fishermen work together	Newspaper, Flyers
F	Retired	None	Yes	Quota management is essential for the fishery and is our	Need more information, Classes

				livelihood, survival of the next generation	
M	Investigator	None	Yes	More money for the community and less taxes, generating economic activity	N/A

Exhibit 4: FDC Community Organization Phone Interview Results

Phone Interviews

Awareness and Attitudes of FDC

By Potential Partner Organizations in the Digby/Annapolis region

Sample size: 10 Interviewees

QUESTIONS ASKED:

1. Have you ever heard of the FDC? If so, what do you know about it?

NOTE: After describing what the FDC was and what they were doing I asked:

2. Are you willing to help build community support for the FDC? Why or why not?
3. If you are willing, what do you think you would be able to offer the FDC to help them achieve their goal?
4. Do you have any ideas on how the FDC may go about increasing community support?

NOTE: Invited the organization to attend a community supportive meeting on Sept. 6/00

5. Are there any organizations that you feel that may want to attend the meeting?