

**12. Inland Fish Stocking Strategy and Marketing Plan  
(Briefing)**

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## “GREEN SHEET”

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**Meeting:** February 3–4, 2012, Commission Meeting

**Agenda item 12:** Inland Fish Stocking Strategy and Marketing Plan – (Briefing)

**Staff Contact:** Heather Bartlett, Hatcheries Division Manager

**Presenter(s):** Heather Bartlett, Hatcheries Division Manager (lead)  
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**Background:**

License sales for anglers that target trout and warm water fisheries in our lakes form the single largest base relative to fish related income to the Wildlife Fund. Ensuring current and future stocking plans promote increased public participation is key to ensuring fiscal stability for the future.

A team of fish biologists and hatchery staff have worked closely over the last 18 months to evaluate current stocking strategies relative to public interest with the goal of increasing angler participation.

The team has developed an Integrated Fish Management Strategy that includes prioritization for the release of larger catchable trout and the expanded use of warm water species to provide diverse opportunity in time and place to expand utilization and improve our overall lake fishing opportunity.

Concurrent with the development of an Integrated Fish Management Strategy and Inland Fish Marketing Plan that will focus on some key areas or market groups to increase or expand the purchase of recreational fishing licenses.

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**Policy issues:**

None

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**Public involvement process and outcome:**

Angler Preference Survey – Responsive Management 2008  
Inland Fish Marketing Plan – Responsive Management 2011

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**Action requested:**

None

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**Draft motion language:**

None

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**Justification for Commission Action:**

None

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**Communications Plan:**

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# Responsive Management



## **2011 MARKETING PLAN FOR THE WASHINGTON DEPARTMENT OF FISH AND WILDLIFE'S INLAND FISHERIES PROGRAM**

**Prepared for the Washington Department of Fish and Wildlife  
by Mile Creek Communications, LLC and Responsive Management**

**2011**

# **2011 MARKETING PLAN FOR THE WASHINGTON DEPARTMENT OF FISH AND WILDLIFE INLAND FISHERIES PROGRAM**

**2011**

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## INTRODUCTION

The purpose of this marketing plan is to give strategic direction to the Washington Department of Fish and Wildlife's (WDFW) Inland Fisheries Program to increase participation in fishing for game fish and the sale of freshwater fishing licenses in Washington State. To this end, one of the primary goals of this plan will be to determine the most effective methods of marketing trout and warmwater fishing (herein referred to as fishing for game fish) to target markets.

According to data from the *National Survey of Fishing, Hunting, and Wildlife-Associated Recreation*, about two-thirds of the states (33 states) have a higher rate of resident freshwater fishing participation than Washington State: 9.7% of residents participated in freshwater fishing in Washington in 2006. In general, the participation rates from the *National Survey* show midwestern and southern swaths of avid freshwater fishing states and lower freshwater fishing participation rates on the west coast and a swath of eastern states. The lower freshwater fishing participation rates on the west and east coasts may be influenced by the availability of marine fisheries and saltwater fishing opportunities in those states. Regardless of the reason, Washington has experienced a decline in freshwater fishing participation, and the Washington Department of Fish and Wildlife is hoping to reverse this trend through actionable marketing strategies designed to increase participation in fishing for game fish.

In 2009, Responsive Management developed a marketing plan for the WDFW: *Increasing Freshwater Fishing Participation and Fishing License Sales in Washington State: A Marketing Plan for the Washington Department of Fish and Wildlife* (2009a). The purpose of this project was to examine the opportunities and challenges facing the WDFW Fish Program as it aligns itself with the needs and desires of Washington residents, anglers, and youth; to explore the demographic trends taking place in Washington State and important characteristics within these target markets to assist the Department in better understanding its constituencies; and to offer marketing recommendations and outreach strategies to increase participation in fishing for game fish and fishing license sales in Washington. The current project builds on this plan to achieve several of the goals set forth therein, to provide actionable strategies to market game fish "opportunities" in the State of Washington, and to encourage target markets to fish for game fish species.

## METHODOLOGY

Responsive Management partnered with Jodi Valenta, president and owner of Mile Creek Communications, on a multi-phased approach for meeting the research and planning objectives of this project. The marketing plan began with a situation and market analysis, involving extensive research in Washington as well as other states to provide a better understanding of anglers' behaviors, patterns, and trends; to identify target audiences and messages that resonate with these groups; to explore challenges and barriers to marketing efforts; and to determine actionable recommendations for implementing a marketing plan for inland fisheries.

## **INITIAL PLANNING SESSION (2-DAY PLANNING WORKSHOP)**

This project began with an initial planning session held on April 27-28, 2011 at the WDFW. The first day of the workshop was used to explore the current environment and the research that exists to-date, to identify issues of importance and concern regarding inland fishing activities and license sales, and to provide an overview of the marketing planning process, including a discussion of target markets, SWOT analysis, and the overall goals and mission of the marketing plan. Day 1 began with presentations by the research experts, including WDFW Inland Fisheries Program agency leadership and biologists, Mark Damian Duda, and Jodi Valenta.

This presentation set-the-stage for Day 2 of the workshop, which involved focused discussions with WDFW personnel regarding the agency's marketing goals, objectives, and strategies. The purpose of the second day was to brainstorm ideas and formulate action items to direct the rest of the planning process. This time was used to identify key priorities, to explore ideas for marketing to target audiences, and to determine communications and outreach opportunities and limitations. The purpose of the 2-day workshop was to gain invaluable insight regarding the WDFW's overall marketing and outreach goals and their ideas for achieving their benchmarks. This information was used as a springboard for further research and recommendations.

## **RESEARCH REVIEW**

The researchers conducted a comprehensive review of the research to explore communications and marketing strategies implemented in Washington and in other states and to provide a better understanding of the impact of these efforts on anglers' behavior, patterns, and trends. This research review was designed to determine successful elements of WDFW's past communication efforts, to explore challenges and barriers to the WDFW's communication efforts, to identify effective public communications strategies, and to determine best practices for future outreach and marketing. The review included primary sources, such as the 2009 marketing plan *Increasing Freshwater Fishing Participation and Fishing License Sales in Washington State: A Marketing Plan for the Washington Department of Fish and Wildlife* and the Washington State Recreation and Conservation Office's (WRCO) *2006 Outdoor Recreation Survey: Final Report* (Washington SCORP report) as well as other research conducted in the State of Washington.

## **PERSONAL INTERVIEWS**

Personal interviews are an excellent research method when there are highly knowledgeable individuals whose expertise is needed for the understanding of an issue. Personal interviews can also be used prior to survey design, prior to focus group design, or as a method of understanding the specific technical nature of a project. The use of personal interviews provides researchers with insights, new hypotheses, and understanding through the process of interaction. They allow for extensive probing, follow-up questions, discussion, and observation of emotional reaction not possible in a quantitative study such as a telephone or mail survey. Personal interviews allow analyses of thoughts, attitudes, behaviors, and opinions that have a high level of content validity (Babbie 2006).

The researchers conducted personal interviews with inland fishing biologists, marketing personnel, and license sales representatives in other states to examine their marketing, communications, and outreach strategies. The personal interviews were designed to explore the successes and challenges of marketing and communications efforts, to identify approaches and

methods used to target audiences, to assess the impact of these strategies on fishing recruitment and retention, and to evaluate the impact on fishing license sales and participation. This research helped to lay the groundwork for identifying messages and themes that have proven successful in other states and to identify key issues to consider in the development of the comprehensive marketing plan for WDFW Inland Fisheries.

## PLAN OVERVIEW

### MARKETING GOALS

The current plan builds on the recommendations outlined in *Increasing Freshwater Fishing Participation and Fishing License Sales in Washington State: A Marketing Plan for the Washington Department of Fish and Wildlife* to achieve the following goals:

**Goal 1. Increase participation in trout and warmwater fishing during the next four years.**

The WDFW plans to increase freshwater and combination license sales by 10% over the yearly average of a four year period. This marketing plan offers actionable marketing strategies to reach target markets and increase participation among these groups.

**Goal 2. Increase agency revenue during the next four years.** The WDFW plans to increase agency revenue by \$1 million over the next four years. By making informed planning decisions regarding license structure and fees, as well as by improving marketing and communications efforts, the agency plans to increase participation among target groups, thereby increasing license sales and, ultimately, agency revenue.

**Goal 3. Implement a marketing plan that maximizes partnerships.** The WDFW plans to implement a comprehensive marketing plan that includes partnerships with nonprofits, other agencies, corporations, and the fishing industry. The most cost-effective approach to expanding promotional outreach is to take advantage of resources that have proven results, and perhaps the best use of WDFW resources is to expand on partnerships to increase marketing efforts.

### OVERALL MARKETING THEME

The researchers recommend the development of an overall theme for the campaign that focuses on the outdoor experience as a whole, rather than the specific socioeconomic or demographic characteristics of consumer markets. Previous research has identified the groups, demographics, and characteristics of non-anglers that are very interested in freshwater fishing, which can be very helpful in developing marketing strategies to engage these groups. Among other characteristics, in comparison to non-anglers who are not *at all* interested in freshwater fishing, non-anglers who are *very* interested in freshwater fishing are more likely to be hunters, wildlife/bird watchers, campers, target shooters, mountain bikers, and jet skiers (Duda, Jones, & Criscione, 2010). While other demographic and socioeconomic characteristics are also identified, a commonality among non-anglers who have an interest in freshwater fishing appears to be that they are likely to be outdoor recreationists who participate in varied and diverse outdoor activities.

To this end, the researchers recommend a theme based on the message: “Fish Washington!—Expand Your Outdoor Experience.” This marketing theme targets the outdoor experience as a whole because focusing on groups of outdoor recreationists who already have an interest in these activities is the best method for reaching the most accessible markets. This message is an all-encompassing theme that can be tailored for specific markets. The theme should utilize the same general message for all outdoor recreation markets with a customized tagline for each target

audience. For example, “Fish Washington!—The Game Fish Capital of the West” might be a way to tailor the theme to target non-resident game fish anglers. The campaign should provide a consistent look/brand to promote fishing for game fish. The challenge will be to take this theme and make sure it focuses on game fish, specifically. The branding images or logos should include language or images focused on the species for which the WDFW wants to increase fishing participation (e.g., trout, bass, walleye).

The overall campaign models the highly successful “Fish Arizona!” campaign, which was launched by the Arizona Game and Fish Department (AGFD) in 2005. This marketing campaign had proven and measurable results and, for that reason, the researchers recommend using it as a springboard for the development of marketing campaign efforts in Washington. The “Fish Arizona!” campaign was designed to provide fun, lighthearted images promoting fishing as an enjoyable outdoor experience in Arizona. The campaign proved to be very successful, generating widespread media coverage, encouraging interest and participation in fishing, and spurring fishing license sales. The AGFD implemented the program in the spring and saw increases in sales as early as June 2005. Over the course of 2005, the AGFD experienced average monthly increases in license sales of about 27% compared on a month-to-month basis to the same months in 2004. The campaign won first place in the “Innovative Promotions” category of the 2006 Arizona Governor’s Tourism Awards competition and a 2006 Copper Anvil Award from the Phoenix Chapter of the Public Relations Society of America in the “Marketing Communications: Multi-Element PR Campaigns/Programs” category (AGFD, 2006).

## GUIDING RECOMMENDATIONS

The following recommendations are designed to help guide the WDFW as it moves forward in implementing its marketing and outreach strategies. These overarching recommendations are applicable regardless of the targeted markets and messages and should be considered throughout the marketing planning and implementation process. These recommendations have been delineated from other strategies because the researchers believe these are overarching recommendations that should guide the marketing process and provide a basis for moving forward with the strategies, as outlined in the remainder of the plan. In other words, the implementation of these recommendations provides a starting point for any other efforts. Based on a general idea of the costs and outcomes, these recommendations have been prioritized to offer the most cost-effective methods for increasing communications and outreach.

**Recommendation 1. Develop an overall theme.** The researchers recommend the development of an overall theme for the campaign that focuses on the outdoor experience. The theme should utilize the same general message for all markets with a customized tagline for each target audience. The “Fish Washington!—Expand Your Outdoor Experience” is an all-encompassing theme that can be tailored for specific markets. The campaign should provide a consistent look/brand to promote fishing for game fish. The challenge will be to take this theme and make sure it focuses on game fish, specifically. The branding images or logos should include language or images focused on the species for which the WDFW wants to increase fishing participation (e.g., trout, bass, walleye). For

example, “Fish Washington!—the game fish capital of the West” would be a way to tailor the theme to target non-resident game fish anglers.

**Recommendation 2. Market “opportunity” to fish for game fish in Washington.** This marketing plan takes a balanced approach to marketing opportunities to fish for game fish, without negatively impacting marine/saltwater or salmon fishing. To this end, it is important to keep in mind that this campaign is designed to market the overall “opportunity” to fish for game fish in Washington. The purpose is to market trout and warmwater species such as walleye and bass and *not* marine/saltwater species or salmon.

With this in mind, however, the goal is not to take away from marine/saltwater or salmon fishing; the goal is simply to encourage anglers who fish for marine species or salmon to also fish for other species. In other words, the purpose is *not* to decrease interest in fishing for one species (i.e., salmon), but it is to present more “opportunities” to anglers to fish for all species.

The idea of marketing “opportunities” was mentioned in numerous personal interviews with other state fish and wildlife agencies. The key to successful promotional efforts appears to be in pairing marketing with specific programs, educational events, and stocking opportunities. Sending a reminder to renew a fishing license appears to be less effective than sending this reminder along with an invitation to attend and/or information regarding a specific event or program.

**Recommendation 3. Take advantage of unique fishing opportunities.** The WDFW offers numerous outstanding opportunities to fish for game fish and/or events throughout the State of Washington. To maximize participation, the WDFW should promote, promote, promote each of these events/opportunities via all available media outlets. Some of the key events/opportunities that should be featured include:

- Opening trout season or seasons for other species at key locations (feature a new locale each week)
- An exceptionally good year for bass, trout, walleye, etc.
- The opening day for fishing season on rivers, streams, and beaver ponds
- Special seminars or clinics
- Fish stocking days
- Free fishing days
- National Boating and Fishing Week
- National Hunting and Fishing Day



- National Get Outdoors Day
- National Public Lands Day
- National Rivers Month
- Father's Day

The Idaho Department Fish and Game (IDFG) offers an example of one agency that is trying to maximize promotion of fishing opportunities in the state. The IDFG tries to tailor its marketing messages and themes for specific programs, events, and/or holiday dates. For example, the IDFG marketed its summer fishing opportunities under the banner: "It's Summer Time—Take Me Fishing in Idaho!" Advertising, press releases and news were featured locally based on the timing of special events and fishing opportunities in the area. Similarly, the Department tailored its messaging around Father's Day to promote opportunities for fathers to take their children fishing. As another example, the Department offers educational events to introduce children to fishing in which five trailers around the state move to different ponds to educate children on how to fish. To promote these events in local areas, bookmarks are provided to schools near these educational clinics during the time these clinics are offered, and community calendars are used to promote upcoming events.

**Recommendation 4. Focus on the fundamentals.** A key to increasing fishing participation is to ensure that anglers have the knowledge and information they need to continue participation. Efforts should focus on basic instruction such as the right time to fish, where to fish, and the most effective way to fish for species. Promotion through "How To" events and local newsletters may prove effective at reaching target audiences. In Kansas, fisheries biologists in each district release a newsletter in the spring and fall to inform local anglers of the opportunities near them.

**Recommendation 5. Develop a high quality mail, email, and telephone database of all target audiences for future marketing efforts.** The key to reaching the target audience is to have updated, accurate contact information. For this reason, it is imperative that the WDFW develop and maintain a high quality mail, email, and telephone database of all target audiences for future marketing efforts. The WDFW already has an invaluable electronic tracking mechanism at hand that should be used to better market the Department's "product line."

In addition to simply providing a database for future contact with target markets, this information could be used to track sales at specific locations and determine which marketing approaches and promotional outreach efforts might be more effective. These capabilities are also invaluable for evaluating the outcomes of marketing efforts.

**Recommendation 6. Take advantage of peak sales dates.** Effort should be made to ensure that direct mail and email drop dates coincide with specific licenses' previous peak sales dates. Specifically, marketing materials should be distributed so that they reach the target audience approximately one to two weeks leading into the average peak sales dates for previous seasons. This ensures that specific individuals will receive marketing messages when they traditionally are making the decision to participate. Finally, the sales dates examined should be reflective of the specific target audience and not of the entire angling database as a whole.

**Recommendation 7. Develop high quality, easily navigable online information.** First impressions are important. The agency's website represents the agency and is its "face." Because today's consumers are Internet savvy, they expect websites that are modern, easy to navigate, clean and graphically pleasing. Further, websites should include the latest technology, or target audiences will not be engaged long-term. Because most of the strategies heavily utilize the convenience and cost savings opportunities of the Internet, it is imperative to have a site that will support the effort. Develop a high quality, easily navigable portion of the WDFW website that is specific to this campaign. Utilizing "Fish Washington!" as the overall theme on the existing WDFW page for game fish where recommended target audiences can access information specific to their interests. This should include quality information links, attractive graphics and visuals, video, and options to join related social media groups and subscriptions. This could be accomplished by upgrading the "Go fresh, go local – Go Fishing" by integrating it into the "Fish Washington!" campaign. Overall, the site should be more user-friendly, by including more helpful resources, and not be as copy intensive. It should be designed with the numerous target audiences in mind. It should include video "how to" tutorials, basic fishing info, tips, podcasts, smart phone aps, FAQs, and any information that would be helpful to a new/beginner/intermittent game fish anglers.

Because so many different types of potential anglers will be directed to the website, each target audience should have its own customized landing page. This will help engage the audience and motivate them to delve deeper into all the more static information (general information that remains the same) provided, all of which can be utilized by any of the target audiences. For example, campers should have a specific landing page that reinforces messages specific to them and the same should be designed for saltwater anglers as well as the other target markets. However, there will be common links from these landing pages that will be utilized by each audience, such as species information, "how to" information, online maps, etc. The key is to have a customized entryway into the site to keep the target audience engaged, but then to share general links for as many of the audiences as possible. It is also

important to include information on how WDFW uses their license dollars to educate anglers about the importance of their license purchase and to provide a breakdown of the positive outcome of each dollar spent.

The WDFW should also integrate social media outlets specific to fishing for game fish. This includes a Facebook page, Twitter, YouTube and Flickr accounts. Target audiences can be invited to follow these pages without be inundated with information not specific to fishing for game fish.

Always include a link to the WDFW's online license sales page so it is at the tip of the target markets' fingers when a decision is made to purchase a license.

**Recommendation 8. Implement a low-cost but high profile effort.** Marketing and communications efforts should be low-cost but can be a high profile effort if it can reach all audiences to raise awareness in general about opportunities to fish for game fish. Suggestions include:

- Implement a public relations effort that utilizes traditional and online media outlets to promote the game fish opportunities in Washington to the recommended target audiences.
- Utilize billboard advertising on major highways in two or three prominent locations in the state.
- Utilize Google ad words to advertise the WDFW's game fish opportunities based on search words such as "fishing in Washington" and other similar search words.
- Work with local cable television and radio stations to develop a "Fish Washington!" public service announcement (PSA) that can run at low cost and reach wide audiences; the PSAs should include the message of purchasing a freshwater fishing license and a link to the WDFW Inland Fisheries website address.

**Recommendation 9. Maximize efforts and minimize costs by partnering with other agencies and industries.** Develop a list of supporters the WDFW can partner with to sponsor seminars, contests, special events, advertising and other special promotions the WDFW will undertake as part of the plan. Personal interviews in other states emphasize the importance of developing lasting partnerships with other federal and state agencies as well as the fishing industry.

In Florida, the Fish and Wildlife Conservation Commission (FWC) works closely with tourism and visitor's centers to promote their "Fishing Capital of the World" marketing effort to tourists. Similarly, they work with industry partners and sponsors to promote their 5-year value-added fishing license promotion in which the first 3,000 licenses sold include a value-added package designed to get anglers to upgrade to

a 5-year license. These incentives are paid for by industry donations and sponsorships, making Florida's marketing efforts stretch further despite limited staff and resources.

As another example, the Georgia Department of Natural Resources works closely with tourism and visitor's centers throughout the state to promote their "Go Fish Georgia" campaign. In Minnesota, the Department of Natural Resources partners with tourism to promote and advertise their "Fishing in the Neighborhood" (FIN) program, which is designed to increase fishing opportunities for urbanites. Similarly, the Oregon Department of Fish and Wildlife partners with city centers to market their "50 Places to Fish Within 60 Minutes..." campaign efforts aimed at increasing fishing among urban populations. In all cases, these agencies stress the benefit of partnering with others to promote their efforts.

The WDFW partners should reflect various assets, from big box stores such as Cabela's and Walmart to specialty outdoor retailers such as REI, fishing equipment manufacturers, small local retailers, and guide companies. This will assist the Department in obtaining sponsorship, advertising, and expertise in implementing the marketing plan as well as in supporting its efforts. Additionally, partners can be tapped for buying advertising space on the "Fish Washington!—Expand Your Outdoor Experience" website and on the customized landing pages, emails, postcards, and other promotional efforts.<sup>1</sup>

Any incentives that require "in-store" redemption should factor in driving distance and time when choosing a target audience. For instance, if you wouldn't drive more than an hour to redeem the incentive, then you can't expect your target audience to either. Cash incentives and monetary discounts seem to be advantageous as compared to equipment incentives because they are less likely to exclude a group that is not interested in that type of equipment. However, discounts on total purchases over a certain amount give the customer the ability to customize their discount themselves. When pursuing a discount for a marketing campaign, previous efforts working directly with specific store general managers have proven fruitful. These negotiations are further enhanced when an agency can rank their licensed vendors and compare specific competitors in an effort to bring out the competitive nature of a store's general manager.

**Recommendation 10. Utilize the resources provided by the Recreational Boating and Fishing Foundation (RBFF) on the TakeMeFishing.org website.** Due to budget and staffing limitations, it may not be possible for the WDFW to develop its own resources (e.g., online mapping, website with

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<sup>1</sup> Note that it is illegal under federal law to carry private advertising on a ".gov" website. If you were to solicit online advertising from private business, the "Fish Washington" site would need to have a ".com" address separate from the Department's main website. (Ainscough, Margaret. 2011. Personal email.)

basic fishing information). Though it is best to offer resources customized to a particular target audience, an excellent alternative to doing this is to utilize the resources that have already been developed for the state agencies by the RBFF. Specifically, RBFF offers information on where to fish, a fish encyclopedia, general information about how to fish in freshwater, how to fish with family and many other links and resources. These links can be utilized in an a la carte fashion to fill in areas lacking this information on WDFW's website and can later be replaced with pages that are more appropriate for WDFW's target audiences. Using what is already available, without "reinventing the wheel," provides a cost-effective approach at reaching a broader audience.

**Recommendation 11. Make fishing license purchasing and equipment access easy and convenient for all audiences.** Fishing purchases should be made as easy and convenient as possible for all audiences. Some suggestions include:

- Provide license purchasing opportunities at all state parks so that campers and visitors can instantly go fishing upon making the spontaneous decision to do so.
- Similarly, implement an equipment rental program at all state parks so that campers and visitors will have what they need to fish if they decide to purchase a license.
- In keeping with these recommendations, it may also be helpful for the WDFW to provide a temporary (e.g., 3-day) freshwater fishing license to both residents and non-residents, which can be priced somewhat lower than the current combination license required for temporary freshwater/saltwater/shellfish fishing. This will offer campers and visitors the opportunity to participate in trout and warmwater fishing without feeling like they are paying for additional privileges that they may not use (i.e., saltwater/shellfishing privileges).

**Recommendation 12. Develop an online mapping application.** Develop a "Fish Washington!" online mapping application that allows access to online maps providing anglers information on access site that can also be used as a smart phone application. This will provide instant access to site-specific information that will immediately engage a game fish angler by providing convenient and accurate information of where to fish for game fish. The WDFW already has a mapping application for hunting that provides instant and useful information to Washington's hunters.

**Recommendation 13. Designate a marketing manager/director for a consistent and balanced effort.** It is important that the WDFW consider hiring or

designating a marketing manager/director to manage all promotional and outreach efforts. This will result in consistent messaging and will also help build cohesiveness throughout the effort.

- Recommendation 14. Create an in-house planning team that meets regularly to coordinate marketing efforts.** In order to assure a cohesive effort between all strategies it is imperative that a team of key players (marketing director, social and online media expert, graphic designer, advertising buyer, etc.) commit to coordinating and planning all efforts together. Each step of the strategy should be implemented in a methodical and logical way and the team can work together to accomplish this long term. South Carolina has a designated marketing team that meets prior to developing and implementing major marketing efforts as well as afterwards to evaluate the outcomes.
- Recommendation 15. Each of the strategies should be supported by a public relations effort that will generate earned media.** A public relations campaign will increase awareness of WDFW strategies and assist in accomplishing objectives without putting a strain on the budget. For example, when launching a marketing effort to encourage intermittent anglers to purchase a license to fish for game fish prior to the opening day of the season, this should be heavily promoted to various media outlets. In this case, WDFW could target Washington members of the Outdoors Writers of America Association and the Northwest Association of Outdoor Writers. Each strategy would require a different mix of media to target. This approach is integrated into RBFF's own campaigns and those it does in partnership with the state. In other words, marketing and public relations should always go hand-in-hand in all of the Department's efforts.
- Recommendation 16. Develop a list of well-known Washington personalities who are both avid, intermittent, and non-anglers (campers, boaters, etc.) and who already enjoy fishing for game fish or would like to try it.** Creating an assembly of people WDFW can rely on to represent the target audience in various promotions would be an invaluable resource. These people can later be utilized as spokespersons or models for various strategies and will assist in garnering earned media for public relations efforts. The Minnesota Department of Natural Resources partnered with its governor to promote fishing in the state for its MinnAqua program efforts.
- Recommendation 17. Evaluate the outcomes of marketing efforts.** The key to refining marketing strategies and recommendations is to evaluate marketing efforts to determine the outcomes. This plan provides recommendations for evaluating each strategy, but evaluation should be considered a general rule for all marketing and communications efforts in the state.

The most important thing to remember about evaluation is that there is no way to understand whether or not your marketing effort was a success, why it was a success, and how successful it was without an evaluation component. It is much more beneficial to scale back the size of an effort in order to have enough funds to include evaluation, then to spend valuable resources on the effort and not have a complete understanding of the outcomes. In other words, small efforts that include evaluation will prove more successful because the results can be applied toward larger efforts. Also, understand that marketing is a learning process, and each effort will provide insight and answers to questions which can then be applied to subsequent efforts. The recommended strategies will be honed over time as they are implemented, thus improving each time and becoming increasingly successful.

**Recommendation 18. Take timing into consideration.** Take into account the amount of legwork and time it takes to produce items recommended as part of the recommended strategies. For example, preparing the layout, graphic design, printing, programming, and editing for email or a mailing requires a significant amount of lead time, particularly if it must be approved through several management steps. Additionally, associated public relations and advertising efforts often require a lead time of two to six months. Coordinating and completing necessary steps prior to actual implementation could take three to six months or more depending on state policies, staff availability, etc.

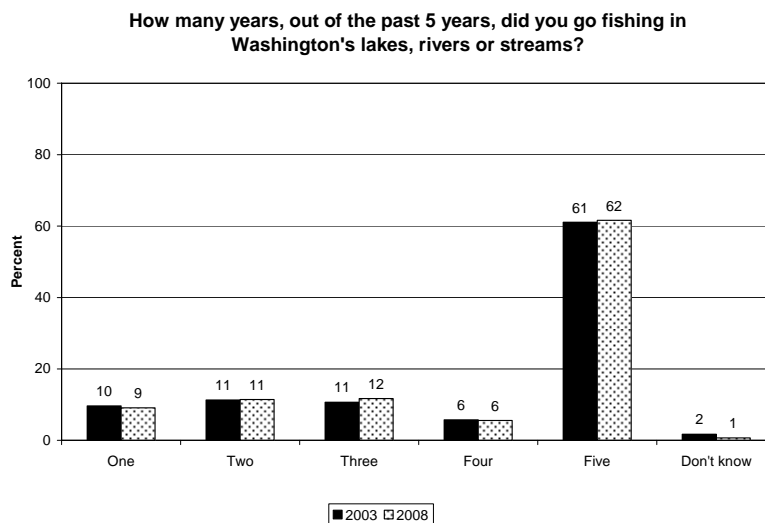
## RECOMMENDED STRATEGIES

The following nine target markets are considered those most likely to increase fishing license sales and are considered those with the highest potential for success.

### TARGET MARKET 1: INTERMITTENT ANGLERS

#### JUSTIFICATION

Nearly two-thirds of Washington licensed resident anglers reported having fished all five of the past five years in 2003 (61% said they fished all five years) and again in 2008 (62%). Still, this means that more than a third of Washington's licensed anglers (38% in both 2003 and 2008) did not fish for game fish all five of the past five years, a substantial churn rate among Washington anglers (Responsive Management, 2009a). Figure 1.1 shows the churn rate among freshwater anglers in Washington State.



Source: Responsive Management, 2008b.

**Figure 1.1. Churn Rate Among Freshwater Anglers in Washington.**

Intermittent anglers are anglers who bought a license three or four out of five years but, for whatever reason, did not fish five years in a row. Because it is easier to draw them back into fishing activities (they have the interest, the basic knowledge, and the equipment), intermittent anglers are a key market for communications and outreach efforts. Sparking their interest in fishing activities and encouraging more frequent trips is the key to increasing their participation.

The researchers suggest focusing specifically on intermittent angler markets, rather than lapsed anglers (i.e., those who fished one or two years out of five), the distinction being that intermittent anglers more recently purchased a fishing license and are likely the most persuadable buying market. Furthermore, research conducted on the Recreational Boating and Fishing Foundation's (RBFF) state marketing efforts suggests that intermittent anglers are more successfully influenced by marketing efforts than those who haven't purchased a license in four or five years:



“In general, the more recent the fishing license purchase and the longer the purchasing history (number of years buying a license), the greater the response to a marketing program if the messages and information provided are salient to the angler” (Fedler, 2007). According to RBF findings, marketing efforts targeting “anglers buying licenses within the past two or three years [are] most productive,” whereas the return on investment for “buyer four or more years after their last purchase is minimal” (Fedler, 2007).

## MARKETING SEGMENTATION

According to research done nationally among anglers, avid anglers (those who all five years of the past five years) are more likely to have family members who fish, to live in rural environments, to have grown up in rural environments, and to be white and male. Intermittent anglers (those who fished three or four years out of the past five years) are more likely to fish for relaxation, and to be female. Lapsed or infrequent anglers (those who fished one or two years out of the past five years) are less likely to have fished as a child, are less likely to have grown up in a rural environment, are more likely to be a minority, and are more likely to be female (Duda, Jones, & Criscione, 2010). Generally speaking, intermittent anglers have more characteristics in common with lapsed or non-anglers than with active anglers.

Based on z-score results from a study of anglers in Washington, intermittent or lapsing anglers are significantly more likely to have the following characteristics (Table 1.1):

- Their personal fishing activity in the past 5 years has increased
- Is not a member of a fishing or hunting club or organization
- Did not take a juvenile fishing in Washington in the past license year
- Is younger than 45 years old
- Is female
- Knows a little or nothing about the Department’s triploid trout program
- Is not aware of the Department’s Kids Fishing program
- Agrees Washington’s fishing regulations are clear and easy to understand

The results suggest that intermittent anglers have less awareness of agency fishing programs and initiatives overall (as suggested by their lack of awareness of the trout program and kid’s fishing initiatives) (Responsive Management, 2008b).

**Table 1.1. Nonparametric analysis of intermittent anglers**

<b>Did not go fishing all 5 of the past 5 years.</b>	<b>Z-SCORE</b>
<b>Fishing activity in the past 5 years has increased.</b>	<b>p ≤ 0.001</b>
<b>Knows a little or nothing about the Department’s triploid trout program.</b>	<b>p ≤ 0.001</b>
Did not indicate being very likely to participate in fishing for steelhead in the next 5 years	p ≤ 0.001
<b>Is not a member of a fishing or hunting club or organization.</b>	<b>p ≤ 0.001</b>
Fished primarily in Washington’s lakes, rivers or streams over the past two years to be with family or friends.	p ≤ 0.001
Did not fish for triploid trout in the past license year.	p ≤ 0.001
<b>Did not take a juvenile fishing in Washington in the past license year.</b>	<b>p ≤ 0.001</b>
<b>Is younger than 45 years old.</b>	<b>p ≤ 0.001</b>

<b>Did not go fishing all 5 of the past 5 years.</b>	<b>Z-SCORE<sup>†</sup></b>
<b>Is female.</b>	<b>p ≤ 0.001</b>
Did not indicate that Washington needs more waters managed for larger trout.	p ≤ 0.001
<b>Is not aware of the Department's Kids Fishing program.</b>	<b>p ≤ 0.001</b>
<b>Agrees Washington's fishing regulations are clear and easy to understand.</b>	<b>p ≤ 0.001</b>
Did not indicate being very likely to participate in fishing for bass, panfish, walleye, catfish, perch or other such fish in lakes or rivers in the next 5 years	p ≤ 0.001
Did not indicate being very likely to participate in fishing for searun cutthroat in the next 5 years	p ≤ 0.001
Did not indicate being very likely to participate in fishing for trout in streams or in beaver ponds, other than searun cutthroat or steelhead, in the next 5 years	p ≤ 0.001
Did not indicate that Washington needs more Juvenile Only waters.	p ≤ 0.001
Did not fish in eastern Washington during the past license year.	p ≤ 0.001
Did not indicate that he/she prefers fishing in lakes with an opening day and a season.	p ≤ 0.01
Did not fish in waters the Department manages for larger trout in the past license year.	p ≤ 0.05
Did not fish for trout in lakes on the last opening day.	p ≤ 0.05
Thinks Washington needs more opening day lakes.	p ≤ 0.05
Supports the establishment of an Urban Angler Program.	p ≤ 0.05
Did not indicate being very likely to participate in fishing for trout in lowland lakes in the next 5 years	p ≤ 0.05
<b>INSIGNIFICANT AND NEGATIVE Z-SCORES OMITTED</b>	

<sup>†</sup> In nonparametric analyses, the z-scores determine the strength of the relationship between the characteristic and the response to the question. A z-score that has an absolute value of 3.30 or greater indicates that the relationship is so strong that it would happen by chance only 1 out of 1,000 times ( $p \leq 0.001$ ). A z-score that has an absolute value of 2.58 to 3.29 indicates that the relationship is so strong that it would happen by chance only 1 out of 100 times ( $p \leq 0.01$ ). Finally, a z-score that has an absolute value of 1.96 to 2.57 indicates that the relationship is so strong that it would happen by chance only 5 out of 100 times ( $p \leq 0.05$ ). Note that the strongest positive statistically significant correlations are at the top of the table, with the positive correlations getting weaker as one moves down the table (nonetheless, all variables in the table are statistically significant). The significance level is shown for each variable.

Source: Responsive Management, 2008b.

To appeal to this market, it is important for the WDFW to conduct data mining to target intermittent angler that most look like avid anglers, those anglers with similar demographics and motivations. This is the group with which the WDFW will have the most success. Intermittent anglers need to be approached, engaged, and reminded to purchase a fishing license more than one or two times a year. Marketing efforts should be closely paired with education events, fishing programs, and/or stocking and management opportunities.

## MARKETING MESSAGES

Because the characteristics of intermittent anglers appear to be more similar to those of lapsed anglers or non-anglers than of active anglers in general, marketing efforts aimed at recruiting intermittent anglers should utilize messages that resonate with lapsing or non-anglers. According to the research, the top reasons for fishing among non-anglers are for relaxation and to be with family and/or friends (Duda, Jones, & Criscione, 2010). Messages aimed at intermittent anglers should highlight these motivations for fishing. Both anglers and non-anglers indicate that they would be encouraged to fish more or to go fishing if they were asked by a child or invited as a friend. These results underscore the importance of the social dimensions of fishing, which appear to far exceed resource-related benefits and issues related to fishing. Promotion strategies that focus on the importance of the familial, relaxation, and naturalistic aspects of fishing will succeed while efforts focused solely on resource issues such as bigger fish and more fish will be less likely to succeed (Duda, Jones, & Criscione, 2010).

Several studies have been conducted to determine messages that resonate with intermittent and/or lapsed anglers. Among those that resonate are messages highlighting sharing the fishing experience with others, making memories, relaxation, and appreciation for the natural world (Responsive Management, 2001; Southwick Associates, 2010). In a study conducted for the RBFF, Southwick Associates determined that the top three messages among lapsed anglers were: “The memories are always bigger than the fish,” “Share a pastime that can last a lifetime,” and “Parents don’t frame pictures of their kids playing video games.” Among these groups, there were differences based on age and gender. For instance, anglers between the ages of 25 to 44 were more likely than anglers in other age categories to prefer the message “Parents don’t frame pictures of their kids playing video games.” More men than women prefer the messages: “Share a pastime that can last a lifetime” and “Parents don’t frame pictures of their kids playing video games” (Southwick Associates, 2010). Studies that test images show that images of families, couples, and children fishing together resonate with these anglers (Responsive Management, 2003a; Southwick Associates, 2010).

According to the personal interviews, the key to reaching intermittent anglers is timing. Pairing marketing efforts with specific events and programs is the key to increasing participation. Rather than sending a marketing piece out just as a reminder to buy a fishing license, pairing these efforts with a specific educational program or event appears to be more effective at encouraging intermittent anglers to re-engage in fishing activities. Personal interview findings suggest that many state agencies do not have an assessment/evaluation component to their marketing efforts and have not measured the effectiveness of certain images or messages; however, in general, messages that speak toward reducing barriers/constraints to fishing (e.g., time), that appeal to the motivations for fishing (i.e., family and friends and relaxation), that have a component that encourages passing the tradition on to children, and that include images of children and families fishing appear to be effective marketing messages and themes for intermittent anglers.

**STRATEGY #1: Develop a marketing and outreach campaign that reminds intermittent anglers of the enjoyment of fishing with family and friends and relaxation.**

Develop a comprehensive marketing and outreach campaign focusing on anglers’ enjoyment of fishing and designed, primarily, to remind intermittent anglers to continue engaging in fishing activities by encouraging them to fish with family and/or friends. By using data mining techniques and focusing primarily on intermittent anglers (and, more specifically, those intermittent anglers who look like avid anglers), the WDFW can achieve a better “lift” on fishing participation than what resulted from the RBFF direct mailing campaign. Using data mining techniques, develop both a test and control group that represents an even mix of anglers from all regions. Create a schedule of *at a minimum* four to six touch points throughout a calendar year strategically based around important fishing clinics, special events, or educational opportunities using the following action plan:

1. Distribute a *customized* email message *specific to target locales* to test and control groups that includes links about the latest news about fishing clinics, events or educational opportunities. This link will open a “Fish Washington!—Relax with Family and Friends” landing page that invites the angler to fish in Washington this season. The landing page includes a video link with an angler on site at a scenic

- fishing spot where fishing clinics, special events, or educational opportunities are occurring. It should link to tips for fishing certain *species specific to target local* areas as well as messages from the biologist working in that area describing when to go fishing and how to be successful.
2. Offer a link directly to the online purchasing page directly in the email, from the customized landing page, and at the end of the video. Each new email message will include new information and a new video.

### Recommended Locales

Based on mined data that reflects the target market segment(s) of intermittent anglers, with a focus on representative current demographic and geographic characteristics (i.e., reflective of the six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal).

### Distribution

Utilizing data mining techniques, develop an email list of two groups representative of the six regions of the WDFW:

1. *Control* group for contacting intermittent anglers by *email*: Using the fishing license database from the past five years, pull email addresses of anglers matching the top priority demographics of those who bought a license three or four of the past five years. Note that the control group will not receive marketing materials but will simply be monitored to track license sales for comparison with the test group.
2. *Test* group for contacting intermittent anglers by *email*: Using the fishing license database from the past five years, pull email addresses of anglers matching the top priority demographics of those who bought a license three or four of the past five years.

### Promotion

1. **“Fish Washington!–Relax with Family and Friends” Landing Page.** As part of the current WDFW website, develop a page that welcomes the angler with vivid graphics and simple copy that includes the recommended messages, a video that announces a new fishing clinic and a link to the license purchasing page. Provide links to the updated “Fish Washington!–Expand Your Outdoor Experience” website that includes information as described above.
2. **Email Messaging.** Distribute graphically appealing email messages for the duration of the effort that are simple, yet colorful. The copy should include messages recommended as effective for intermittent anglers. Also include links to the ““Fish Washington!–Relax with Family and Friends” landing page.
3. **Advertising.** Consider implementing a companion advertising and public relations effort to reinforce the messages.

### Timeline

Send the email two-three weeks prior to the special clinic, day, activity or event you are promoting.

**Sponsorship**

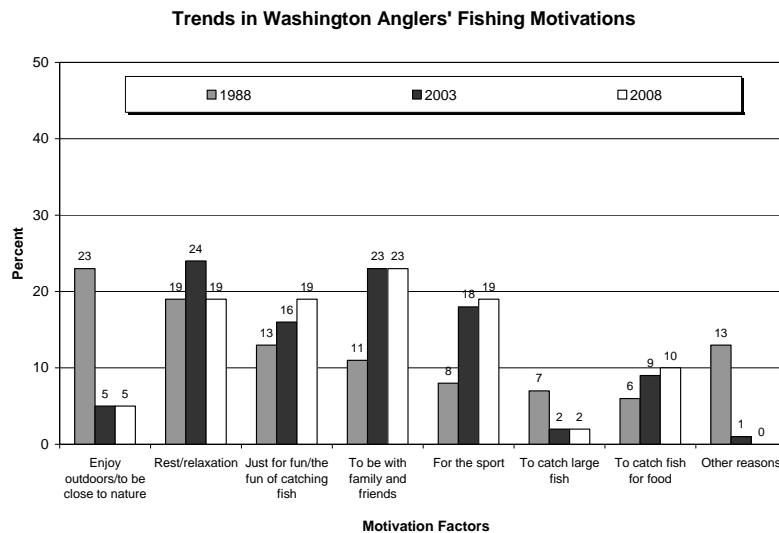
Sell advertising for the “Fish Washington!–Relax with Family and Friends” email and also on the “Fish Washington!” website (including video advertisements). Monetize the email by allowing advertising.

**Evaluation**

To evaluate the outcomes of this strategy, compare the response rate of the test and control groups. The difference between the two will provide an idea of whether the strategy made a difference and caused the test target test audience to purchase a license. If there is a positive difference, or a “lift,” the strategy had a positive effect. If there was no difference, then the strategy had no positive effect.

**STRATEGY #2: Institute a mentoring program in which avid anglers invite intermittent anglers to go fishing.**

In line with WDFW’s already existing “Go Play Outside” effort, institute a mentoring program in which avid anglers invite intermittent anglers to go fishing. This could be based around a special event, fishing clinic, or educational opportunity. Between 1988 and 2008, there were substantial changes in Washington anglers’ motivations for fishing (Figure 1.2). Most notably, in the 1988 report, anglers reported that their top motivation for fishing was the more recreational reason: to enjoy the outdoors. This motivation was valued substantially less by Washington anglers in the 2003 and 2008 studies (only 5% of those anglers indicated that a main reason they fished was to be close to nature). Conversely, the top motivation in the 2008 study included social reasons: to be with family and friends, a factor that only 11% of anglers in the 1988 report indicated was their main reason for fishing.

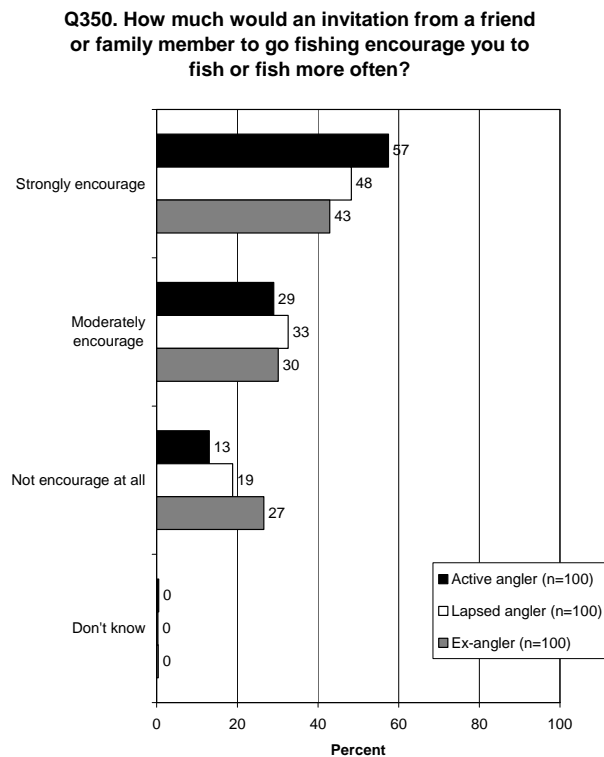


*Note.* Data from the WDFW 1996 report did not include questions on fishing motivation. Other reasons that were included in the 1988 study included fishing to get away, to test skills, wild fish, and lots of fish. These motivating factors were excluded in the more recent studies and have been summed and included in the “Other” category above.  
 Source: Mongillo & Hahn, 1988; Responsive Management, 2003b, 2008b.

**Figure 1.2. Washington freshwater anglers’ main reasons for fishing.**

Further, preliminary data from a national study conducted under a multi-state conservation grant funded initiative shows that an invitation from a family member or friend would encourage fishing participation among nearly half of all lapsed and ex-anglers (Figure 1.3) (Responsive Management, 2011).

Based on these key motivating factors, mentoring programs in which avid anglers invite intermittent anglers to fish will be an effective way to re-engage this target market. For this reason, the researchers recommend launching a “Fish Washington!–Invite a Friend” mentoring campaign to encourage current anglers to ask intermittent anglers to go fishing for game fish and help them become life-long avid participants. This may be an “adopt an angler” or “big brother” concept in which avid anglers attract lapsed anglers to the sport. It is important to remember that communication is vital to the success of this marketing concept, and the audiences involved each play a different role in success (i.e., the WDFW will be trying to reach avid anglers to encourage them to become mentors, as well as intermittent, lapsed, and non-anglers to encourage their participation).



Source: Responsive Management, 2011.

**Figure 1.3. Factors increasing fishing participation.**

### Recommended Locales

Based on mined data that reflects the target market segment(s) of intermittent anglers, with a focus on representative current demographic and geographic characteristics (i.e., reflective of the six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal).

## Distribution

Contact avid anglers by *email*: Using the fishing license database from the past five years, pull email addresses of avid anglers (i.e., those who fished all five of the past five years).

## Promotion

1. **“Fish Washington!–Invite A Friend” and “Fish Washington!–Relax with Family and Friends” Landing Pages.** Heavily promote the mentoring aspect of “Fish Washington!–Invite A Friend” by communicating with avid anglers and encouraging them to “invite someone” and become a mentor. Utilizing WDFW database of avid anglers, WDFW should focus on emailing (at least 6 different touch points) messages that encourage avid anglers to be a mentor and invite a family member or friend fishing. The message would include graphics that portray an avid game fish angler fishing with an intermittent angler (should look like a beginner) and enjoying a fun day on a lake, pond, river or stream or where there is a beginner clinic taking place. The email message should include a link to a customized “Fish Washington!–Relax with Family and Friends” landing page where a special section includes information on how to fish with someone who is not an expert.
2. **Communications.** Heavily promote mentoring via all communications with avid anglers through traditional and social media, but specifically on forums where Washington avid anglers discuss fishing. Utilize Flickr and YouTube to post videos and photos of avid and intermittent anglers having fun game fishing together. Utilize a spokesperson to attest to why he/she invites family and friends to go fishing and that spending time with family and friends is why he/she enjoys fishing. Utilize these on freshwater fishing forums and blogs specific to Washington.
3. **Advertising.** Consider implementing a companion advertising and public relations effort to reinforce the messages.

## Sponsorship

Select partners based on interest in effort and ability to implement. Work with partners at the grassroots (state and local) level to remind current anglers to invite someone to become a mentor and “Fish Washington!–Invite a Friend.” Forge partnerships with *national youth organizations* that are willing to provide fishing for youth involved. Begin targeting *retailers* as a possible venue to promote “Fish Washington!–Invite a Friend.”

## Evaluation

Utilizing the original email list, send a follow-up email requesting that they complete a brief survey about their fishing experience and include a question about the number of people they invited fishing and how many responded to the invitation by going fishing.

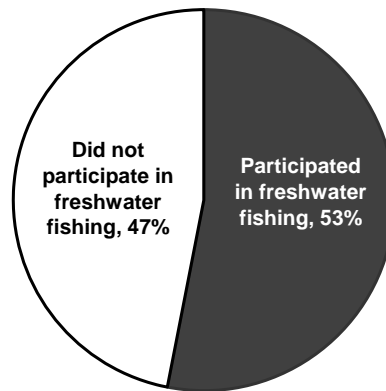
## TARGET MARKET 2: SALTWATER ANGLERS

### JUSTIFICATION

Nationally, of the 48 million people who fish in the United States, 5.0 million anglers fish saltwater exclusively, as opposed to the 31.7 million anglers who only fish freshwater. Among the total population of fishing participants, approximately 5.7 million (12% of anglers) fish both freshwater and saltwater (RBFF & Outdoor Foundation, 2010b).

In Washington, more than half of saltwater anglers (53%) participated in freshwater fishing, and almost half (47%) did not (WRCO, 2007) (Figure 2.1). This represents a significant target market for increasing participation in fishing for game fish; more specifically, approximately 166,299 saltwater anglers do not participate in freshwater fishing in Washington.

**Saltwater Anglers' Participation in Freshwater Fishing in Washington State.**



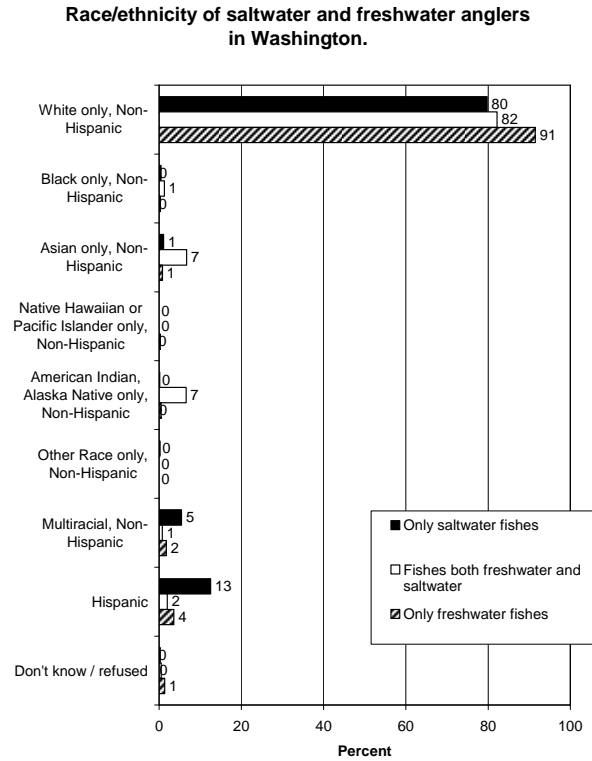
Source: WRCO, 2007.

**Figure 2.1. Saltwater Anglers' Participation in Freshwater Fishing in Washington State.**

### MARKETING SEGMENTATION

In general, saltwater anglers are white, non-Hispanic males who are older and wealthier than freshwater anglers. A comparison among anglers in Washington who fish *only* saltwater, anglers who fish saltwater and freshwater, and anglers who fish *only* freshwater shows that nearly all freshwater anglers (91%) are white, Non-Hispanics. Among those who fish *only* saltwater, the majority (80%) are white, Non-Hispanics, distantly followed by Hispanics (13%). The vast majority of those who fish both freshwater and saltwater (82%) are also white, Non-Hispanics; otherwise, anglers who fish both freshwater and saltwater are more commonly Asian, Non-Hispanics (7%) and American Indian, Alaska Native, Non-Hispanics (7%) (Figure 2.2).

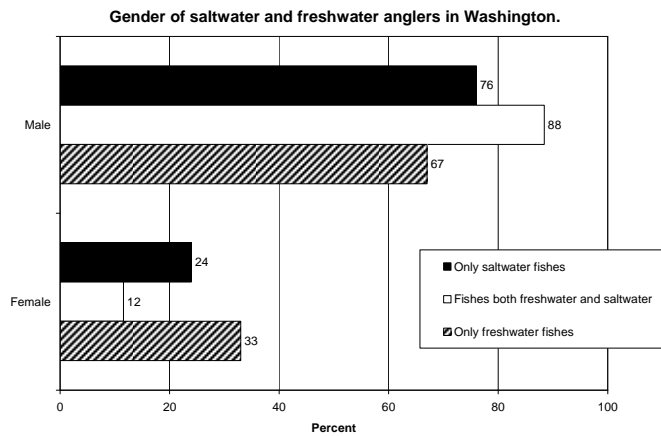




Source: WRCO, 2007.

**Figure 2.2. Race/Ethnicity of Saltwater and Freshwater Anglers in Washington.**

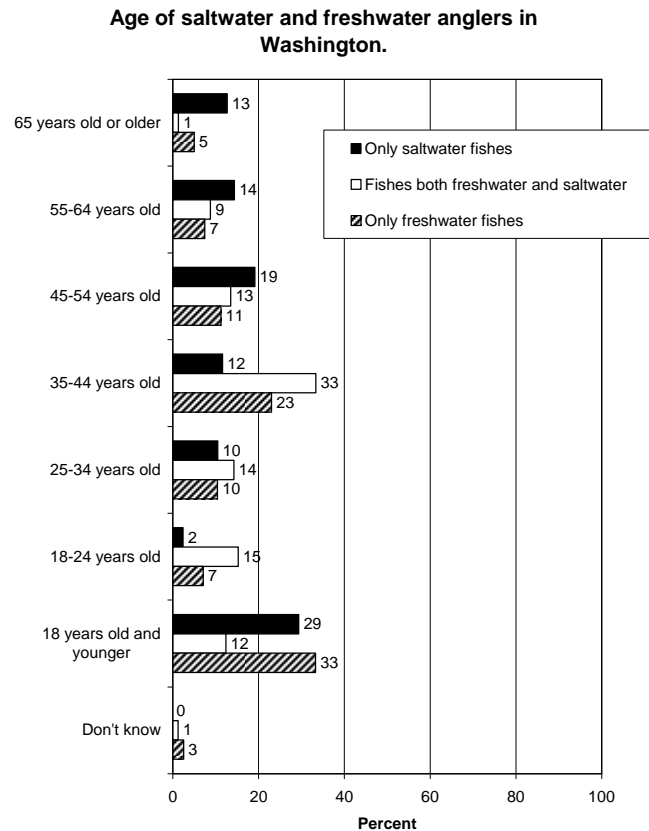
Regarding gender, the overwhelming majority of anglers in Washington (88%) who fish both freshwater and saltwater are male. The majority of anglers who fish *only* freshwater (76%) and who fish *only* saltwater (67%) are also male. Note, however, that a third (33%) of female anglers fish *only* freshwater and roughly a quarter (24%) fish *only* saltwater; only 12% of female anglers fish both freshwater and saltwater (Figure 2.3).



Source: WRCO, 2007.

**Figure 2.3. Gender of Saltwater and Freshwater Anglers in Washington.**

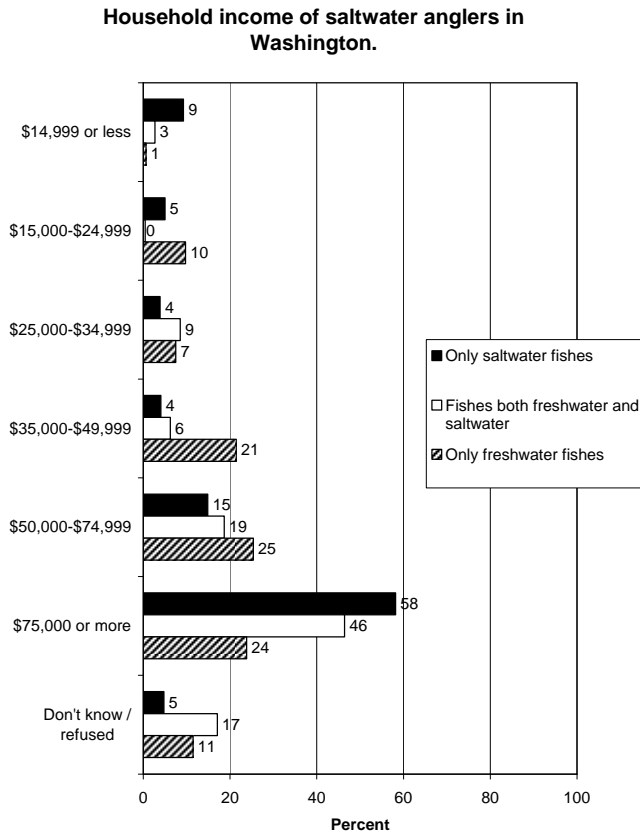
Anglers in Washington who fish *only* saltwater and *only* freshwater are more commonly 18 years old or younger (29% of saltwater anglers and 33% of freshwater anglers), whereas anglers who fish *both* freshwater and saltwater are more commonly between 35 and 44 years old. In general, saltwater anglers are older than freshwater anglers and anglers who fish both freshwater and saltwater. Note that 53% of anglers who fish *only* saltwater are younger than 45, whereas nearly three quarters of anglers who fish *only* freshwater (73%) and anglers who fish *both* freshwater and saltwater (74%) are younger than 45 (Figure 2.4).



Source: WRCO, 2007.

**Figure 2.4. Age of Saltwater and Freshwater Anglers in Washington.**

Finally, the research suggests that saltwater anglers are much wealthier than freshwater anglers and those who fish both freshwater and saltwater. The majority of anglers who fish *only* saltwater have an annual household income of \$75,000 or more, whereas 46% of anglers who fish *both* freshwater and saltwater and 24% of anglers who fish *only* freshwater have an annual household income of \$75,000 or more (Figure 2.5).



Source: WRCO, 2007.

**Figure 2.5. Annual Household Income of Saltwater and Freshwater Anglers in Washington.**

**MARKETING MESSAGES**

This type of angler is more likely to purchase a combination license because they already consider themselves anglers and purchase a saltwater fishing license. Because they are outdoor enthusiasts they are likely to be open to trying new ways to make their fishing experience more enjoyable and rewarding. Use messages that encourage saltwater anglers to double their fun to increase interest in fishing for game fish. Note that saltwater anglers appear to have the same motivations as anglers in general, those being that they often participate because they enjoy being with family and friends and they enjoy the relaxation. Utilize the same themes and messages that appeal to avid freshwater anglers.

**STRATEGY #3: Upsell the purchase of a freshwater or combination saltwater/freshwater license to saltwater anglers.**

Saltwater anglers are clearly an important target market, and the key to encouraging their participation in fishing for game fish is not to focus on getting them to buy a fishing license (they already have a proven interest in fishing since they have a saltwater license); rather, the focus is on upselling the fishing licenses by increasing their purchase of freshwater or combination saltwater/freshwater fishing licenses. Using data mining techniques, develop a test and control group of saltwater anglers who are males between the ages of 20-44, as described above, and

who have not purchased a freshwater or combination license in the past. Create a schedule of at least four touch points throughout a calendar year encouraging them to purchase either a combination license or freshwater fishing license by highlighting the benefits of doing so.

Distribute via email the “Fish Washington!–Beyond Saltwater” message to target audiences that communicates the advantages of including game fish in their angling adventures. Encourage them to have twice the amount of fun this fishing season by expanding their fishing experiences to include fishing for game fish. This link will open a special landing page that includes a video link with a saltwater angler touting the excellent opportunities to fish for game fish this year on site at a scenic fishing spot in Washington. The page should include links to the types of game fish available, where to fish for them, and information on the type of equipment needed (especially whether their current equipment can double as freshwater equipment). There should also be a link directly to the online purchasing page both here and at the end of the video. Each touchpoint should include a new message, tips, and freshwater fishing information.

### **Recommended Locales**

The target group should represent an even mix of anglers from Washington’s two coastal regions.

### **Distribution**

Utilizing data mining techniques, develop an email list of two groups:

1. *Control* group for contacting saltwater anglers by *email*: Using the saltwater fishing license database from the past five years, pull email addresses of saltwater anglers who don’t appear to fish for game fish or who have bought a freshwater or combination license in the past. Note that the control group will not receive marketing materials but will simply be monitored to track license sales for comparison with the test group.
2. *Test* group for contacting saltwater anglers by *email*: Using the saltwater fishing license database from the past five years, pull email addresses of saltwater anglers who don’t appear to fish for game fish or who have bought a freshwater or combination license in the past.

### **Promotion**

1. **“Fish Washington!–Beyond Saltwater” Landing Page.** As part of the current WDFW website, develop a page that welcomes the saltwater angler with vivid graphics and simple copy that includes recommended messages. Include a video of a saltwater angler talking about how he expands his fishing experience by fishing for game fish. Include the latest exciting game fish news and a link to the license purchasing page as well as to links to general information on how to fish for game fish.
2. **Online Forums.** Post discussions on forums where the target audience tends to congregate to encourage conversations about how to expand a saltwater anglers’ fishing opportunities by encouraging them to fish for game fish.

3. **Social Media.** Heavily use social media to communicate to this audience. Via email, invite the target audience to become part of the community on Facebook, Twitter, YouTube and Flickr. Communicate the many opportunities available to enjoy fishing including salt and freshwater options. Also include links to the “Fish Washington!–Beyond Saltwater” landing page, as well as links to a Go Fish online mapping applications, game fish information, bait and equipment information, and freshwater fishing basics.
4. **Fishing Clinics.** Invite the target audience to clinics held at game fish hatcheries in or near the coastal WDFW's coastal regions so saltwater angler can see first-hand the fish for which they could potentially fish. Educate them on how to expand their fishing enjoyment to include game fish species by teaching how to fish for them (i.e., topics should include those described above as part of the informational section of the website).
5. **Signs.** Post signage at popular saltwater fishing locations and boat launches that promote the “Fish Washington!–Beyond Saltwater” tagline with a web address and Quick Response (QR) code that accesses the customized online landing page.

### **Timeline**

Send the email two or three weeks prior to opening day of the most popular freshwater season, National Fishing and Boating Week, the first day of spring and summer, and prior to Washington-specific special events (i.e., trout stocking).

### **Sponsorship**

Sell advertising for the “Fish Washington!–Beyond Saltwater” website, including video advertisements. Obtain sponsorship for the postcard and allow a corporate logo to appear with coinciding website address. Monetize the email by allowing advertising.

### **Evaluation**

To evaluate the outcomes of this strategy, compare the response rate of the test and control groups. The difference between the two will provide insight into whether the strategy made a difference and caused the test target test audience to purchase a license. If there is a positive difference, or a “lift,” the strategy had a positive effect.

### **STRATEGY #4: Work with license vendors to encourage saltwater anglers to purchase a freshwater or combination fishing license.**

The WDFW should consider special offers through outdoor and fishing retailers in WDFW's coastal regions. For example, if a saltwater angler enters a retail establishment to purchase a saltwater license, prior to the purchase he should be offered an incentive for purchasing a combination license or a freshwater license in addition to the saltwater license. The incentive is the opportunity to participate in a “Fish Washington!–Beyond Saltwater Fishing Challenge” that encourages saltwater anglers to fish certain saltwater and game fish species within one fishing year. Each angler receives a card that includes each species of fish included in the fishing challenge. Each time an angler catches a species included in the challenge he snaps a photo of himself with the fish and marks it on the card. When the angler marks each species on the card, he mails it to WDFW, along with a photo of himself with each fish to enter a drawing to win a

tour of a game fish hatchery and the chance to be a fish biologist for a day. As an alternative incentive, consider partnering with major retail sponsors that can offer incentives such as free fishing trips, free equipment, gift cards, etc.

### **Recommended Locales**

The WDFW's coastal regions.

### **Distribution**

Determine several retailers within the WDFW's coastal regions with which to partner on the challenge. These retailers would serve as the distributors of the "Fish Washington!–Beyond Saltwater Fishing Challenge" promotional material and advertising material and the distribution point for the participation cards.

### **Promotion**

1. **Signs and Displays.** Printed advertising signage and displays at retailers with brochures promoting the "Fish Washington!–Beyond Saltwater Fishing Challenge."
2. **QR Codes.** Included with the participation cards are QR codes that provide access to access more information about each fish species.
3. **Kick-Off Event.** Work with the local media to build awareness and excitement. Do a kick-off event with a celebrity about the take the "Fish Washington!–Beyond Saltwater Fishing Challenge" along with the WDFW director.
4. **Media.** When the winner is announced, make a big deal in the press and set up interviews on the media circuit where he can discuss the fun and rewarding experience of fishing for game fish. Use these interviews on the "Fish Washington!–Beyond Saltwater" section of the website and post them on various all the social media outlets.
5. **Blogs.** Work with a saltwater angler who is also an outdoor writer and ask him to blog about his experience participating in the "Fish Washington!–Beyond Saltwater Fishing Challenge." Promote this heavily through social media outlets.

### **Timeline**

Promote the "Fish Washington!–Beyond Saltwater" via direct email marketing, retailers, and earned media beginning the winter prior to the upcoming saltwater and freshwater fishing seasons. Continue to promote throughout the entire season for the game fish species included on the Challenge cards. The deadline for the challenge should be no later than the end of October, and the promotion of the Challenge winner should occur prior to Thanksgiving and the December holidays to avoid competing with holiday related news and events.

### **Sponsorship**

Gaining sponsorship of the Challenge would substantially help in promoting the challenge and the "Fish Washington!–Beyond Saltwater" message. Working with large outdoor retailers such as those mentioned in the recommendations section and related manufacturers would also provide funding for the brochures, displays, and Challenge cards, as participating sponsors would pay to have their logos and messages included on the promotional items.

**Evaluation**

The number of combination and freshwater licenses sold to saltwater anglers who participated in the Challenge along with the number of completed Challenge cards returned to the WDFW.

## TARGET MARKET 3: GAME FISH ANGLERS WITHOUT A TWO-POLE ENDORSEMENT

### JUSTIFICATION

This target market includes game fish anglers who have never purchased a two-pole endorsement and game fish anglers who have purchased a two-pole endorsement in the past, but not consistently. Because they are already game fish anglers, these anglers are more likely to purchase a two-pole endorsement to supplement their fishing experience.

Research on two-pole endorsement buyers is limited since this is a new regulation that only recently went into effect, and shows that sales of the two-pole endorsements made up only 3% of all freshwater license sales from July 2010 through March 2011, indicating a need to increase sales. In response to modest sales, the WDFW is implementing a fee reduction to further encourage purchase of this endorsement. This fee reduction in combination with increased marketing efforts will help increase sales and subsequent revenue.

### MARKETING SEGMENTATION

The target markets for increasing two-pole endorsement purchases are two-pole regulation supporters and avid anglers. Previous research offers insight into the characteristics of freshwater fishing license buyers who support the two-pole privilege. In the *2008 Washington Angler Survey*, nonparametric analysis was performed to determine characteristics that correlated with support for the proposed regulation. All statistically significant variables are shown in the tabulation below (Table 3.1). Overall, Washington licensed resident freshwater anglers who are younger than 45 years of age, support establishing Master Angler and Urban Angler programs, fished for and prefer to fish for sturgeon, and agree Washington's fishing regulations are clear and easy to understand are more likely to support an additional fee to use two rods at the same time in certain designated waters (Responsive Management, 2008b). Some of the most popular species among these anglers include:

- Sturgeon
- Bass
- Salmon
- Searun cutthroat trout
- Winter and summer steelhead
- Triploid trout
- Walleye
- Salmon
- Crappie
- Perch
- Sunfish
- Kokanee or Silvers

**Table 3.1. Nonparametric analysis of support for a proposed fishing regulation in Washington.**

Supports an additional fee to be able to use two fishing rods at the same time in designated freshwater areas.	Z-SCORE <sup>†</sup>
Is younger than 45 years old.	p≤0.001
Supports the establishment of a Master Angler Program.	p≤0.001
Fished for sturgeon in the past license year.	p≤0.001
Would be very likely to participate in fishing for bass, panfish, walleye, catfish, perch or other such fish in lakes or rivers in the next 5 years	p≤0.001
Agrees Washington's fishing regulations are clear and easy to understand.	p≤0.001
Supports the establishment of an Urban Angler Program.	p≤0.001
Prefers to fish for sturgeon.	p≤0.001
Would be very likely to participate in fishing for steelhead in the next 5 years	p≤0.001



<b>Supports an additional fee to be able to use two fishing rods at the same time in designated freshwater areas.</b>	<b>Z-SCORE<sup>†</sup></b>
<b>Fished for bass in the past license year.</b>	<b>p≤0.001</b>
<b>Fished for salmon in the past license year.</b>	<b>p≤0.001</b>
<b>Fished for searun cutthroat trout in the past license year.</b>	<b>p≤0.001</b>
Does not think that the WDFW should devote more time to trout in alpine or high lakes over the next 5 years.	p≤0.001
Rates the quality of lake and stream angling in Washington as excellent or good.	p≤0.01
Supports the regulation allowing anglers to harvest wild steelhead in certain rivers specified by the WDFW.	p≤0.01
<b>Fished for winter steelhead in the past license year.</b>	<b>p≤0.01</b>
<b>Fished for triploid trout in the past license year.</b>	<b>p≤0.01</b>
<b>Fished for walleye in the past license year.</b>	<b>p≤0.01</b>
Does not think that the WDFW should devote more time to trout in streams or in beaver ponds, other than searun cutthroat or steelhead, over the next 5 years.	p≤0.05
Supports the WDFW's triploid trout program.	p≤0.05
Prefers to fish for salmon.	p≤0.05
<b>Fished for crappie, perch, or sunfish, such as bluegill, in the past license year.</b>	<b>p≤0.05</b>
<b>Fished for kokanee or silvers in the past license year.</b>	<b>p≤0.05</b>
<b>Fished for summer steelhead in the past license year.</b>	<b>p≤0.05</b>
Thinks the WDFW should devote more time to bass, panfish, walleye, catfish, perch or other such fish in lakes or rivers over the next 5 years.	p≤0.05
Does not think that the WDFW should devote more time to searun cutthroat over the next 5 years.	p≤0.05
Prefers to fish for walleye.	p≤0.05
<b>INSIGNIFICANT AND NEGATIVE Z-SCORES OMITTED</b>	

<sup>†</sup> In nonparametric analyses, the z-scores determine the strength of the relationship between the characteristic and the response to the question. A z-score that has an absolute value of 3.30 or greater indicates that the relationship is so strong that it would happen by chance only 1 out of 1,000 times ( $p \leq 0.001$ ). A z-score that has an absolute value of 2.58 to 3.29 indicates that the relationship is so strong that it would happen by chance only 1 out of 100 times ( $p \leq 0.01$ ). Finally, a z-score that has an absolute value of 1.96 to 2.57 indicates that the relationship is so strong that it would happen by chance only 5 out of 100 times ( $p \leq 0.05$ ). Note that the strongest positive statistically significant correlations are at the top of the table, with the positive correlations getting weaker as one moves down the table (nonetheless, all variables in the table are statistically significant). The significance level is shown for each variable.

Source: Responsive Management, 2008b.

The target market also includes avid anglers. In this case, the WDFW should target avid anglers with the purpose of encouraging them to buy a two-pole endorsement with the purchase of their annual fishing license. Nonparametric analysis of avid anglers in Washington State shows that these anglers are significantly more likely to have the following characteristics (Table 3.2) (Responsive Management, 2008b):

- Is a member of a fishing or hunting club or organization
- Took a juvenile fishing in Washington in the past license year
- Is 65 years old or older
- Fishing activity in the past 5 years has decreased
- Is male
- Thinks Washington needs more waters managed for larger trout.
- Did not agree that Washington's fishing regulations are clear and understandable

- Fished primarily in Washington’s lakes, rivers or streams over the past two years for the sport.
- Thinks Washington needs more Juvenile Only waters

Some of the most popular species among these anglers include:

- Winter and summer steelhead
- Triploid trout
- Salmon
- Kokanee or Silvers
- Resident cutthroat trout
- Walleye
- Searun cutthroat trout
- Sturgeon
- Bass
- Rainbow trout
- Salmon
- Brook trout, brown trout, or golden trout
- Crappie
- Perch
- Sunfish

**Table 3.2. Nonparametric analysis of avid anglers.**

<b>Went fishing all 5 of the past 5 years.</b>	<b>Z-SCORE<sup>†</sup></b>
Knows a lot or a moderate amount about the Department’s triploid trout program.	$p \leq 0.001$
<b>Fished for winter steelhead in the past license year.</b>	<b><math>p \leq 0.001</math></b>
Would be very likely to participate in fishing for steelhead in the next 5 years	$p \leq 0.001$
<b>Fished for triploid trout in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Is a member of a fishing or hunting club or organization.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished for salmon in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished for summer steelhead in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished for kokanee or silvers in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished for resident cutthroat trout in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Took a juvenile fishing in Washington in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Is 65 years old or older.</b>	<b><math>p \leq 0.001</math></b>
Thinks the Department should devote more time to steelhead over the next 5 years.	$p \leq 0.001$
<b>Fished for walleye in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished for searun cutthroat trout in the past license year.</b>	<b><math>p \leq 0.001</math></b>
<b>Fishing activity in the past 5 years has decreased.</b>	<b><math>p \leq 0.001</math></b>
<b>Is male.</b>	<b><math>p \leq 0.001</math></b>
Prefers to fish for winter steelhead.	$p \leq 0.001$
<b>Thinks Washington needs more waters managed for larger trout.</b>	<b><math>p \leq 0.001</math></b>
Is aware of the Department’s Kids Fishing program.	$p \leq 0.001$
<b>Fished for sturgeon in the past license year.</b>	<b><math>p \leq 0.001</math></b>
Fished in waters the Department manages for larger trout in the past license year.	$p \leq 0.001$
Prefers to fish for walleye.	$p \leq 0.001$
<b>Did not indicate agreement that Washington’s fishing regulations are clear and easy to understand.</b>	<b><math>p \leq 0.001</math></b>
<b>Fished primarily in Washington’s lakes, rivers or streams over the past two years for the sport.</b>	<b><math>p \leq 0.001</math></b>
Would be very likely to participate in fishing for trout in streams or in beaver ponds, other than searun cutthroat or steelhead, in the next 5 years	$p \leq 0.001$
Would be very likely to participate in fishing for bass, panfish, walleye, catfish, perch or other such fish in lakes or rivers in the next 5 years	$p \leq 0.001$
<b>Thinks Washington needs more Juvenile Only waters.</b>	<b><math>p \leq 0.001</math></b>
Fished in eastern Washington during the past license year.	$p \leq 0.001$
Would be very likely to participate in fishing for searun cutthroat in the next 5 years	$p \leq 0.001$

<b>Went fishing all 5 of the past 5 years.</b>	<b>Z-SCORE<sup>†</sup></b>
<b>Fished for bass in the past license year.</b>	<b>p ≤ 0.001</b>
Prefers to fish for sturgeon.	p ≤ 0.001
<b>Fished for rainbow trout in the past license year.</b>	<b>p ≤ 0.001</b>
Thinks the Department should devote more time to trout in lowland lakes over the next 5 years.	p ≤ 0.01
Fished primarily in Washington's lakes, rivers or streams over the past two years to catch large fish.	p ≤ 0.01
<b>Fished for trout in lakes on the last opening day.</b>	<b>p ≤ 0.01</b>
Prefers to fish for salmon.	p ≤ 0.01
<b>Fished for brook trout, brown trout, or golden trout in the past license year.</b>	<b>p ≤ 0.01</b>
Prefers to fish for resident cutthroat trout.	p ≤ 0.01
Prefers fishing in lakes with an opening day and a season.	p ≤ 0.01
<b>Fished for crappie, perch, or sunfish, such as bluegill, in the past license year.</b>	<b>p ≤ 0.01</b>
Thinks the Department should devote more time to trout in streams or in beaver ponds, other than searun cutthroat or steelhead, over the next 5 years.	p ≤ 0.01
Prefers to fish for searun cutthroat trout.	p ≤ 0.01
Prefers to fish for summer steelhead.	p ≤ 0.05
Prefers to fish for kokanee or silvers.	p ≤ 0.05
Thinks the Department should devote more time to searun cutthroat over the next 5 years.	p ≤ 0.05
Would be very likely to participate in fishing for trout in lowland lakes in the next 5 years	p ≤ 0.05
Fishing activity in the past 5 years has remained about the same.	p ≤ 0.05
Did not indicate that Washington needs more opening day lakes.	p ≤ 0.05
Does not think that the Department should devote more time to bass, panfish, walleye, catfish, perch or other such fish in lakes or rivers over the next 5 years.	p ≤ 0.05
<b>INSIGNIFICANT AND NEGATIVE Z-SCORES OMITTED</b>	

<sup>†</sup> In nonparametric analyses, the z-scores determine the strength of the relationship between the characteristic and the response to the question. A z-score that has an absolute value of 3.30 or greater indicates that the relationship is so strong that it would happen by chance only 1 out of 1,000 times ( $p \leq 0.001$ ). A z-score that has an absolute value of 2.58 to 3.29 indicates that the relationship is so strong that it would happen by chance only 1 out of 100 times ( $p \leq 0.01$ ). Finally, a z-score that has an absolute value of 1.96 to 2.57 indicates that the relationship is so strong that it would happen by chance only 5 out of 100 times ( $p \leq 0.05$ ). Note that the strongest positive statistically significant correlations are at the top of the table, with the positive correlations getting weaker as one moves down the table (nonetheless, all variables in the table are statistically significant). The significance level is shown for each variable.

Source: Responsive Management, 2008b.

## MARKETING MESSAGES

These results show that two-pole regulation supporters and avid anglers are involved in and interested in participating in a variety of game fish opportunities. Additionally, these anglers are interested in maximizing their fishing experiences; in a recent study, nearly half of all active anglers (44%) said that having more fish to catch would encourage them to fish more often (Responsive Management, 2011). In other words, anglers are interested in ways to increase and improve their fishing opportunities. For this reason, messages that encourage anglers to increase their fishing opportunity will prove effective at reaching these target markets.

Research suggests that avid anglers value opportunities to introduce new anglers to the sport. Providing opportunities for active and avid anglers to introduce new anglers to fishing will help keep this market engaged. Marketing efforts toward this group that coordinate and facilitate mentoring efforts and increased opportunities to take new anglers fishing would serve two target markets simultaneously: avid anglers and new anglers. The WDFW should consider ways to pair the two-pole endorsement with opportunities to take new anglers fishing.

Based on these characteristics, the researchers suggest the tagline: “Fish Washington!–Double Your Fun.” Using this tagline, the WDFW could offer additional text and information on how anglers are doubling their fun by buying a two-pole endorsement: (1) buying a two-pole endorsement increases their fishing opportunity and (2) buying a two-pole endorsement to double their fun by taking someone else with them to fish.

Other messages that would encourage two-pole endorsement purchases would be to highlight the decreased fee for the endorsement. A quarter of anglers say that the cost of licenses influenced their decision not to fish or to fish less, meaning cost can be a significant deterrent for some anglers. For this reason, messages that promote the decrease in the two-pole endorsement fee will prove effective at reaching these target markets.

### **STRATEGY #5: Encourage game fish anglers to purchase a two-pole fishing endorsement.**

This type of angler is more likely to purchase a two-pole endorsement because they are (1) already freshwater anglers and (2) they may have purchased a two-pole endorsement in the past. As outdoor enthusiasts, they are likely to be open to trying new ways to make their fishing experience more enjoyable and rewarding. Because game fish anglers have already purchased a freshwater fishing license, the goal of this strategy is to increase the sale of two-pole fishing endorsements and pair it with opportunities to take friends and family fishing.

Using data mining techniques, develop a test and control group for game fish anglers who have purchased a freshwater license in the past five years and those who have purchased a two-pole license in the past. Create a schedule of at least four touch points throughout a calendar year encouraging them to purchase two-pole license.

Distribute an email message utilizing the above messages. Include a link that will open a special “Fish Washington!–Double Your Fun” landing page that informs them of the opportunity to increase their fishing enjoyment by taking advantage of the two-pole freshwater fishing license. Highlight the added fun and enjoyment of fishing with family and friends. The landing page should include a video link with a two-pole angler being interviewed on why he buys a two-pole endorsement. There should be a link directly to the online purchasing page in the email, from the landing page and at the end of the video. Each subsequent email message will include links to new information and video.

### **Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal.

### **Distribution**

Utilizing data mining techniques, develop an email list of two groups representative of the six regions of the WDFW:

1. *Control* group for contacting game fish anglers by *email*: Using the freshwater fishing license and two-pole license sales databases from the past five years, pull email addresses of game fish anglers who didn’t purchase a two-pole license. Note

that the control group will not receive marketing materials but will simply be monitored to track license sales for comparison with the test group.

2. *Test group for contacting game fish anglers by email:* Using the freshwater fishing license and two-pole license sales databases from the past five years, pull email addresses of game fish anglers who didn't purchase a two-pole license.

### Promotion

1. **“Fish Washington!–Double Your Fun” Landing Page.** Develop a customized page that welcomes the game fish angler with vivid graphics and simple copy that includes recommended messages. Include a video that announces the latest exciting fishing news and a link to the license purchasing page.
2. **Email Message.** Distribute a graphically appealing email message simple, yet colorful. The copy should include effective messages for game fish anglers. Also include links to the “Fish Washington!–Double Your Fun” landing page, as well as links to a Go Fish online mapping application that allows access to online maps where anglers can view access sites that allow two-pole angling.
3. **Postings at Access Points.** Target anglers by fishery type participation and water access areas; target lakes and access areas where two-pole opportunities would be a great benefit (e.g., troll fisheries, kokanee, walleye, large lakes, lake trout). Post messages that encourage them to take advantage of two-pole opportunities: “Have you tried two-pole trolling for species X?” or “Did you know you can by a two-pole license?” Remind anglers that the two-pole opportunity is available.

### Timeline

Send the email three weeks prior to opening day of the most popular freshwater season, National Fishing and Boating Week, the first day of spring and summer, and prior to Washington-specific special events (i.e., trout stocking).

### Sponsorship

Fishing pole manufacturer advertises on email message. Sell advertising for the “Fish Washington!–Double Your Fun” website (including video advertisements).

### Evaluation

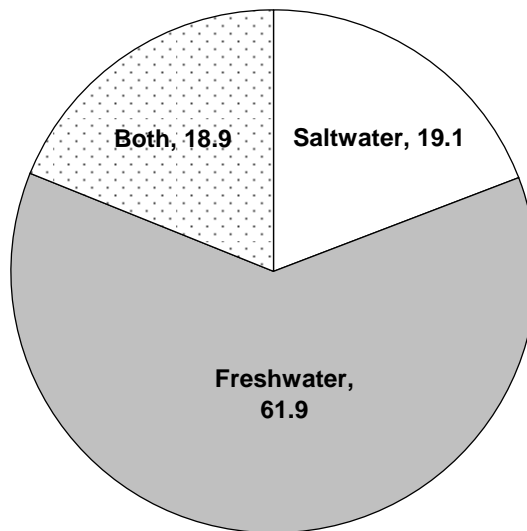
To evaluate the outcomes of this strategy, compare the response rate of the test and control groups. The difference between the two will provide an idea of whether the strategy made a difference and caused the test target test audience to purchase a license. If there is a positive difference, or a “lift,” the strategy had a positive effect. If there was no difference, then the strategy had no positive effect.

## TARGET MARKET 4: BOATERS

### JUSTIFICATION

The crossover implications between recreational fishing and boating cannot be underestimated. In a recent study, no less than 76% of anglers participated in boating, by far the top outdoor recreational activity besides fishing in which anglers participated (RBFF & Outdoor Foundation, 2010a). Furthermore, a national survey of boating participants found that fishing from a boat is one of the most popular boating activities, second only to cruising (RBFF & Outdoor Foundation, 2010a). Furthermore, boaters more commonly participate in boating activities in freshwater than in saltwater (Figure 4.1) (RBFF & Outdoor Foundation, 2010a).

**Boating Water Types Among Participants**



Source: RBFF & Outdoor Foundation, 2010a.

**Figure 4.1. Boating Water Types Among Boating Participants.**

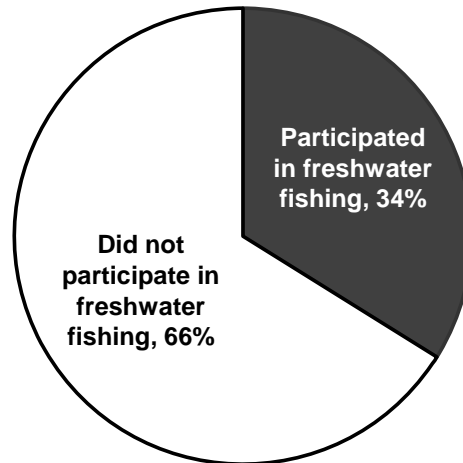
Among boaters nationally, nearly half (46%) currently have a fishing license. Still, nearly one out of every three boaters (34%) do not currently have a fishing license but had one in the past, while 20% have never owned a fishing license (RBFF, 2010b).

According to the Washington State Recreation and Conservation Office, approximately 23.6% of residents participate in motorboating activities and 17.5% participate in canoeing, kayaking, rowboating, and other hand-powered boating activities (WRCO, 2007). This represents a substantial portion of the population accessing Washington's rivers, lakes, and coastal waters for the purposes of engaging in recreational water activities.

Studies show that fishing is the most common activity in which boaters participate while boating in Washington: a 2007 survey of Washington boaters showed that slightly more than half of boaters fished while boating (Responsive Management, 2007). According to data collected in the Washington SCORP report, 66% of boaters did not participate in freshwater fishing, representing a large segment of the population that is on the water but is not taking advantage of

game fish opportunities in the State (Figure 4.2). Specifically, approximately 711,407 boaters do not participate in freshwater fishing.

### Boaters' Participation in Freshwater Fishing in Washington State.



Source: WRCO, 2007.

**Figure 4.2. Boaters' Participation in Freshwater Fishing in Washington State.**

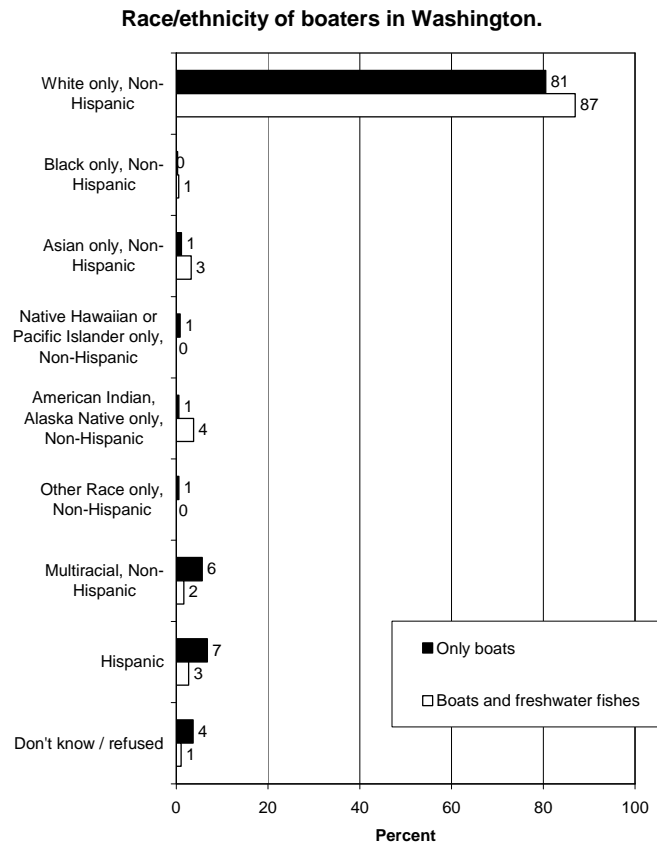
Further research shows that boaters share some of the same motivations as anglers: they are looking for relaxation (49% gave this as a reason for boating), an opportunity to spend time with family and friends (26%), general recreation (14%), and the opportunity to be close to nature (11%). It should also be noted that one of the key motivations for boating is to fish, with 29% of the boaters giving this response (Responsive Management, 2007).

If only about a third of the boating population is currently participating in fishing activities, the remaining boaters represent an important target market for focusing promotional efforts to increase participation in fishing for game fish.

### MARKETING SEGMENTATION

Two studies were consulted to help with the marketing segmentation of boaters: the *Washington Boater Needs Assessment* and the *2006 Outdoor Recreation Survey: Final Report* (Washington SCORP report). In general, boaters are white, non-Hispanic males who are older and wealthier.

Regarding race and ethnicity, the overwhelming majority of boaters in Washington (83%) are white, non-Hispanics. Similarly, the vast majority of boaters who both boat and fish are white, non-Hispanics (87%). Note that multi-racial, non-Hispanics and Hispanics are more than twice as likely to *only* boat than to both boat and fish (Figure 4.3).

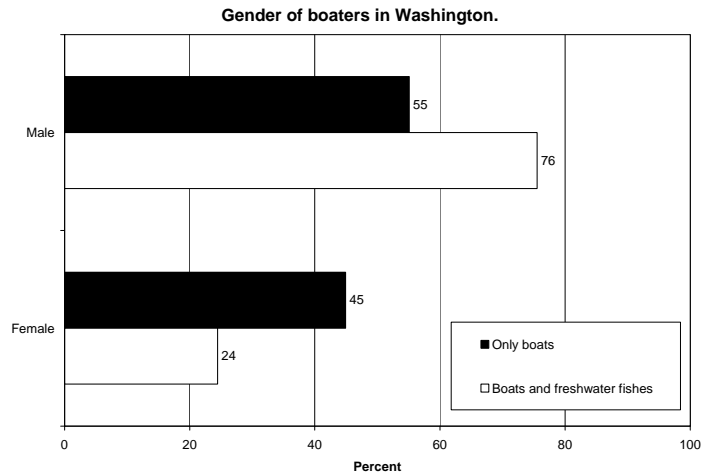


Source: WRCO, 2007.

**Figure 4.3. Race/Ethnicity of Boaters in Washington.**

According to the *Washington Boater Needs Assessment* (Responsive Management, 2007) about two-thirds (66%) of boaters overall are male, while 34% are female. Registered boat owners are predominantly male, but non-registered boat owners and non-owners are more evenly split regarding gender. Males predominate among motorboaters and sailboaters, while a more even gender distribution occurs among the other types of boaters. The results of the Washington SCORP report are commensurate with the *Washington Boater Needs Assessment*, showing that 62% of boaters are male and 38% are female. The majority of male boaters both boat and freshwater fish (76%); still more than half of male boaters (55%) *only* boat (Figure 4.4). Female boaters are much less likely to participate in both activities; nearly half of female boaters (45%) *only* boat, while almost a quarter (24%) both boat and freshwater fish (WRCO, 2007).



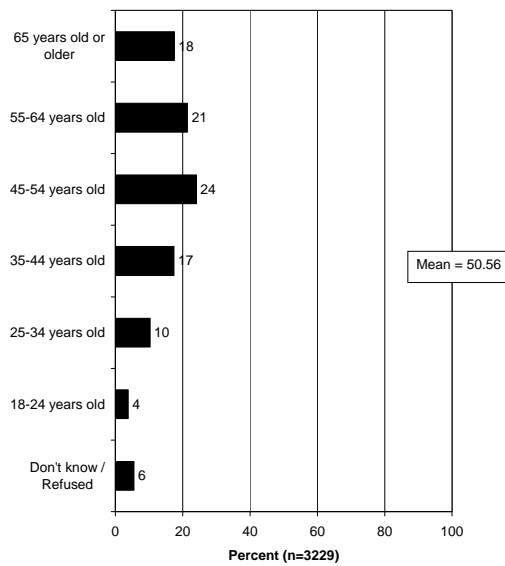


Source: WRCO, 2007.

**Figure 4.4. Gender of Boaters in Washington.**

Regarding the ages of boaters, the older age groups—those consisting of boaters 45 years old or older—predominate. The mean age among boaters in Washington is 50.6 years. Note too that there are differences between boaters and boat owners, the distinction being that boat owners tend to be older and wealthier than non-registered boat owners and non-owners, the latter group being the youngest (Responsive Management, 2007). Figure 4.5 shows the age composite of boaters in Washington.

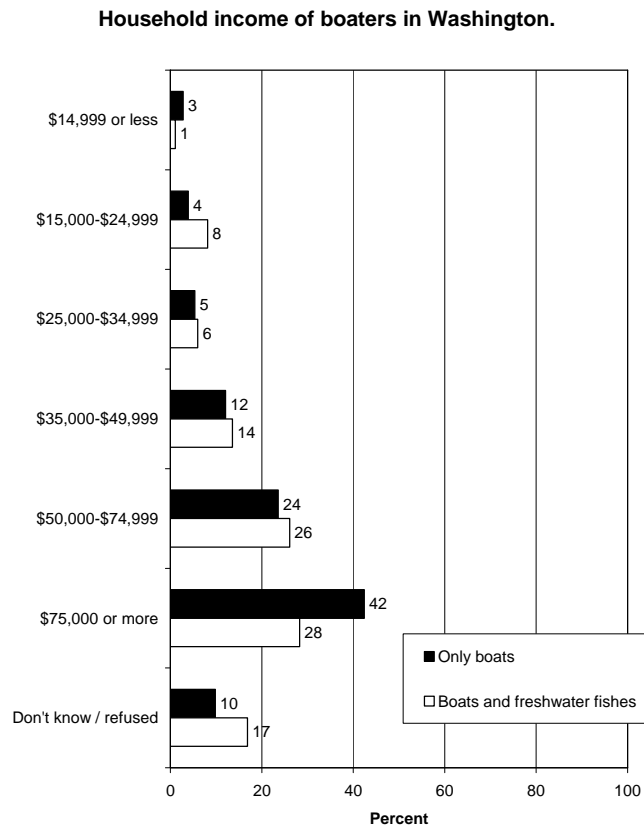
**Q216. Respondent's age.**



Source: Responsive Management, 2007.

**Figure 4.5. Age of Boaters in Washington.**

Boaters who *only* boat are more likely than boaters who boat and fish to have a household income of \$75,000 or more; 42% of boaters who *only* boat have a household income of \$75,000 or more, while 28% of boaters who boat and fish have a household income of \$75,000 or more (Figure 4.6).



Source: WRCO, 2007.

**Figure 4.5. Household Income of Boaters in Washington.**

The mean number of years of residency of boaters is 35.9 years. Overall, boaters tend to have a fairly long residency in the state. Registered boat owners have slightly longer residency, in general, compared to non-registered boat owners and non-owners. The Peninsula/Coast Region and the Islands, Seattle/King, and West Northern Cascades Region tend to have boaters with fewer years of residency in Washington State, compared to the other regions. In the results regarding counties of residency of boaters, King County leadvertisements all other counties, followed by Pierce, Snohomish, Spokane, Kitsap, and Clark (Responsive Management, 2007).

The majority of households of boaters (67%) consist of two people. The majority of households of boaters (59%) contain *no* children 17 years of age or younger, while 36% contain at least one child. Non-owners, compared to registered boat owners and non-registered boat owners, have smaller households, in general. Additionally, a lower percentage of non-owners, relative to registered boat owners and non-registered boat owners, have children living in their household. The number of people in the respondent's household varies only slightly by boater type, with

those who most often operate a hand-powered boat other than canoe or kayak being the most likely to live alone. Sailboaters are the least likely to have children living at home.

Common activities in which boaters participate while boating in Washington included sight-seeing/fish and wildlife viewing (34%), water skiing (19%), relaxing or entertaining friends (17%), being with family and friends (17%), and water tubing (15%). There were some regional differences in the results to this question. For example, fishing had the *lowest* rate in the Islands, Seattle/King, and West Northern Cascades Region. Sight-seeing was the highest in the Islands, Seattle/King, and West Northern Cascades Region and the Peninsula and Coast Region. Water tubing and water skiing were the highest in the South Central, Columbia Plateau, and Palouse Region and the East Northern Cascades and Northeast Region. There were also some differences in the results to this question when crosstabulated by the type of boat most often used. Fishing participation was highest among motorboaters and those using a hand-powered boat; it was *lowest* among sailboaters.

There are similar motivations for participation in fishing and boating activities. When asked to say what motivates them to boat, boaters most commonly answer for relaxation (49% gave this as a reason for boating), followed by to fish (29%), to be with friends and family (26%), for general recreation (14%), and to be close to nature (11%). The most notable regional difference in the results to this question regarding the motivations for boating is that the Islands, Seattle/King, and West Northern Cascades Region has a low percentage of boaters who do so to fish; this region has a relatively high percentage who boat for relaxation. There are large differences by boater type. For example, relaxation as a motivation is higher among sailboaters and paddlers than among the other types of boaters, whereas to fish as a motivation is higher among operators of hand-powered boats and motorboats than among the other types of boaters. To be with friends and family as a motivation is higher among motorboaters and sailboaters than among the other types of boaters, and to be close to nature as a motivation to boat is higher among paddlers than among the other types of boaters.

Boaters are most interested in access information on boat launch ramp sites and marina locations, maps and charts, boating safety, boating rules and regulations, fishing information, wildlife information, and State boating programs. In follow-up, boaters most commonly said that their preferred way to receive information on boating would be direct mail or the Internet. Note that 27% of boaters are most interested in receiving information on fishing (Responsive Management, 2007).

## **MARKETING MESSAGES**

One of the keys to targeting boaters is placement. Messages need to capture boaters at key points in the boating process, those being where boaters buy their boats, where they register their boats, and where they launch their boats. Research also shows that social media appears to be effective among anglers and boaters. Studies on how anglers and boaters use social media suggest that casual anglers and boaters post on social networks such as Facebook and Twitter, whereas more avid participants tend to post in forums focused on specific topics. There are a higher percentage of boaters in forums than anglers. Regarding social media segmentation, new participants are asking basic questions about aspects of fishing or boating that are new to them. Casual or intermittent participants use social media primarily to post information about their

personal experiences in fishing and boating activities, with less emphasis on information seeking than new participants. Avid participants post about very specific topics with detailed information. Their discussions tend to be less personal and more related to specific aspects of successful fishing (RBFF, 2010a).

Additionally, research shows that several barriers affect a boater's interest in going fishing. The top named reasons are thinking fishing from a boat is boring (37.0%), not having enough time (16.1%), and having other hobbies/interests that they enjoy more (13.0%) (RBFF, 2007). Messages that combat these negative issues associated with fishing participation should be used to encourage boaters to participate in fishing activities. For example, in focus group research to test messaging designed to increase participation among lapsed anglers and boaters, some of the messages that resonated strongly among these groups were: (1) messages that appealed to the value of recreational fishing and boating to fostering relationships among family and friends and (2) the relaxation value of recreational fishing and boating. Three messages were recommended to be used in various settings that communicate the three most important benefits of recreational fishing and boating, those being relaxation, the value of recreational fishing and boating in fostering relationships among family and friends, and the aquatic resource stewardship values these activities can foster (Responsive Management, 2001):

- On the water, no cars, no rush hour, no deadline, a chance to relax.
- Fishing and boating connects family and friends.
- Fishing and boating enhances appreciation for the natural world.

Note that focus groups showed that the appreciation of natural resources was viewed as one aspect of relaxation and, therefore, this association should be used whenever possible.

#### **STRATEGY #6: Target boaters who have not purchased a freshwater fishing license.**

Numerous factors correlate with future boat ownership, the fourth ranked item being "having a fishing license" (RBFF, 2010b). As part of the "Fish Arizona!" Campaign, the Arizona Game and Fish Department enclosed fishing license reminders and materials in their boater registration packets to encourage new license sales and license renewals. The key encouraging boaters to purchase a license is to offer the option when they are registering their boat for the first time or renewing the boat registrations. Encourage license purchases by utilizing the message "Fish Washington!—Expand Your Boating Experience." This message will help motivate boaters to want to purchase a license while boating is on their mind.

1. Partner with the Washington Department of Licensing to include a link to the WDFW's online licensing page to purchase a freshwater fishing license when a boater concludes boat registration or renewal online.
2. Partner with the Washington Department of Licensing to include WDFW kiosks on site at vessel licensing offices where boaters can purchase freshwater fishing licenses, focusing on the sites where most motorboat registrations occur.

## Recommended Locales

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal.

## Distribution

Throughout the state as recommended in the promotion section below.

## Promotion

1. **“Fish Washington!–Expand Your Boating Experience” Landing Page.** As part of the current WDFW website, develop a page that welcomes boaters with vivid graphics and simple copy that includes the recommended messages and a link to the license purchasing page.
2. **Partnerships.** Through the partnership with the Department of Licensing, WDFW can encourage boaters to purchase a freshwater fishing license by advertising through various outlets.
3. **Advertising.** On the Department of Licensing website, include advertisements that make boaters aware that they can purchase a freshwater fishing license when they register their boat or renew their boater registration.
4. **Kiosks.** Advertise via poster at vessel registration sites that boaters can purchase a fishing license on site at vessel registration locations via WDFW kiosks.

## Timeline

The promotion would be done on an ongoing basis throughout the year in order to take advantage of all possible boat registrations or renewals.

## Sponsorship

This effort would be sponsored by the WDFW as a public service to make the purchase of a freshwater fishing license easy and convenient. Additionally, WDFW could earn advertising dollars by placing advertisements at the WDFW kiosks.

## Evaluation

This effort can be evaluated in several ways, all of which would determine how many boaters took advantage of the ease and convenience of buying a freshwater fishing license when registering their boat or renewing the boat registration. The simplest way to evaluate the effort would be to track the number of freshwater fishing licenses purchased immediately upon completing the online boat registration renewal. WDFW would track the number of entries from the Department of Licensing sales page utilizing analytics software. It could then be determined how many visitors referred from the Department of Licensing page purchased a freshwater fishing license.

The WDFW would also know how many licenses were purchased directly from their kiosks on site at various vessel registration outlets and could analyze where the most effective locations are for placement of the kiosks.

**STRATEGY #7: Target boaters when they purchase a boat.**

The key with this strategy is to provide information about fishing for game fish in the information packets provided to new boat owners by boat dealers. Because boaters expect to receive information when they purchase a boat, including fishing information in the packet they receive is an effective way to deliver your message. Because they will be reading the boating information, they will be more likely to read information from the WDFW about fishing for game fish. In the packet of information provided to boaters when they purchase a boat, include an inexpensive promotional card with the target message, and a website address linking to the “Fish Washington!–Expand Your Boating Experience” landing page that features a photo of a white, middle-aged male enjoying fishing for game fish from a boat with friends.

**Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal where motorboating in freshwater is most prevalent.

**Distribution**

By partnering with the Washington Area Marine Dealers Association, WDFW can provide the promotional card to dealers that have the highest volume of motorboat sales in areas where most freshwater boating occurs.

**Promotion**

1. **Promotional Cards.** Utilize the promotional card to encourage boaters to purchase a freshwater license. Include a link to the customized “Fish Washington!–Expand Your Boating Experience” landing page. The website should include the same messaging as the promotional card, and it should include links to information about how to fish for game fish, boating access points where anglers can fish for game fish from a boat, and other information that would be useful to a new angler.

**Timeline**

The promotion would be done on an ongoing basis throughout the year in order to take advantage of all possible boat purchases.

**Sponsorship**

Work with marine retailers that also sell freshwater fishing equipment to sponsor the promotional card, which allows them to include their logo and an invitation to visit a store near them. The card may also include the company website to encourage boaters to purchase their marine and freshwater fishing supplies. The card could include a promotional code for a discount when purchasing certain fishing equipment used specifically for fishing game fish.

**Evaluation**

The promotional code used for the postcard can also be utilized as a way to track the purchase of a freshwater fishing license. Visitors to the online fishing sales page can be asked to enter the promotional code upon the purchase of a freshwater fishing license, thus recording that he or she is the recipient of the WDFW promotional card distributed through motorboat dealers. This promotional code should also be collected via the WDFW’s online sales site to determine whether the purchase of a fishing license is attributable to the boater marketing strategy.

**STRATEGY #8: Target boaters when they are taking the boater education course.**

The key with this strategy is to provide information about fishing for game fish when they are engaged in the outdoor activity of boating. Partner with the Washington State Parks Department to promote the “Fish Washington!—Expand Your Boating Experience” message. By partnering with the agency that oversees boater education, there are a multitude of avenues to reach potential new boaters.

**Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal where motorboating in freshwater is most prevalent.

**Distribution**

Partner with the Washington State Park Department include the promotional card along with the boater education card being mailed to new boaters.

**Promotion**

1. **Promotional Card.** Promote fishing for game fish by including the promotional card in Strategy #7 with the mailing of boater education cards issued to new boaters. Utilize the promotional card to encourage these boaters to purchase a freshwater license. Use similar target messages and include a link to the “Fish Washington!—Expand Your Boating Experience” landing page that features a photo of a white, middle-aged male enjoying fishing for game fish from a boat with friends. The website should include the same messaging as the postcard but include links to information about how to fish for game fish, boating access points where anglers can fish for game fish from a boat, and other information that would be useful to a new angler. Because boaters expect to receive their boater education card, they will open the envelope, which will include the promotional card. This is an effective way to deliver your message.
2. **Partnership.** Work with the Washington State Parks Department to include a “game fish” information link to the landing page. This would resemble what the Washington State Recreation and Conservation Office does on its [boat.wa.gov](http://boat.wa.gov) website.

**Timeline**

The promotion would be done on an ongoing basis throughout the year in order to take target all boat education students.

**Sponsorship**

The card may also include the company website to encourage boaters to purchase their marine and freshwater fishing supplies. The card could include a promotional code for a discount when purchasing certain fishing equipment used specifically for fishing game fish.

**Evaluation**

The promotional code used for the postcard can also be utilized as a way to track the purchase of a freshwater fishing license. Visitors to the online fishing sales page can be asked to enter the promotional code upon the purchase of a freshwater fishing license, thus recording that he or she is the recipient of the WDFW promotional card distributed through motorboat dealers.

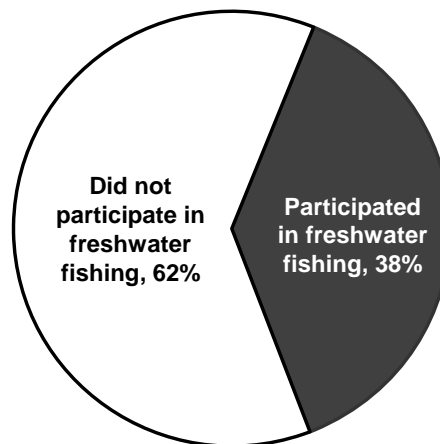
## TARGET MARKET 5: HUNTERS

### JUSTIFICATION

Nationally, a substantial percentage of hunters also fish, and the typical hunter and angler have similar demographics: most hunters are also rural white males. More importantly, many of the factors that motivate anglers to participate in fishing also motivate hunters to hunt. For example, research indicates that 33% of all hunters hunt for the sport and recreation, 27% hunt to be with family and friends, 22% hunt for meat, and 16% hunt to be close to nature (Responsive Management, 2008a). By appealing to some of the motivations that encourage hunters to take to the field, the WDFW may increase the crossover rate between hunting and fishing, thereby increasing fishing participation.

In Washington, more than a third of hunters (38%) participate in freshwater fishing, while the majority (62%) do not (WRCO, 2007) (Figure 5.1). Because of the crossover opportunities between hunting and fishing, this represents a significant target market for increasing participation in fishing for game fish; more than 103,455 hunters do not participate in freshwater fishing.

**Hunters' Participation in Freshwater Fishing  
in Washington State.**



Source: WRCO, 2007.

**Figure 5.1. Hunters' Participation in Freshwater Fishing in Washington State.**

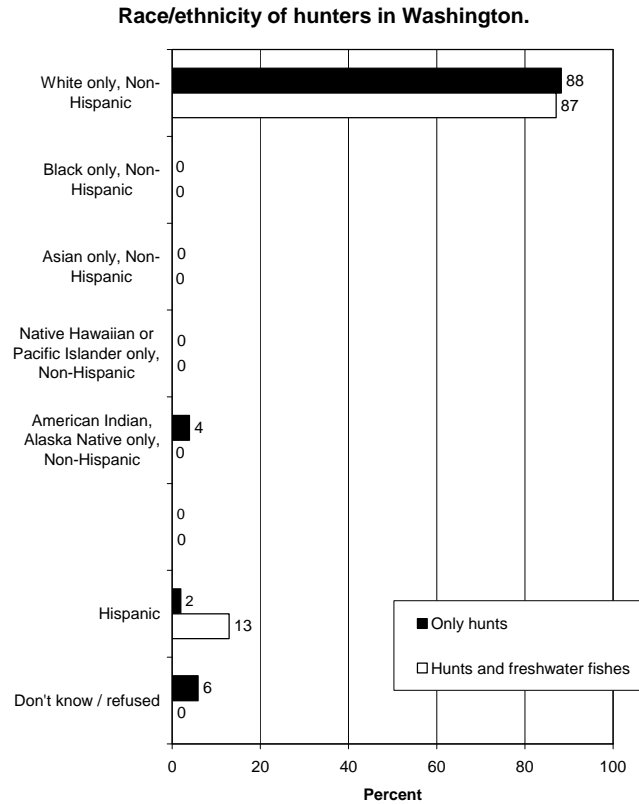
### MARKETING SEGMENTATION

Two studies were consulted to explore the demographic characteristics of hunters in Washington: *Washington Hunters' Opinions on and Attitudes Toward Game Species Management* and the *2006 Outdoor Recreation Survey: Final Report* (Washington SCORP report). Hunters are more often white, non-Hispanic males older than 45, and the vast majority have a household income of \$35,000 or more.

Regarding race and ethnicity, the overwhelming majority of hunters who *only* hunt (88%) are white, Non-Hispanics. Similarly, the overwhelming majority of hunters who both hunt and



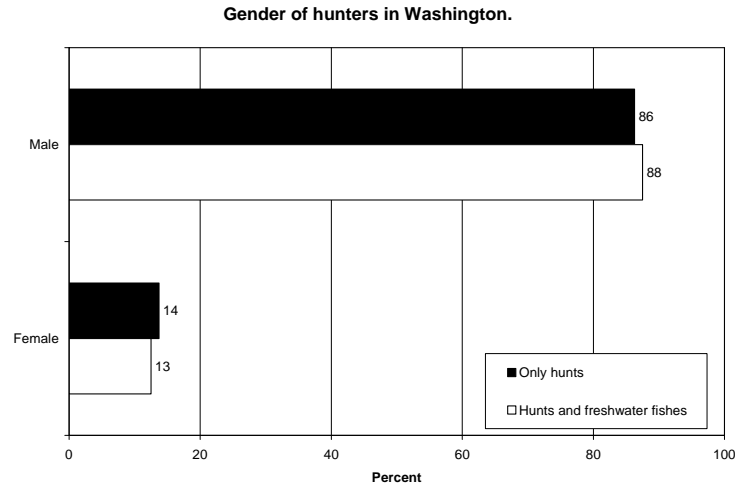
freshwater fish (87%) are white, Non-Hispanics. Note, however, that 13% of hunters who both hunt and freshwater fish are Hispanic (Figure 5.2).



Source: WRCO, 2007.

**Figure 5.2. Race/Ethnicity of Hunters in Washington.**

The studies both show that the overwhelming majority of hunters in Washington are male. Slightly more male hunters both hunt and freshwater fish (88%) than *only* hunt (86%). Similarly, roughly the same percentage of female hunters both hunt *and* freshwater fish (13%) as *only* hunt (14%) (Figure 5.3).

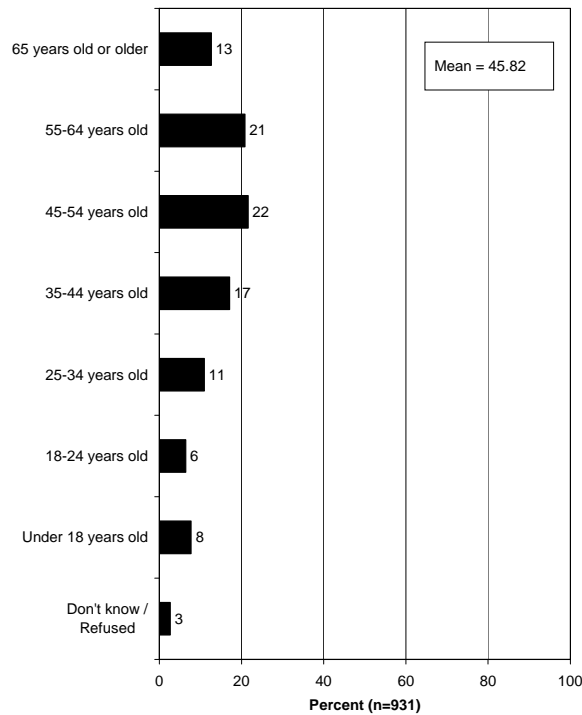


Source: WRCO, 2007.

**Figure 5.3. Gender of Hunters in Washington.**

Hunters in Washington are nearly evenly split between the 0 to 44 age group and the 45 years old and older group. According to *Washington Hunters' Opinions on and Attitudes Toward Game Species Management*, 55% of Washington hunters are 45 years old or older, and 42% are between the ages of 0 and 44 (Figure 5.4). The mean age of hunters in Washington is 45.82.

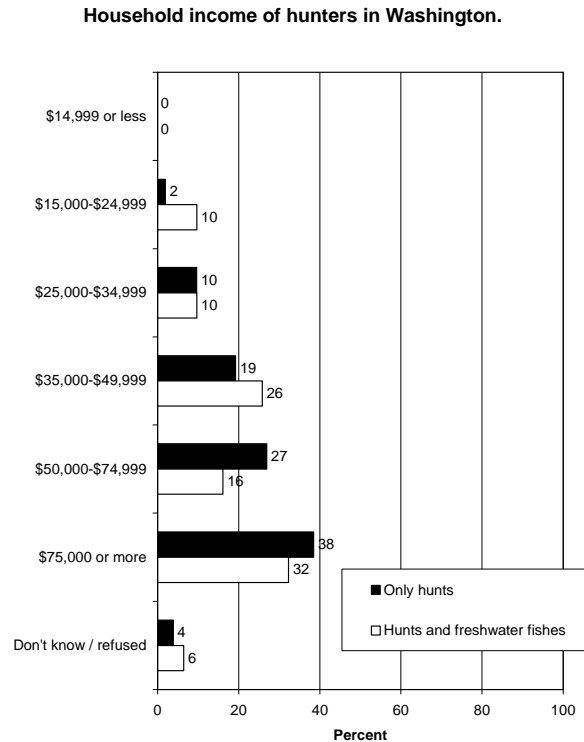
**Q302. Respondent's age.**



Source: Responsive Management, 2007.

**Figure 5.4. Age of Hunters in Washington.**

The majority of hunters have an annual household income of \$35,000 or more. Interestingly, substantially more hunters who *only* hunt (84%) have a household income of \$35,000 or more, whereas 74% of hunters who both hunt and freshwater fish have an annual household income of \$35,000 or more (Figure 5.5).



Source: WRCO, 2007.

**Figure 5.5. Annual Household Income of Hunters in Washington.**

**MARKETING MESSAGES**

Responsive Management partnered with the National Shooting Sports Foundation in cooperation with the Virginia Department of Game and Inland Fisheries (VDGIF) on a major study regarding messages to encourage lapsed hunters to purchase a hunting license. While the messaging study focused primarily on getting lapsed hunters to hunt again, it is important research for understanding the messages that resonate with hunters in general. These messages should be considered when developing marketing strategies aimed at increasing fishing participation among hunters (Responsive Management, 2009b).

The survey presented respondents with 36 words or short phrases, shown in Figure 5.6. Respondents were asked to indicate if the word/phrase had a positive association with hunting, a neutral association, or a negative association with hunting.

- In this list, 8 of the 36 words/phrases had at least 90% of respondents making a positive association: connect to nature, quality time, fun, get away from it all, relaxing, memories, excitement, and heritage.

- On the least positive end of the continuum (listed from the bottom up) are the following: expensive, investment, organic, inexpensive, roots, and economical.

In general, avoid using the term “environment” or other words, phrases, and concepts related to the theme of “environmentally friendly,” “eco-friendly,” or “going green” *unless* it is blended or used with another theme (other than the direct “buy a license” theme), such as the hunting heritage theme. Although one of the top messages overall uses the word “environment,” its concept of protecting the environment is blended with the hunting heritage theme. All three messages pertaining only to the “environmental impact of hunting” theme—essentially an “environmentally friendly” or “going green” theme—ranked quite low in the *very* or *somewhat* effective ratings and were in the top messages rated *not at all* effective. Also note that the blended messages that ranked high did not have a strong “going green” message, but rather an appeal to protect the environment that did not use common “going green” terms that were used in the low-ranked messages, such as “natural,” “organic,” and “local.”

(Does this have a positive, negative, or neutral association with hunting?)		
Conserve	Friends	Quality time
Environment	Relaxing	Connect to nature
Economical	Tradition	The basics
Family	Stewardship	Preserve
Active	Manage	Protect
Thrill	Outdoor lifestyle	Expensive
Heritage	Conservation funding	Memories
Natural	Organic	Fun
Quality	Investment	Excitement
Conservation	Roots	Escape
Environmentally friendly	Peaceful	Wildlife management
Inexpensive	Get away from it all	Healthy

**Figure 5.6: Words and Phrases That Were Asked About in the Survey**

The survey presented respondents with 28 messages that might encourage them to purchase a hunting license; these are shown in Figure 5.7. For each message, the survey asked respondents if the message would be *very* effective, *somewhat* effective, or *not at all* effective at getting them to buy a Virginia hunting license. Three of the messages stand out, each with at least half of respondents saying it would be *very* effective:

- Make memories. Take someone special hunting.
- Hunting - protect the heritage, protect the environment.
- Hunting bonds family. Share the experience.

Consider using the top three messages (or variations of the messages using similar themes, phrases, and words tailored to fishing) rated by respondents as *very* or *somewhat* effective at getting them to buy a license. Messages and outreach materials that incorporate the “passing on the heritage” theme should also be considered. All of the top three messages rated as *very* or *somewhat* effective overall (discussed above) pertain to the “passing on the heritage” theme. Two of the top three messages focus on the hunting heritage, and the third is a “blended theme”

message that combines the hunting heritage theme with a conservation theme. Furthermore, when asked about message themes (i.e., the series of questions about things that would make lapsed hunters likely to purchase a Virginia hunting license), respondents' top message theme was "being reminded that it is important to continue the hunting heritage of this country" (this was the top item that respondents indicated would make them *very* or *somewhat* likely to purchase a Virginia hunting license during a year they otherwise might not). Finally, "heritage" ranked eighth among words and phrases with which respondents said they had a positive association regarding hunting. Although these phrases pertain specifically to hunting for this study, similar phrases and themes can be used to encourage hunters to buy a fishing license.

Note that six more messages rank above the rest, all with 44% or more saying it would be *very* effective at getting them to buy a Virginia hunting license:

- Connect to nature, hunt [STATE].
- Hunters, the original stewards of the land.
- Hunting connects family and friends.
- Buy a license, take a friend, make memories.
- Purchase a Virginia hunting license and help conserve wildlife.
- Connect with nature, connect with family. Hunt [STATE].

### **STRATEGY #9: Encourage crossover purchases from current hunters who have not purchased a freshwater fishing license.**

The key to success with this strategy is to focus on motivating hunters to enjoy the outdoors and connect with family and friends beyond the opportunities limited to hunting season. The message "Fish Washington!—Expand Your Outdoor Experience" would be appropriate for this market. There are several ways to encourage crossover purchases from current hunters who have not purchased a freshwater fishing license. This can be accomplished by motivating current and past license holders to purchase a freshwater fishing license.

Develop a comprehensive marketing and outreach campaign focusing on hunters' enjoyment of the outdoors designed, primarily, to encourage them to continue their outdoors activities by motivating them to recreate more often and to fish with family and/or friends. By using data mining techniques and focusing primarily on current and past hunters develop of outreach campaign utilizing a test and control group that represents an even mix of hunters from all regions. Create a schedule of at a minimum four to six touch points throughout a calendar year. Distribute a customized email message specific to target locales to test and control groups that includes links about the latest news about fishing clinics, stocking events, or educational opportunities.

### **Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal.

## Distribution

Utilizing data mining techniques, develop an email of two groups representative of the six regions of the WDFW:

1. *Control* group for contacting hunters by *email*: Using the hunting license database from the past five years, pull email addresses of hunters who bought a license in the past five years. Note that the control group will not receive marketing materials but will simply be monitored to track license sales for comparison with the test group.
2. *Test* group for contacting hunters by *email*: Using the hunting license database from the past five years, pull email addresses of anglers from the past five years.

## Promotion

1. **“Fish Washington!–Expand Your Outdoor Experience” Landing Page.** This link will open a “Fish Washington!–Expand Your Outdoor Experience” landing page that invites the hunter to fish in Washington this season, including during the fall after they have met their bag limits. The landing page includes a video link with a hunter talking about how he is able to spend more time outdoors because he took up the sport of fishing. The video should be shot at a scenic fishing spot where a special event, fishing clinic, or stocking opportunity is occurring. It should link to tips for fishing certain *species specific to target locals* areas as well as messages from the biologist working in that area describing when to go and how to be successful.
2. **Email Messaging.** Distribute a graphically appealing email messages for the duration of the effort that are simple, yet colorful. The copy should include messages recommended as effective for hunters. Include links to the “Fish Washington!–Expand Your Outdoor Experience” landing page.
3. **Advertising.** Advertise game fish opportunities in the WDFW hunting regulations book and online on the hunting section of the WDFW website.

## Timeline

Send the email two-three weeks prior to the special clinic, day, activity or event you are promoting. Continue the effort for each subsequent email.

## Sponsorship

Sell advertising for the “Fish Washington!–Expand Your Outdoor Experience” email and landing page.

## Evaluation

To evaluate the outcomes of this strategy, compare the response rate of the test and control groups. The difference between the two will provide an idea of whether the strategy made a difference and caused the test target test audience to purchase a license. If there is a positive difference, or a “lift” the strategy had a positive effect. If there was no difference, then the strategy had no positive effect.

**STRATEGY #10: Encourage hunters to purchase a freshwater fishing license along with their hunting license.**

An effective way to motivate hunters to purchase a fishing license is to offer them an incentive to do so at the moment they are purchasing a hunting license. The perfect time to implement this strategy is when a hunter is purchasing a license online or at the time of purchase through a vendor. One way to encourage this is to let hunters know about fall fishing opportunities that could enhance their hunting trips; many hunters think fishing is a spring/summer opportunity. The key to this strategy is to promote fishing as a compatible activity with hunting.

1. Prior to making the final purchase of a hunting license, the hunter will be offered the opportunity to purchase a freshwater fishing license. An optional link to the “Fish Washington!—Expand Your Outdoor Experience” landing page is offered. The landing page offers links to general pages about game fish species, where to fish, what equipment to use, etc. The hunter can also purchase a freshwater fishing license.
2. License vendors throughout the state are asked to offer the purchase of a fishing license along with a hunting license.

**Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal.

**Distribution**

This strategy is implemented via WDFW online license sales page and license vendors statewide.

**Promotion**

1. **Drawing.** Along with the purchase of a hunting license the incentive to enter a drawing to win free lifetime hunting licenses is offered through both the online sales system and through vendors. The contest is promoted online and via vendors and via all media outlets.
2. **Media.** A public relations campaign promoting the contest should target the outdoor sections of newspapers, local hunting magazines, and appropriate online media.
3. **Advertising.** Advertisements should feature the contest in the hunting regulations book and on the hunting section of the WDFW website.

**Timeline**

Begin promotion two-six months prior to the beginning of the fall and spring hunting season and run it throughout the entire season, with priority focus on advertisements that will appear in the hunting regulations book.

**Sponsorship**

Sell advertising for the online landing page. Monetize the email by allowing advertising. Gain sponsorship of posters that advertise the drawing on site at participating license vendors

**Evaluation**

Evaluate the effort by monitoring the number of licenses sold to the target audience compared to the control group. The number of entries in the drawing compared to the total number of licenses purchased by the test group would determine the effectiveness of the strategy.



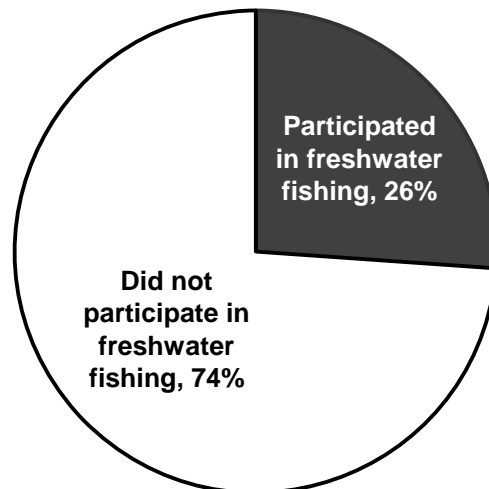
## TARGET MARKET 6: CAMPERS

### JUSTIFICATION

According to the Sporting Goods Manufacturers Association, camping ranks fourth for total participation among outdoor sports, with nearly half of the population (44.7%) participating in vacation/overnight camping in 2010 (SGMA, 2010). Furthermore, camping is named as one of the top substitute activities for fishing participation among anglers (Ditton & Sutton, 2004; Responsive Management, 2011).

In Washington, about a quarter (26%) of campers participate in freshwater fishing, and nearly three quarters (74%) do not (WRCO, 2007) (Figure 6.1). This represents a significant target market for increasing participation in fishing for game fish; specifically, approximately 838,996 campers do not participate in freshwater fishing.

**Campers' Participation in Freshwater Fishing  
in Washington State.**



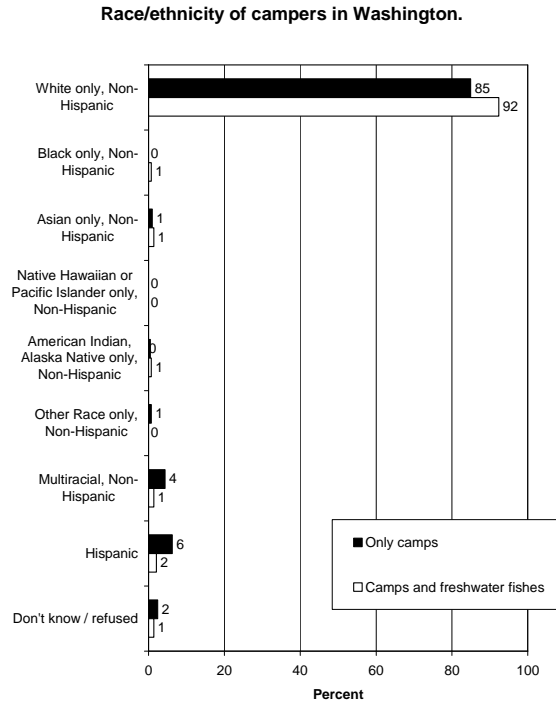
Source: WRCO, 2007.

**Figure 6.1. Campers' Participation in Freshwater Fishing in Washington State.**

### MARKETING SEGMENTATION

In general, campers in Washington are more often white, non-Hispanic males who are younger than 45 and have a household income higher than \$35,000.

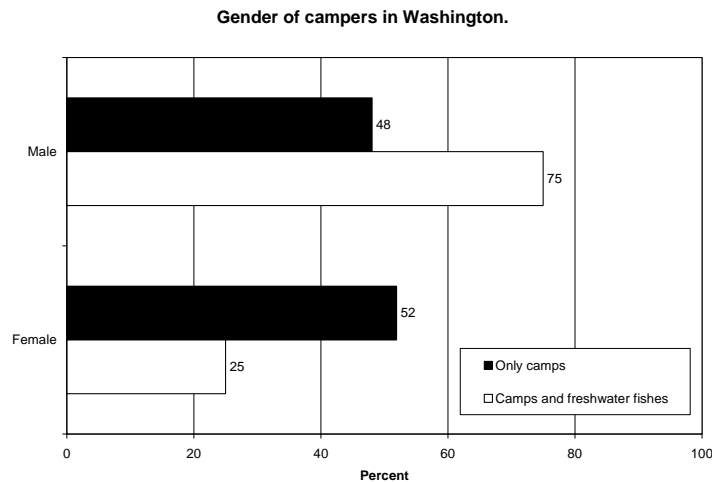
Regarding ethnicity, the overwhelming majority of campers (86%) in Washington are white, non-Hispanics (WRCO, 2007). Among those who *only* camp, 85% are white, non-Hispanics. Furthermore, campers who participate in both camping and fishing are overwhelmingly white, non-Hispanics; fully 92% of campers who participate in both activities are white, non-Hispanics (Figure 6.2).



Source: WRCO, 2007.

**Figure 6.2. Race/Ethnicity of Campers in Washington.**

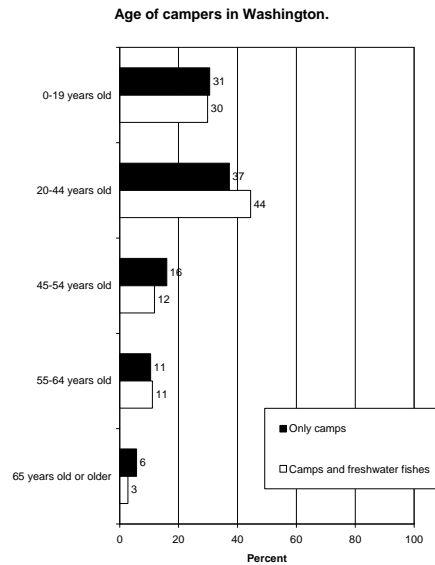
Overall, approximately 55% of campers in Washington are male, while 45% are female. When looking at the data regarding campers who also freshwater fish, males are much more likely to both camp and fish than are females; 75% of male campers also freshwater fish, as opposed to 25% of female campers (Figure 6.3).



Source: WRCO, 2007.

**Figure 6.3. Gender of Campers in Washington.**

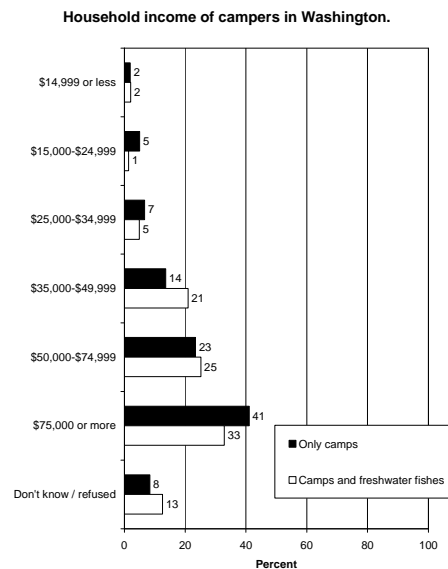
Regarding age, “the likelihood of camping declines as a person ages” (NSRE, 1997). As shown in Figure 6.4, the majority of campers are under the age of 45, and those who both camp and freshwater fish are more commonly in the 20 to 44 age category.



Source: WRCO, 2007.

**Figure 6.4. Age of Campers in Washington.**

Washingtonians who participate in camping are also in the higher income brackets, with a majority (63%) earning a household income of \$50,000 or more (Figure 6.5). Interestingly, those who *only* camp are slightly more likely than those who both camp and fish to have a household income of \$75,000 or more.



Source: WRCO, 2007.

**Figure 6.5. Household Income of Campers in Washington.**

Furthermore, because camping is generally an activity that is shared among families (NSRE, 1997), targeting this group has broader implications in that the reach is extended beyond the individual to their families. As research has shown, initiation at a young age is a key component to fishing recruitment and retention (Duda, Jones, & Criscione, 2010). For this reason, campers are also an important target market for reaching younger outdoor recreationists.

### **MARKETING MESSAGES**

People in this target audience enjoy the outdoors and already spend significant time enjoying outdoor activities. Additionally, campers who paid for a camp site reservation online and on-site will be eating meals, and they are likely interested in eating meals that are convenient, fresh and inexpensive. This provides the opportunity to expand their activities to include fishing, and it is important to develop a link between camping and fishing as a way to provide healthy, fresh, and free meals. They are also camping because they enjoy being with family and friends, a motivation shared by freshwater anglers.

Another key to this group is to assume that they know nothing about fishing, cleaning fish, and proper preparation and cooking. With this target market, the basics are essential. “How to...” demonstrations and educational opportunities provided at campsites will increase knowledge, thereby encouraging interest and participation. Educational and promotional events should be provided at campsites; however, an opportunity to purchase a license needs to be readily available among these groups as well. It is likely that fishing for game fish while camping is an opportunistic pursuit. In other words, campers may not have anticipated fishing and may have come unprepared. Every effort should be spent making it as convenient and as flexible as possible for them to participate in fishing for game fish.

### **STRATEGY #11: Keep campers informed about fishing activities offered by the WDFW.**

The key to this strategy is to create partnerships with state parks to help promote fishing and camping together. To encourage this compatibility, the WDFW should coordinate trout stocking events with holidays (i.e., Labor Day, Memorial Day, July 4<sup>th</sup>) in waters near local parks. Another way is to allow parks to temporarily sell fishing licenses and/or to collect donations at water access areas to support future stocking events for specific waters.

WDFW should reach out to campers in a friendly, personal way and begin a dialog about the benefits of fishing in state parks. Utilizing email addresses obtained from the Washington State Parks camp site reservation system, begin a dialog about the benefits of fishing in state parks. Also use *The Weekender* as a way to introduce campers to the abundance of outdoor activities offered by the WDFW. Follow with a direct email outreach campaign that includes an invitation to learn more about the opportunities available to fish for game fish in the state and that explains why campers should consider buying a fishing license.

### **Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal.

## Distribution

This is easily accomplished via email after obtaining email addresses from the appropriate contact lists. This is the most cost-effective and efficient method to reach the target population.

## Promotion

1. **“Fish Washington!–Expand Your Outdoor Experience” Landing Page.** Develop a customized landing page utilizing the message “Fish Washington!–Expand Your Enjoyment of the Outdoors” on the WDFW website, which includes a “Go Fish” online mapping application that allows access to online maps where campers can view access site. Utilizing the customized landing page “Fish Washington!–Expand Your Outdoor Experience,” provide a resource for beginning anglers (link through to existing pages).
2. **Advertising.** Promote the many opportunities available for campers to fish for game fish in the state. Include information about fishable species and how to cook them on a campfire (downloadable recipe cards) as well as a link to purchase a freshwater fishing license. Provide access to a website with video tutorials and access maps. This could also be done as a smart phone application.

## Timeline

Launch promotion two months prior to the start of the spring fishing season. Continue the dialogue throughout spring and summer being sure to include peak camping season with several email touch points that refers campers to the “Fish Washington!–Expand Your Enjoyment of the Outdoors” landing page on the WDFW website

## Sponsorship

Pursue advertising for the “Fish Washington!–Expand Your Enjoyment of the Outdoors” website (including video advertisements). Monetize the email by allowing advertising.

## Evaluation

Number of licenses purchased via website as a result of the promotion. Be sure to obtain e-mail addresses from visitors when they make license purchase because these can be compared against email addresses that were sent the original touchpoint. WDFW can then analyze the numbers of campers making a freshwater fishing license purchase.

## **STRATEGY #12: Develop park-specific fishing information and opportunities at campsites/parks to encourage campers to participate in fishing activities.**

Because much of the fishing that could occur at campsites would be opportunistic, the WDFW should make every effort to take advantage of a spontaneous desire for a camper to fish. This would encourage a non-angler to take that all important first step to try fishing. However, to support this spontaneous decision, information, equipment and the ability to purchase a short term license should be readily available.

1. Develop-specific fishing information (downloadable) online and as on-site brochures in state parks including where to fish and what to catch in or in the general area around Washington state parks. Send an e-brochure about the many opportunities available for campers in the state and include information about fishable species and

- how to cook them on a campfire (downloadable recipe cards) and includes link to purchase license. Provide access to the website on park kiosks.
2. Include QR codes in all brochures that link to informative species pages, etc. already accessible on the fishing section of the WDFW website. Also add QR codes to existing signage near lakes and access points so campers can access info by phone.
  3. Provide rental equipment through on-site management offices for a fee.
  4. Sell short-term fishing licenses via on site kiosks at state parks, on-site management offices.
  5. Allow legal fishing by accepting the license number rather than a card as confirmation of an online purchase of a short term fishing license.

### **Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal where opportunities to fish for game fish exist.

### **Distribution**

State parks with opportunities for beginners to fish should be the focus of this strategy. Provide on-site game fish information as well as online access and the opportunity to purchase of a freshwater fishing license. Additionally equipment, educational brochures and information should be available on site. Promote via signage at state parks, on the Washington state parks website, and all places where the Discover Pass can also be purchased.

### **Promotion**

1. **“Fish Washington!–Expand Your Enjoyment of the Outdoors” Landing Page.** Utilizing a customized landing page “Fish Washington!–Expand Your Enjoyment of the Outdoors,” provide a resource for beginning anglers (link through to existing pages). Promote the many opportunities available for campers to fish for game fish in the state. Include information about fishable species and how to cook them on a campfire (downloadable recipe cards) as well as a link to purchase a freshwater fishing license. Provide access to a website with video tutorials and access maps. This could also be done as a cell phone application.
2. **The Great Fish Pursuit Challenge.** Feature statewide fishing “pursuit” (The Great Fish Pursuit) that encourage families to fish together at various parks over the summer; this will not only encourage fishing, but it will also encourage families to visit different state parks. Adults should purchase freshwater fishing license and be asked if they want to participate in the fishing pursuit, and children can either be given a card to carry or download a card so they can check off each park visited and the number of fish they caught at each. As an added incentive, completed cards (with valid fishing license numbers) can be entered into a contest to win a free lifetime fishing license and additional giftcards for fishing gear. Pursuit instructions and information and downloadable card should be available as part of the “Fish Washington!–Expand Your Outdoor Experience” landing page.

## Timeline

On site information should be available by spring and in advance peak camping season at state parks. The fishing pursuit should be promoted via email to campers one month prior to peak camping season and throughout summer and fall. Continue the dialogue with several email touch points that refers them to the designated landing page. Launch the fishing pursuit at the end of spring to take advantage of summer vacation opportunities.

## Sponsorship

Gain sponsorship for the fishing and state park pursuit contest and for seminars. Pursue advertising for the “Fish Washington!–Expand Your Enjoyment of the Outdoors” website (including video advertisements). Monetize the email by allowing advertising. Partner with Washington State Parks to advertise on its site and on site at state parks. Provide incentive to participate in the “pursuit” by working with a partner that can provide prizes when completed pursuit cards are used for a drawing for prizes it offers.

## Evaluation

Determine the number of licenses sold in conjunction with camp site reservations during the time of the promotion by comparing email addresses. Analysis of website usage and the number of click-throughs that resulted in license purchases will also provide helpful analysis. The number of short-term licenses purchased on site at state parks is also a good way to evaluate the effort. Additionally, the number of pursuit cards turned in will assist in determining the success of the program, as well as the number of cards downloaded. This effort could also be set up as a test and control group to determine whether the promotion itself was responsible for increased license sales.

## **STRATEGY #13: Provide opportunities to educate campers on fishing basics.**

Hold a series of free or low cost seminars at various parks around the state and/or online videos available through the WDFW website where the target audience can learn fishing basics. Provide handouts of promotional/educational materials and free or loaned beginner fishing equipment. Provide information on how they can continue (clubs, future seminars, etc.) to participate and the opportunity to purchase a license on site.

## Recommended Locales

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal where opportunities for beginners to fish for game fish exist.

## Distribution

Utilizing the email addresses of camp site registration, invite the target audience to attend special beginner clinics at state parks where opportunities exist to hold beginner fishing clinics for people of all ages.

## Promotion

1. **Resources.** Utilizing the already existing landing page “Fish Washington!–Expand Your Enjoyment of the Outdoors,” provide a resource for beginning anglers (link through to existing pages). Promote the many opportunities available for campers to fish for game fish in the state. Include information about fishable species and how to

cook them on a campfire (downloadable recipe cards) as well as a link to purchase a freshwater fishing license. Provide access to a website with video tutorials and access maps. This could also be done as a cell phone application.

2. **Follow-Up.** Via email, send a follow-up thank you for participating in special events, fishing clinics, workshops, etc. Provide additional information on how and where campers can continue to fish for game fish along with dates of future educational opportunities with a link to the online license sales page and an invitation to purchase a license.

### **Timeline**

Focus on holding the seminars in popular state parks/hatcheries when good weather is normally expected throughout the game fish fishing season and during peak camping season. Focus on state parks that offer good opportunities for beginners to continue fishing.

### **Sponsorship**

Gain sponsorship from an outdoor retailer for the fishing and state park pursuit contest and for seminars. Pursue advertising for the “Fish Washington!–Expand Your Enjoyment of the Outdoors” website (including video advertisements). Monetize the email by allowing advertising. Offer a discount card for attendees of seminars/clinics.

### **Evaluation**

Determine the percentage of participants in the seminars in comparison to the number of invitations sent. Track the number of licenses purchased via website as a result of the promotion by analyzing website usage and the number of click-throughs that resulted in license purchases. Determine the number of participants of seminars and clinics who then purchased a freshwater fishing license either on site or at a later date.



## **TARGET MARKET 7: STATE PARKS VISITORS**

### **JUSTIFICATION**

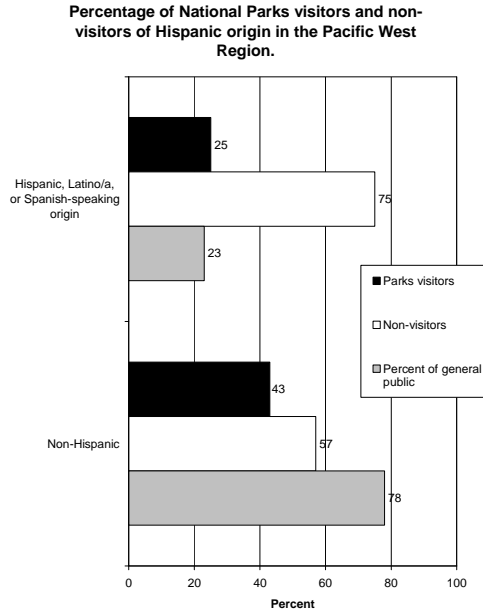
According to the Washington State Parks Foundation, there are more than 40 million visits to state parks annually, and most of these visitors are also campers. According to the research, the vast majority (83%) of Washington state parks campers are residents, while 6% are Canadians, 5% are Oregonians, and 2% are Californians (SPRC, 2005). Note that this does not include all state parks visitors; rather, it includes only those who are visiting state parks to camp.

The new Discover Pass, implemented this year, requires a \$30 annual fee or \$10/day fee for state parks users. This fee allows park visitors access to 120 state parks and nearly 7 million acres of state parks land. Because park users are paying a fee to utilize state lands, it is important to emphasize the outdoor recreation activities available to them on state lands, including fishing for game fish. It is also important to note that state park visitors are paying a base fee to access the land; therefore, it is essential to make fishing opportunities convenient and cost-effective to state parks visitors by trying to provide information, equipment, and license sales on-site. Because many of these visitors are staying more than one night, they may be looking for opportunities to expand their outdoor recreation activities. For this reason, state parks visitors represent an important target market for increasing fishing participation.

### **MARKETING SEGMENTATION**

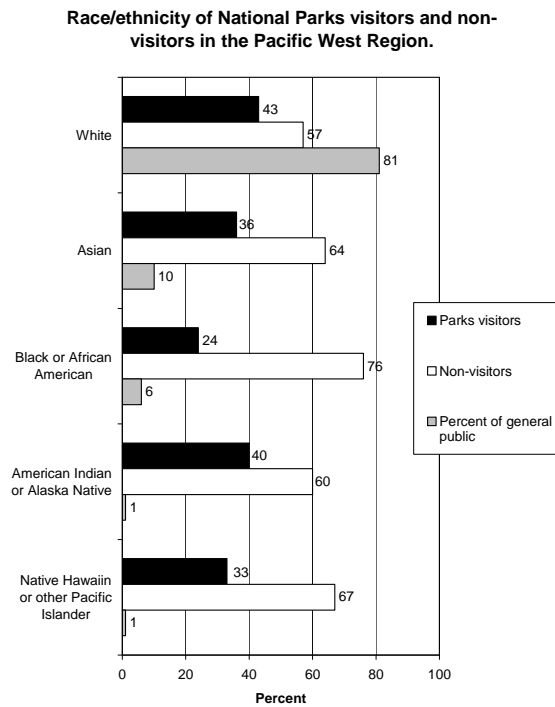
While research on state parks visitors in Washington State is limited, the National Park Service conducted a regional study of National Park System users in the Pacific West Region (PWR): California, Hawaii, Idaho, Nevada, Oregon, and Washington (National Park Service, 2002). While these results are neither specific to state parks nor are they specific to Washington State, some generalities about park users can be made and provide insight regarding state parks users. According to the results of this study, PWR parks visitors are more often white, married, more educated, and wealthier than non-visitors; age distribution is fairly even among all categories.

A quarter of those of Hispanic, Latino/a, or of Spanish-speaking origin (25%) are parks visitors, while fully 75% are not (Figure 7.1). While majorities in other races/ethnicities are also non-visitors, substantial percentages of whites (43%), American Indians or Alaska Natives (40%), and Asians (36%) are PWR parks visitors (Figure 7.2).



Source: National Park Service, 2002.

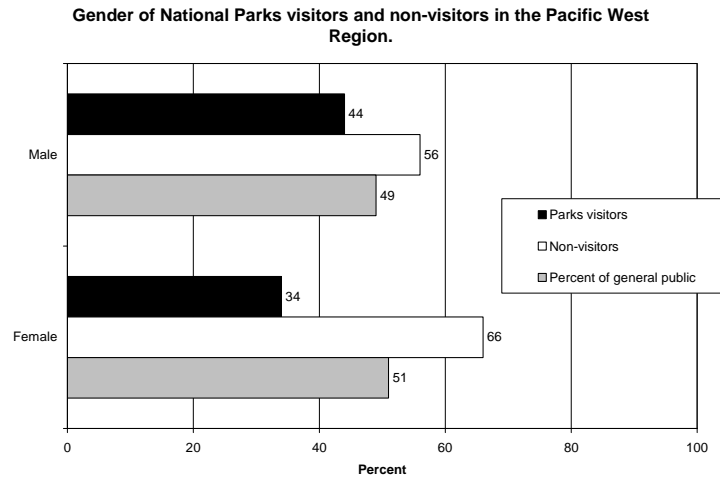
**Figure 7.1. Percentage of National Parks Visitors and Non-Visitors of Hispanic origin in the Pacific West Region.**



Source: National Park Service, 2002.

**Figure 7.2. Race/ethnicity of National Parks Visitors and Non-Visitors in the Pacific West Region.**

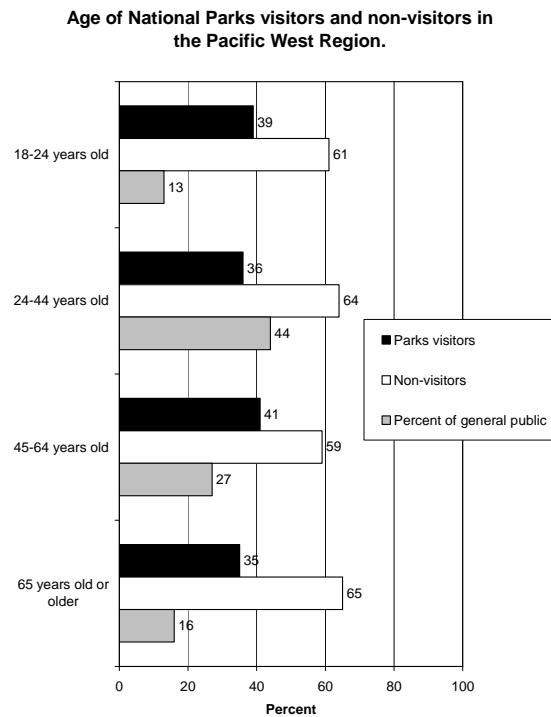
Approximately 44% of males are PWR parks visitors, compared with 34% of females (Figure 7.3).



Source: National Park Service, 2002.

**Figure 7.3. Gender of National Parks Visitors and Non-Visitors in the Pacific West Region.**

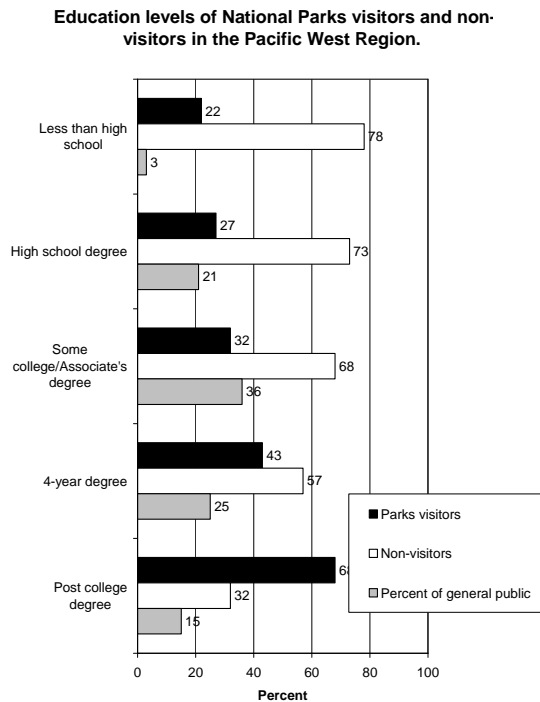
Age among PWR parks visitors is fairly evenly distributed, with parks visitors most commonly falling into the age category of 45-64 years old; 41% of PWR parks visitors are in this age bracket (Figure 7.4).



Source: National Park Service, 2002.

**Figure 7.4. Age of National Parks Visitors and Non-Visitors in the Pacific West Region.**

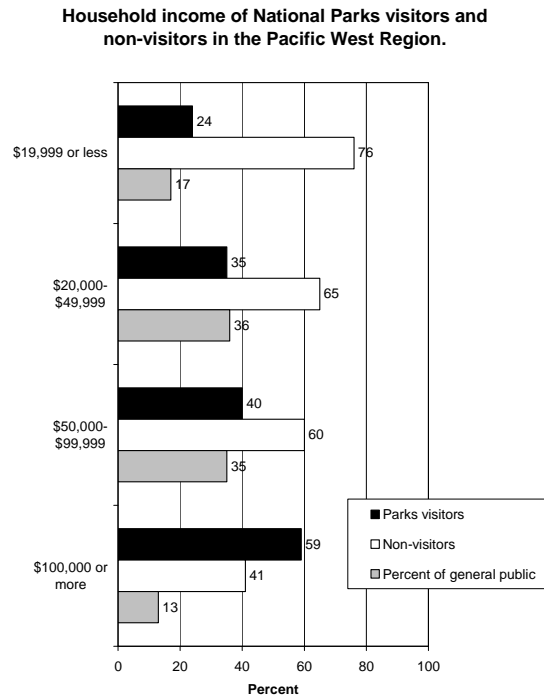
PWR Park visitors also appear to be highly educated, with the majority of those completing a post college degree (68%) being parks visitors (Figure 7.5).



Source: National Park Service, 2002.

**Figure 7.5. Education Levels of National Parks Visitors and Non-Visitors in the Pacific West Region.**

PWR parks visitors are also wealthier, with the majority (59%) of those earning an annual household income of \$100,000 or more being parks visitors, followed by 40% of those in the \$50,000-\$99,999 income bracket being parks visitors (Figure 7.6).



Source: National Park Service, 2002.

**Figure 7.6. Annual Household Income of National Parks Visitors and Non-Visitors in the Pacific West Region.**

PWR parks visitors are also likely to have children.

**MARKETING MESSAGES**

There are several messages or ideas that appeal to PWR parks visitors. According to the National Parks Service survey, when asked to name the first thing that comes to mind when they hear “National Parks System,” 36% of state parks visitors name “beauty, nature, flora, fauna,” the top named response. PWR parks visitors also appear to have an interest in conservation issues; 13% of parks users named “care, protection, and preservation” as the first ideas that came to mind regarding the National Parks System. Other themes, named by 11% of parks visitors, were “national heritage, landmarks, tradition, parks, units.” Non-visitors were also likely to identify with “beauty, nature, flora, fauna” and “national heritage, landmarks, tradition, parks, units,” but were not as likely to name “care, protection, preservation” as top-of-mind responses. Note that among parks visitors and non-visitors, the idea of “vacation, friends, family, time away, and fun” were not named as often; only 2% of parks visitors and 4% of non-visitors named these factors (National Parks Service, 2002).

While it is important to note the positive attributes of parks that appeal to parks visitors, it is just as important to understand the key barriers and/or constraints to parks visitation. According to the National Parks Service survey, the number one reason for not visiting parks is “time” (named by 34% of non-visitors) and “distance” (named by 24% of non-visitors). These are some of the

same deterrent to fishing participation and should be addressed by messages and themes targeted toward state parks visitors.

As with campers, it is vital to take advantage of the spontaneous decision of a state park visitor to go fishing. The overriding theme for this strategy is the same as with campers, in that on-site license purchases and readily available fishing equipment is a key to encouraging state park visitors to go fishing. This is particularly important with the “pursuit” promotion because WDFW can help state park visitors continue to fish even if they have not purchased equipment.

#### **STRATEGY #14: Encourage state park visitors to purchase a freshwater fishing license.**

State park visitors already enjoy the outdoors and actively participate in outdoor activities in places where fishing for game fish is also an option. Because they visit state parks to enjoy beauty, nature, flora, fauna, they are already engaged the outdoors and related activities. Reaching out to wildlife enthusiasts in a friendly, personal way and informing them that fishing for game fish is just one more way for them to enjoy the outdoors is an effective strategy. Because a majority of the visitors to state parks are campers, WDFW can use virtually the same strategies for this target audience as those used for campers.

Reach out to state park visitors who purchase either a regular park pass (pre-Discover Pass) or the new Discover Pass. Develop a brochure that can be given to those purchasing a new discover pass to encourage them to participate in fishing opportunities in the state. Additionally, utilize email addresses of Discover Pass purchasers to email *The Weekender* to park visitors as an introduction/reminder of what the WDFW offers for outdoor activities. Follow with a direct email outreach campaign that includes an invitation to learn more about the opportunities available to fish for game fish in the state. Include links to a customized “Fish Washington!—Expand Your Enjoyment of the Outdoors” landing page designed to offer information about opportunities to fish for game fish in state parks, including to general information about where to fish and what to catch in or in the general area around Washington state parks. Include basic information about fishable species and a link to purchase a freshwater fishing license. Provide access to video tutorials and access maps. This could also be done as a cell phone application. Include images of beginner anglers enjoying fishing and nature in scenic locales.

#### **Recommended Locales**

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal that include state parks with easy access to game fish opportunities for beginners .

#### **Distribution**

This is easily accomplished by targeting Discover Pass purchasers immediately upon purchase and following up via email.

#### **Promotion**

1. **Brochure.** Develop a promotional fishing brochure that can be handed out with the issuance of a Discover Pass.

2. **“Fish Washington!–Expand Your Enjoyment of the Outdoors” Landing Page.** Utilizing the already existing “Fish Washington!–Expand Your Enjoyment of the Outdoors” landing page provide a resource for beginning anglers (link through to existing pages).
3. **The Great Fish Pursuit Challenge.** Feature statewide fishing challenge to encourage individuals to fish at various parks during fishing season to encourage repeat fishing days participation at different state parks in order to make it more enjoyable and fun. The “Great Fish Pursuit” would focus less on doing it with family and more on the locations where a participant can enjoy and connect with nature. Participants purchase freshwater fishing license and a downloadable “passport” so they check off each park visited and record the number and type of fish caught.

### **Timeline**

Launch promotion two months prior to the start of the spring fishing season. Continue the dialogue throughout spring and summer with several email touch points that refers them to the designated landing page on the WDFW website.

### **Sponsorship**

Gain sponsorship of the fishing and state fish pursuit contest. Pursue advertising for the “Fish Washington!–Expand Your Enjoyment of the Outdoors” website (including video advertisements). Monetize the email by allowing advertising. Provide incentive to participate in the “pursuit” by working with a partner that can provide prizes when completed pursuit cards are used for a drawing for prizes it offers.

### **Evaluation**

Track the number of licenses purchased via website as a result of the promotion by analyzing website usage and the number of click-throughs that resulted in license purchases. Compare the e-mail addresses of purchasers to those in the Discover pass database. Additionally, analyzing the number of completed “pursuit” cards in comparison with the total number of emails sent will show the percentage of the population that responded to the promotion. This effort could also be set up as a test and control group to determine whether the promotion itself was responsible for increased license sales.

*\*Note: Because of the similarities between this audience and campers, a portion of this effort can be combined. For example, the “Great Fish Pursuit” could be offered to both target markets and the landing page would be the same. The difference would be in the messaging and imagery used in the emails.*

### **STRATEGY #15: Provide opportunities to educate park visitors on fishing basics.**

Hold a series of free or low cost seminars at various parks around the state and/or online videos available through the WDFW website where the target audience can learn fishing basics. Provide handouts of promotional/educational materials and free or loaned beginner fishing equipment. Provide information on how they can continue (clubs, future seminars, etc.) to participate and the opportunity to purchase a license on site.

## Recommended Locales

The six regions defined by the WDFW: Eastern, North Central, South Central, North Puget Sound, Southwest, and Coastal where opportunities for beginners to try fishing exist in scenic areas where visitors can connect with nature.

## Distribution

Utilizing email addresses of Discover Pass purchasers, send messages that offer opportunities to attend beginner clinics during peak visitation months (spring-fall).

## Promotion

1. **Resources.** Utilizing the already existing landing page “Fish Washington!–Expand Your Enjoyment of the Outdoors,” provide a resource for beginning anglers (link through to existing pages). Promote the many opportunities available for park visitors to fish for game fish in the state. Include information about fishable species and how to cook them (downloadable recipe cards) as well as a link to purchase a freshwater fishing license. Provide access to a website with video tutorials and access maps. This could also be done as a cell phone application.
2. **Follow-Up.** Via email, send a follow-up thank you for participating in special events, fishing clinics, workshops, etc. Provide additional information on how and where state park visitors can continue to fish for game fish along with dates of future educational opportunities with a link to the online license sales page and an invitation to purchase a license.

## Timeline

Launch promotion two months prior to the start of the spring fishing season. Continue the dialogue throughout spring and summer with several email touch points that refers them to the designated landing page on the WDFW website. Focus on holding the seminars in popular state parks/hatcheries when good weather is normally expected throughout the game fish fishing season.

## Sponsorship

Obtain corporate sponsorship for these seminars and allow handouts of promotional/educational materials and perhaps free beginner fishing equipment. Pursue advertising for the “Fish Washington!–Expand Your Enjoyment of the Outdoors” website (including video advertisements). Monetize the email by allowing advertising.

## Evaluation

Track the number of licenses purchased via website as a result of the promotion by analyzing website usage and the number of click-throughs that resulted in license purchases. Determine the number of participants of seminars and clinics who then purchased a freshwater fishing license either on site or at a later date. Evaluate participation in the seminars by comparing e-mail addresses to the original Discover Pass database.



## **TARGET MARKET 8: URBAN ADVENTURE SEEKERS**

### **JUSTIFICATION**

One trend that is working against fishing participation in Washington is increasing urbanization. Demographic data show a clear pattern of reduced rural housing in Washington and a gradual increase in urban residency. With a rise in urban development, the WDFW will need to consider marketing approaches to attract urban anglers. Research suggests that to entice urban residents to fish, efforts need to be focused on truly “urban” fishing areas. In order to appeal to urban anglers, fishing opportunities should be easily accessible, require minimal travel distance, and provide a comfortable fishing environment. Since many urban anglers will also be infrequent anglers, additional educational outreach, materials, or demonstrations will help ensure a pleasurable fishing experience (Duda, Jones, & Criscione, 2010). According to personal interviews with WDFW personnel, urban fishing programs have shown promise in the past. These should be considered in the future as a way to provide outreach to individuals who live in areas without substantial fishing access. Such programs also reinforce the social concept of fishing, which tends to be a highly important dimension of youth interest and involvement in fishing. Consider this a way to tap into urbanites’ total outdoor experience, as well as a way to encourage the younger generation to engage in fishing activities.

### **MARKETING SEGMENTATION**

There is limited research on urban adventure seekers. According to the research, several characteristics of urban and suburban residents in Washington who should be targeted to increase fishing participation include (Southwick, 2009):

- Ethnically diverse married couples with or without children and single parent households living in urban areas spend their discretionary income on children or their homes.
- Residents in urban areas of transition are either in their twenties or of retirement age and are more likely to rent their residence, read and listen to the radio for pleasure, and participate in a variety of low impact sports.
- Young singles and married couples living in urban outskirts and focused on starting their careers are considered to be an adventurous group that tries new sports and activities.
- Those who live in the suburbs and have fewer children own their homes and are a computer savvy group that makes physical fitness an integral part of their lifestyle.
- Mixed household types—single or married, with or without kids—living in urban outskirts are active in their communities, enjoy taking day trips and spend time working in their gardens.
- Those living on the fringes of suburbia in new housing developments are mostly white couples, some with children, that enjoy golf, tennis, mountain biking and staying fit.
- Blue collar baby boomers living in rural or developing suburban fringe areas own their own homes and enjoy hiking, biking, hunting and motorcycles.

## MARKETING MESSAGES

The key to reaching these groups is to target urban dwellers, in general. Both Minnesota and Oregon offer successful models for reaching urban populations.

Minnesota's Fishing in the Neighborhood (FIN) program targets urban residents to increase opportunity for and education in freshwater fishing. According to a study done to evaluate Minnesota's FIN program, the themes that resonate most with urban groups are "appreciation" themes. In general, appreciation themes capitalize on escape; key motivators for fishing include, to enjoy nature, to rest and relax, to view scenery, to escape crowds and noise, to escape daily routine, to learn about the outdoors, and to share outdoor/recreational values. Other motivators for urban anglers include health (e.g., to reduce stress and tension) and affiliation (e.g., to spend time with family or friends) (Schroeder et al., 2008).

The top barriers or constraints for urban anglers included work and family commitments. Other barriers to participation included costs/regulations/crowding, the planning required, ability, and discomfort outdoors (Schroeder et al., 2008). In Minnesota, the FIN program was started as a way to increase opportunity in the Metro Lakes areas. The focus was on targeting communities in diverse neighborhoods to provide fishing opportunities to which urbanites could easily walk or bike. They also focus on opportunity and education. As shown in the study, ability and discomfort in the outdoors is a constraint for urban anglers. For this reason, Minnesota hosts a series of "I Can..." programs in which they teach the basics of fishing to increase interest and comfort in fishing activities and abilities.

In Oregon, the Department of Fish and Wildlife has developed a large-scale campaign to increase fishing in urban areas: "50 places to fish within 60 minutes of [location, e.g., Portland]." This messaging taps into key barriers/constraints for fishing participation: distance and time. The publications are offered at city centers as well as at booths which are set up at event locations. The information is distributed through the tourism office.

### **STRATEGY #16: Encourage urbanites to try fishing and purchase a license as an avenue to enjoy nature and the outdoors, to relax, to exercise and to escape the daily grind.**

Engage this audience in a "journey" where they "Fish Washington!—Escape to the Outdoors (or Nature)" at sites that are located in, adjacent to or within a 30 minute drive of major metropolitan areas and that provide a place in which to escape the noise of the city and suburbs, provide a connection to nature, are easy to access, and are locations in which fishing for game fish can be one of several outdoors activities (e.g., mountain biking, hiking, running, picnicking, enjoying the scenery) in which the target audience would participate. The messages should be inclusive of varied ages whether they are single, have families, or are retired. The goal is to introduce this target market to fishing and encourage them include fishing in their outdoor journeys. The messages should encourage them to pack a fishing pole along with equipment from whatever other activities in which they are planning to participate.

Develop a customized "Fish Washington!—Escape to the Outdoors" landing page where the target audience is referred to via social media outlets. Focus on providing information on how to fish, locations, maps, etc. As with campers and state park visitors, this target market may be

inexperienced. Emphasis on the basics is imperative because it is important to give them a foundation for engaging in fishing activities.

Offer loaner equipment where possible (state parks) to urbanites at fishing locations included in the “30 mile” list. This will allow those people who want to fish the option to do so without have to invest in equipment until they know they are going to continue. The overriding theme for this strategy is the same as with campers, in that on-site license purchases and readily available fishing equipment is a key to encouraging urbanites to go fishing. This is particularly important with the “journey” (described below) promotion because WDFW can help urbanites continue to fish even if they have not purchased equipment.

### **Recommended Locales**

Regions of the WDFW with major metropolitan areas, including the following regions: Eastern, North Puget Sound, Southwest, and Coastal. Sites reflect a mix of already established urban fishing sites and those that are located less than a 30 minute drive from major metropolitan areas.

### **Distribution**

Advertise via social media which will require email subscriptions, RSS, Facebook, Twitter, YouTube, Flickr and phone application. The phone application would include a map of the quest sites along with descriptions of the site and the species of game fish that can be legally caught.

### **Promotion**

1. **“Fish Washington!–Escape to the Outdoors” Landing Page.** Develop a customized “Fish Washington!–Escape to the Outdoors” landing page where the target audience is referred to via social media outlets. Focus on providing information on how to fish, locations, maps, etc.
2. **Blogs.** Develop a relationship with local bloggers in the target markets who share the same characteristics as the target audience and write about related topics specific to Washington (e.g., biking, hiking, camping). Challenge them to take the journey and participate in “Fish Washington!–Escape to the Outdoors.” Provide them with fishing equipment and work with them to fish in the chosen quest locales. Ask them to write blog posts about their adventures and share photos, videos and stories via the WDFW Facebook and Twitter accounts and especially on their own accounts. Request that they invite their readers to participate and join them in the quest and share their experiences.
3. **Social Media.** The bulk of this effort would be accomplished online utilizing social media sites, the website and a phone application. Promote the quest journey websites, blogs, travel sites, outdoors site specific to Washington. Encourage the target audience to share videos on YouTube, upload fishing photos, and “like” WDFW promotion on Facebook. Consider starting a FishWashington! (or the like) hashtag on Twitter and distribute daily online paper based on it. Promote fishing for game fish on metropolitan-based outdoor sites and sites such as Trekaroo.com through reviews of the sites. The WDFW should also develop a map (online and phone application) of fishing sites throughout the state that qualify as part of the “journey”.

4. **Advertising.** Using an online public relations campaign, promote “Fish” to magazines, websites, newspapers, radio that will reach the target audience.
5. **Festivals and Events.** Attend various festivals and metropolitan events to promote the “journey” and provide information on where to fish within 30 miles along with beginner brochures, signage with QR codes linked to the “FishWashington!–Escape to the Outdoors.” List beginner events and fishing clinics being held in the area where they can learn the basics of fishing and the option to buy a fishing license.

### **Timeline**

Prior to peak outdoor season, when the weather is more predictable and the target audience would be most comfortable spending time in the outdoor, begin promoting the “journey”. The promotion should last for the duration of the fishing season, beginning the opening day and ending by October.

### **Sponsorship**

Focus on obtaining several corporate sponsors that can provide promotional assistance for the public relations effort. Also work with equipment manufacturers to donate loaner equipment for use that the fishing locations.

### **Evaluation**

Conduct analysis based on the electronic mapping of visitors are accessing the online license sales page. This will help identify visitors and can help determine whether they accessed the Fish Washington!–Escape to the Outdoors” in response to specific social media promotions, announcements, etc. Once a list of followers, friends, and subscribers is developed from this target audience, WDFW will be able to develop a more consistent dialogue with the group and better be able to evaluate the outcome of various promotional efforts.

## **TARGET MARKET 9: NON-RESIDENT GAME FISH ANGLERS**

### **JUSTIFICATION**

For many states, non-residents offer the greatest return on investment, providing the least strain on resources while contributing tourism dollars. The challenge with targeting non-residents is that they come from many different locations and have many different demographic and socioeconomic characteristics. According to the states targeting non-residents, one of the key components for success is to partner with tourism and/or Chambers of Commerce to get the information to non-residents. This is a challenge in Washington because the state's tourism department has suffered significant budget cuts and is nearly non-existent at this point. The WDFW will need to consider creative methods for reaching out to non-resident populations, using partnerships with other agencies/organizations in the tourism industry, Chambers of Commerce, and local travel agencies.

### **MARKETING SEGMENTATION**

It is challenging to develop a target market for non-residents. Because this market is inclusive of all the states, the market will have diverse demographic and socioeconomic characteristics. Since most non-residents likely visit the state for more than one day, these markets are probably in higher income brackets. Aside from this general assumption, it is difficult to segment this population.

### **MARKETING MESSAGES**

A good example of a marketing effort targeting non-residents is that which Florida has adopted. The FWC works closely with tourism to promote fishing opportunities in Florida. The Florida Fish and Wildlife Conservation Commission (FWC) partners with Visit Florida, tourism industry in the state, to promote Florida as the "fishing capital of the world." The key to Florida's marketing efforts has been to focus on the "biggest bang for the bucks." That said, the FWC focuses on (1) long-term, multi-use license buyers and (2) non-residents because they give the greatest economic input with the least pressure on resources. The key to getting the tourism industry on board was to show them the economic impact of tourism and the money that non-residents contribute to the state.

### **STRATEGY #17: Advertise Washington's abundant opportunities available for non-residents to fish for game fish.**

This strategy focuses on educating non-resident anglers on the abundant fishing opportunities provided by game fish species in the state of Washington. The first step would be to mine Washington's license data to determine who is purchasing non-resident freshwater fishing licenses. This would provide basic information on who Washington's non-resident freshwater fishing anglers are and where they come from. Because Washington may not currently be considered a top-of-mind destination for anglers, the WDFW needs to focus on changing that perception and making Washington the "go to" state for freshwater fishing: "Fish Washington!—The Game Fish Capital of the West."

The first step toward changing the perception will be to focus on an effort in the surrounding western states, then expanding beyond the region. This effort would most efficiently be accomplished by partnering with Washington State Tourism on advertising efforts aimed at

promoting Washington as the game fish capital of the west. Advertising and promotion will take advantage of both traditional (e.g., newspapers, magazines, radio, billboard) and social media such as freshwater fishing forums. The target market should be directed to a customized website where non-resident anglers will be directed for more information about fishing in Washington including fishable species, where to fish for game fish and Washington's rules and regulations.

### **Recommended Locales**

Oregon, Idaho, Montana, Nevada and California and other states that represent a high number of non-resident license purchases.

### **Distribution**

The bulk of this effort will utilize traditional and social media for both the advertising and public relations effort.

### **Promotion**

1. **Traditional Media.** Advertise at border crossings throughout the Northwest. Also, focus on specific angling magazines and newspapers that service northwest anglers.
2. **Online Advertising.** Take advantage of popular local weather sites and advertise when potential anglers are checking the weather in their own states. Also, take advantage of online travel outlets, Facebook, Google advertising, and Adwords that will drive non-residents searching for fishing opportunities to WDFW's "Fish Washington!—The Game Fish Capital of the West" landing page. Also focus on travel review/fishing sites specific to the Northwest.
3. **Public Relations.** Launch a public relations campaign in the specified state to gain as much earned media coverage as possible. This would be a low cost alternative to advertising.

### **Timeline**

Because planning fishing trips and vacations is ongoing throughout the year, the effort should address this throughout the year with special focus on month leading up to big travel and fishing seasons.

### **Sponsorship**

Because this strategy is based on advertising, which is expensive and a drain on agency budget, forming a partnership with a large outdoor retailer or manufacturer will be the key to success. The key is to advertise along with a partner in order to communicate the message. For example, a tackle manufacturer would advertise the benefits of utilizing certain bait for fishing Washington's fabulous walleye.

### **Evaluation**

Evaluation would be challenging in this case because there is no option for testing the effort via test and control groups. Therefore, measuring the sale of non-resident licenses during the time of a specific promotion and then measuring that against the number of licenses sold during the same time in previous years would provide the best way to determine success.

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## **ABOUT MILE CREEK COMMUNICATIONS, LLC**

Mile Creek Communications, LLC is a leader in providing strategic marketing and communications services for the conservation community and outdoor recreation industry as well as related services such as planning, development, promotion and evaluation. Its mission is to assist fish, wildlife and natural resource agencies, the outdoor recreation industry and non-governmental conservation organizations plan, develop, fund and promote successful programs and communications efforts. Founded in 2006 by Jodi Anne Valenta, Mile Creek Communications, LLC has helped clients with program launches, planning, management and evaluation, strategic planning, print, electronic and social media, grant writing and management, event planning, editorial, writing and more.

Mile Creek Communications, LLC has provided communications services to federal and state fish and wildlife agencies, state departments of natural resources, major sportsmen's organizations, and private businesses.

Mile Creek Communications has developed marketing communications plans for the Virginia Department of Game and Inland Fisheries with the goal of reaching out to lapsed hunters and encouraging to purchase a license and the Florida Wildlife Commission to motivate apprentice hunters to take a hunter education course and purchase a hunting license. Mile Creek Communications oversaw the development of the Best Practices Workbook for Hunting and Shooting Recruitment and Retention and developed a training course and Webinars to assist state fish and wildlife and natural resources agencies with implementation. It also developed case studies for the National Shooting Sports Foundation to showcase successful Hunting Heritage Partnership (HHP) projects and surveyed grantees to determine the effectiveness of HHP. Mile Creek Communications, LLC conducts a yearly progress report of state fish and wildlife and natural resources agencies for the U.S. Sportsmen's Alliance to determine the success of its *Families Afield* effort and has compiled, written and edited a newsletter for Southwick Associates.

Mile Creek communications, LLC has been featured on Discovery Health.com, PlanetGreen.com, Treehugger.com, TheExaminer.com, The Pittsburgh Tribune Review and the Women's Outdoor Wire.

### ***Jodi Anne Valenta, President & Owner***

Valenta has fourteen years of experience in the field of human dimensions of fish, wildlife and natural resource management. This experience has uniquely positioned her to understand and assist the conservation and natural resources community. She has consulted on several nationally recognized and award-winning marketing and communications projects. Since opening her firm in 2006, Valenta has been directly involved in developing dozens of nationally recognized, high profile marketing and communications efforts and education and outreach programs geared toward increasing awareness of and participation in the outdoors. Over the course of her career she has successfully earned nearly \$4.5 million dollars in grant funds for non-profits, state agencies and trade organizations. She has also directed many nationally acclaimed programs, including STEP OUSTIDE, the Hunting Heritage Partnership Program and Families Afield,

which have proven to be extremely successful in recruiting newcomers to the outdoors. Valenta has served on the board of directors of Becoming an Outdoors-Woman, the Chronic Wasting Disease Alliance, the Council for Conservation and Education, Inc., National Fishing Week and the Ballot Issues Coalition and American Wildlife Conservation Partners. She has served on the Education, Outreach and Diversity Committee, the Angler Boater Participation Committee and the Hunting and Shooting Sports Participation Committee of the Association of Fish and the North American Wildlife Agencies and the Communications Task Force for the Recreational Boating and Fishing Foundation. She earned a Master of Science degree in wildlife ecology and conservation from the University of Florida and has a Bachelor of Arts degree in political science from Syracuse University with a minor in environmental studies.

Visit the Mile Creek Communications, LLC website at:  
[www.Mile-Creek.com](http://www.Mile-Creek.com)

## **ABOUT RESPONSIVE MANAGEMENT**

Established by Mark Damian Duda in 1990, Responsive Management is a nationally recognized public opinion and attitude survey research firm specializing in natural resource, fish and wildlife, and outdoor recreation issues. Its mission is to help natural resource and outdoor recreation agencies and organizations better understand and work with their constituents, customers, and the public.

Utilizing its in-house, full-service, computer-assisted telephone and mail survey center with 45 professional interviewers, Responsive Management has conducted more than 1,000 telephone surveys, mail surveys, personal interviews, and focus groups, as well as numerous marketing and communications plans, need assessments, and program evaluations on natural resource, fish and wildlife, and outdoor recreation issues.

Clients include federal natural resource and land management agencies, most state fish and wildlife agencies, state departments of natural resources, environmental protection agencies, state park agencies, tourism boards, most of the major conservation and sportsmen's organizations, and numerous private businesses. Responsive Management also collects attitude and opinion data for many of the nation's top universities, including Auburn University, Colorado State University, Duke University, George Mason University, Michigan State University, Mississippi State University, North Carolina State University, Oregon State University, Penn State University, Rutgers University, Texas Tech University, University of California-Davis, University of Florida, University of Montana, University of New Hampshire, University of Southern California, Virginia Tech University, and West Virginia University.

Among the wide range of work Responsive Management has completed during the past 21 years are studies on how the general population values natural resources and outdoor recreation, and their opinions on and attitudes toward an array of natural resource-related issues. Responsive Management has conducted dozens of studies of selected groups of outdoor recreationists, including anglers, boaters, hunters, wildlife watchers, birdwatchers, park visitors, historic site visitors, hikers, and campers, as well as selected groups within the general population, such as landowners, farmers, urban and rural residents, women, senior citizens, children, Hispanics, Asians, and African-Americans. Responsive Management has conducted studies on environmental education; endangered species, such as California condor and the Florida panther; waterfowl; wetlands; water quality; and the reintroduction of numerous species such as elk, wolves, and grizzly bears.

Responsive Management has conducted research on numerous natural resource ballot initiatives and referenda and helped agencies and organizations find alternative funding and increase their memberships and donations. Responsive Management has conducted major agency and organizational program needs assessments and helped develop more effective programs based upon a solid foundation of fact. Responsive Management has developed websites for natural resource organizations, conducted training workshops on the human dimensions of natural resources, and presented numerous studies each year in presentations and as keynote speakers at major natural resource, outdoor recreation, conservation, and environmental conferences and meetings.

Responsive Management has conducted research on public attitudes toward natural resources and outdoor recreation in almost every state in the United States, as well as in Canada, Australia, the United Kingdom, France, Germany, and Japan. Responsive Management routinely conducts surveys in Spanish and has also conducted surveys and focus groups in Chinese, Korean, Japanese, and Vietnamese.

Responsive Management's research has been featured in most of the nation's major media, including CNN, ESPN, *The Washington Times*, *The New York Times*, *Newsweek*, *The Wall Street Journal*, and on the front pages of *The Washington Post* and *USA Today*.

Visit the Responsive Management website at:  
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