

Summary Sheet

Meeting dates: October 27-28, 2017

Agenda item: Marketing Plan Briefing

Presenter(s): Greg Sallis, Sales and Marketing Manager and Peter Vernie,
Licensing Division Manager, Technology and Financial
Management Program

Background summary:

Licensing staff will brief the Fish and Wildlife Commission on the proposed Agency Marketing Plan for the 2017-19 Biennium.

Policy issue(s) you are bringing to the Commission for consideration:

N/A – Briefing only

Fiscal impacts of agency implementation:

N/A – Briefing only

Public involvement process used and what you learned:

N/A – Briefing only

Action requested:

N/A – Briefing only

Draft motion language:

N/A – Briefing only

Justification for Commission action:

N/A – Briefing only

Post decision communications plan:

N/A – Briefing only

WDFW Marketing Plan for 17-19BN

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Introduction

Traditionally the knowledge and love of fishing and hunting is passed on from parent to child. Exposure to fishing and hunting is on a downward trend for today's youth. If left unnoticed this will cause a gap in understanding how to hunt and fish and the important role it plays in species management. Various reasons effect the change in culture, but the rise of electronic entertainment as well as the increased urbanization of the population are major contributing factors.

There is no single answer to stop the decline in participation; yet, there is a theme that can begin reversing it. Becoming more customer centric and emphasizing the long-term value licenses bring customers will encourage them to become more avid purchasers rather than onetime buyers. The customer centric approach takes into account the needs of all audiences (or market segments) who find value in the opportunities WDFW offers. This approach is to continually improve the customer experience through the entire customer lifecycle.

The customer experience encompasses their entire relationship with the Agency through all the customer touch points. This includes from the time a customer is determining whether or not to participate in an activity, through the purchase process and actually going into the field. If the customer cannot determine the rules or where to go, purchases the incorrect license, or is unsuccessful in the field, they will be less likely to be a customer in the future. While the customer experience will be at the center of the marketing strategy, it must also take into account the importance of relationships with stakeholders. As a state agency, it is important to consider marketing decisions that may affect groups which have a vested interest in WDFW. Agency communication across the programs is of vital importance to reach these groups whether it is the media, advisory committees, local and state governments, etc.

This customer centric approach for the marketing plan will use the R3 approach that many Fish and Wildlife agencies are currently employing. R3 is shorthand for three broad market segments:

- Recruit: new customers
- Retain: existing customers
- Reactivate: lapsed customers

Within each of the R3 market segments, there are many "sub" market segments to consider such as new customers segmented by geographic area or lapsed customers segmented by demographic profile. The R3 marketing strategy will develop these segments into target groups. People have varied interests, but with diverse opportunities, WDFW can appeal to a wide range of customers. Examples of this are urban customers interested in eating organic foods or lapsed hunters frustrated in the lack of access to hunting. This marketing plan will identify key target segments and develop marketing campaigns that encompass promotions, distribution, products, and pricing.

The plan will first need to differentiate between goals, strategy, objectives and tactics (G'SOT). The G'SOT acronym developed by Mikal Belicove is define as:

- A **goal** is a broad primary outcome.
- A **strategy** is the approach you take to achieve a goal *and objective*.
- An **objective** is a measurable step you take to achieve a strategy.
- A **tactic** is a tool you use in pursuing an objective associated with a strategy.

The marketing plan will touch on each part of G'SOT, although it will have a particular emphasis on the marketing strategy and tactics that reside in the R3 part of the marketing plan.

Goals

The marketing goals must assist in achieving the agency's mission to preserve, protect and perpetuate fish, wildlife, and ecosystems while providing sustainable fish and wildlife recreation and commercial opportunities. The agency's marketing goals are to:

- Recruit, Retain, and Reactivate hunters and anglers.
- Improve the customer experience.
- Improve public and customer support for WDFW to conserve fish and wildlife.

Objectives

While the goals are broad statements of the primary outcome of the marketing strategy, the objectives provide the quantitative targets. The strategy of marketing campaigns to recruit traditional and nontraditional fishing and hunting customers is one of the key objectives of the marketing plan. A traditional market segment is a customer with exposure to hunting or fishing, while a nontraditional segment is a customer who has no prior exposure. The metrics that will measure the success of new customer acquisition as a part of the agency's recruitment strategy for the biennium are:

- New anglers increased by 3%
- New hunters increased by 2%
- Female hunters increased by 2%
- Female anglers increased by 3%
- Youth hunters increased by 1%

Existing customers are more reliable buyers than new customers and more likely to purchase new products¹. According to the book *Marketing Metrics*, the probability of selling to an existing customer is 60 – 70%. The probability of selling to a new prospect is 5-20%. Currently anglers spend on average \$29.58 while hunters spend \$92.89 on licenses and endorsements.

¹ <https://www.linkedin.com/pulse/20130604134550-284615-15-statistics-that-should-change-the-business-world-but-haven-t>

Marketing campaigns will inform loyal customers of opportunities that are available to them by upgrading to a license that offers more privileges, or purchasing a new product, such as an endorsement, or hard card. The goal of these campaigns in the biennium will be to:

- Increase average spent per angler by \$1.00 (res, non res)
- Increase average spent per hunter by \$1.50 (res, non res)

Reactivation campaigns will use messaging based on customer purchase history to target lapsed hunters and anglers. The campaigns will have messages about hunting or fishing opportunities, reminders of upcoming seasons, or reminders to purchase a license. The measurements of success for the biennium will be:

- Reduce angler churn rate by 10%
- Reduce hunter churn rate by 5%

Specialized and personalized license plates reach different market segments in comparison to recreational licenses. Campaigns will be developed to increase license plate revenue. The objectives of the campaign(s) through the biennium will be:

- Increase revenue from specialized license plates sold by \$100,000
- Increase the number of personalized license plates sold by

Internal Roles and Responsibilities

Roles and responsibilities of various work units will be outlined to clarify activities and avoid confusion and duplicated efforts. For instance, much of what Public Affairs and Marketing do is similar in nature. Although their roles are alike, Public Affairs' role supports portraying a positive image of the agency to internal and external stakeholders while Marketing's focus is on generating additional revenue. Effective internal communication on program resources is critical for the success of the agency's marketing efforts.

WDFW's Marketing Team is led by a Sales and Marketing Manager who serves as the agency's marketing expert and develops strong relationships with internal programs and external agencies to develop and implement marketing campaigns. The Sales and Marketing Manager leads an in-house team of marketing specialists and a deployed team of Account Representatives.

The in-house marketing team consists of a Marketing Specialist, Graphic Artist, and a Marketing Coordinator. This team conducts market research, develops, creates, implements, and evaluates marketing campaigns. Each in-house member specializes in a skill ranging from data analysis, to event coordination, to graphic design. These skills come together to drive marketing campaigns from start to finish.

The field marketing team consists of Account Representatives who work directly with approximately 600 WDFW retail stores across the state that sell WDFW recreational licenses which accounts for 85% of the revenue generated by license sales. There are three Account Representatives deployed across the state and are supervised by an Account Specialist. Each Account Representative works with the retail dealer community to understand how to better serve customers in the licensing purchasing process. Account Representatives maintain strong relationships with their license dealers and frequently visit their locations to provide marketing materials, inform about upcoming promotions, and assist with WDFW related issues or concerns.

The areas of expertise for each program are:

<p>Sales and Marketing Team (8 FTEs):</p> <ul style="list-style-type: none"> ○ Research <ul style="list-style-type: none"> ▪ Demographic Trends ▪ Geographical Analysis ▪ Sales Data ▪ Product Trends ▪ Consumer Trends ○ Promotions <ul style="list-style-type: none"> ▪ Multi-Media and Graphic Design ▪ Digital Marketing ▪ Advertising Campaigns ▪ Event/Outreach (emphasis on generating revenue) ○ Placement <ul style="list-style-type: none"> ▪ Expands Dealer Network ▪ Dealer Development and Support ▪ Maintains High Quality Dealers ▪ Completes Dealer Training and Development ▪ Point of Sales (POS) Materials in Effective Locations ▪ Fishhunt Website ▪ Coordinates with DNR and State Parks ○ Product <ul style="list-style-type: none"> ▪ Ensures Proper Product Representation 	<p>Public Affairs / Community Relations</p> <ul style="list-style-type: none"> ○ Public information about agency activities ○ Promotion of agency initiatives (i.e., Wild Future) ○ Crisis Management ○ Communications consulting and planning ○ WDFW Website ○ Social Marketing ○ Media Relations ○ Outreach and Education (emphasis on branding WDFW) ○ Graphic design <p>Wildlife</p> <ul style="list-style-type: none"> ○ Forecasts ○ Mapping ○ Subject Matter Experts <p>Fish Forecasts</p> <ul style="list-style-type: none"> ○ Mapping ○ Subject Matter Experts
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<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Feasibility Analysis of new products ▪ Achieves Product Growth Targets ○ Price <ul style="list-style-type: none"> ▪ Pricing Strategy Analysis ▪ Sets Pricing Objectives 	
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Marketing SWOT Analysis

A SWOT (Strength, Weakness, Opportunity, and Threat) analysis helps identify internal and external factors that will affect the agency's future. Strengths and weakness are the internal factors while opportunities and threats are the external factors. The SWOT matrix shown in figure 1, is a matrix that creates an actionable list that identifies a weakness or a threat with a corresponding strength or opportunity that leads to a solution. This solution can be the base message of a marketing campaign. For example, with the environmental factors affecting salmon returns, a solution is directing anglers to species that are plentiful and are a good substitute for salmon such as the walleye fishery. Salmon anglers already have much of the needed equipment, walleye are fun to fish, and offer great table fare.

To combat the threat of the aging out of our customer base is the opportunity of attracting new customers. The urban customer who are not familiar to hunting or fishing should be directed to activities that have a lower barrier to entry such as steamer clams. The knowledge and equipment needed to start clamming for steamers is minimal which makes it an ideal promotion for the urban customer.

SWOT

STRENGTH VS. THREAT

Diverse Wildlife/Fish Populations
Established Customer Culture

VS.

Environmental factors
Aging Population

SOLUTION

Inform customers of other species that are not as impacted by environmental changes & encourage the aging population to teach younger generation to hunt and fish

STRENGTH VS. WEAKNESS

Licenses Offer Value
One Million Acres of Wildlife

VS.

Perceived Expense
Access to Land

Inform customers the value a license offers & inform customers impacted to a reduction of private timber land the opportunities in Wildlife areas

OPPORTUNITY VS. THREAT

New Audiences
Highlight Underutilized Species
New Product offerings

VS.

Aging Population
Lack of Funding
Harvest Negotiations

Reach new audiences such as Hispanics and urban dwellers
Use new product offerings to help supplement funds such as the hard card
Inform customers of the availability of the underutilized species

OPPORTUNITY VS. WEAKNESS

Regulation Simplification
Technology Advancement

VS.

Complicated Regulations

Reduce the complexity of regs. in pamphlet & offer fishing & hunting apps. to help customer know regs. in their immediate area

Figure 1

Marketing Communication Platforms

A common issue in large organizations is various marketing messages being delivered at different times through multiple communications channels. This causes the messaging to be out of sync. WDFW programs need to adhere to consistent marketing messages using the communication tools, known as the marketing communication mix or promotions. These communication tools are defined as:

- Advertising: Paid for communication
- Event Marketing: Engaging the public at events
- Public Relations: Positive communication to the public through the press
- Personal Communications: Communicating to the public through customer service staff, Hunter Education, and customers' word of mouth.
- Digital Communication: Connecting through digital mediums

Marketing Audiences

The development of target markets will be done by determining the impact a marketing campaign will have on an audience. The chart below (*figure 2*) demonstrates WDFW's audiences by customer behavior. A key objective in the marketing plan is recruiting new customers to fishing and hunting by bringing them into an activity that contains the least number of barriers to entry. For example, moving an outdoor recreationist to an activity like clamming that requires little equipment and skill would create a positive experience. Likewise, a Washington citizen may have no interest in recreational activities, but would support wildlife conservation through purchasing a wildlife license plate. Another key objective is targeting audiences that are receptive to moving up to the "next level" of opportunities. Whether that is moving an angler from an annual freshwater license to an annual combination license or moving an angler to a small game hunter, these existing customers make ideal candidates to try new opportunities.



Audience & Opportunities

Revenue Growth

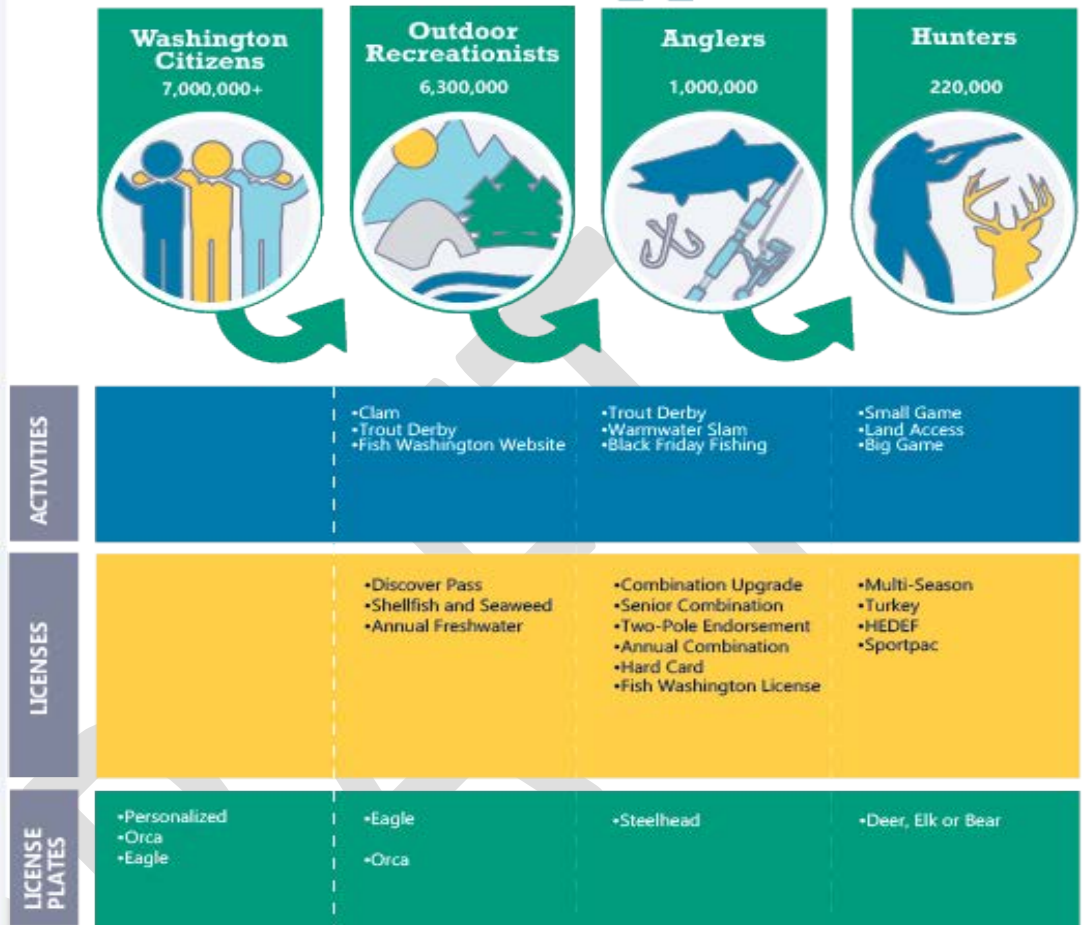


Figure 2 – Audience and Opportunity

Recruitment

Demographic Information

As the average age of our customer grows, the importance of recruiting new customers to sustain license sales has become imperative for the agency. Washington State’s population has continued to grow with future population trends has Washingtonians becoming more urbanized, older, and diverse (see figure 2).

Demographic Trends

While Washington State has a demographic shift focusing on older generations, WDFW is experiencing a disengagement in the outdoors from younger generations. In 2006, youth ages 6-12 participation in the outdoors was 78% and has dropped to 62% by 2016 (Physical Activity

Council PAC). Interestingly, the major drop occurred from 2006 to 2007, the year the first iPhone appeared on the market.

In 2017, over 90,768 people are projected to move to Washington State and approximately 45,000 of those are moving from other states with many of them moving into the metro areas for tech jobs or deployed to military bases. People moving from out of state are often times unaware of the opportunities available to them in Washington.

The increase of adults not having a background fishing or hunting is growing with the urbanization of our state. While they may have lost their connection to the outdoors, many people in urban areas are still interested in harvesting food locally and eating organic.

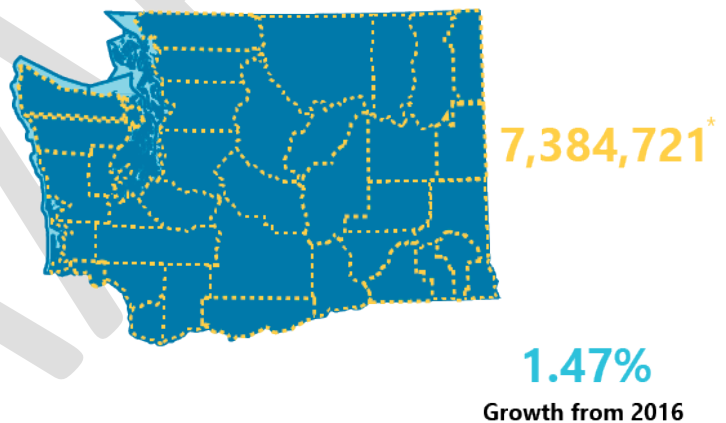
Opportunities in Recruitment

In recruiting new customers, it is important to identify fishing and hunting experiences that have the lowest barrier to entry, and highest opportunity for success. This correlate to a higher likelihood of future purchases. The easier an activity is to start the more likely the customer will be willing to try it again. It is also important to consider the reasons and motivations to hunt and/or fish:

- Reasons to hunt (*Responsive management 2011*)
 - Fun and Relaxation
 - Being in the outdoors
 - For the Meat
 - To be with family

- Reasons to fish (*R3 Literature 2016*)
 - Spend time with family and friends
 - To Relax
 - For sport or recreation

Washington State Population Trends



Projected growth

Over the next 3 years: **4.17%**

Over the next 20: **21%****

Gender***

50.1% Female

49.9% Male



What prompts new customers to hunting and/or fishing?

- Having someone to go with
- Knowing more about it

Figure 3 – Washington State Population

*OFM's Population Change: Natural Increase and Net Migration

**2013 State Comprehensive Outdoor Recreation Plan

***United States Census Bureau ACS Demographics and Housing Estimates

Marketing Campaigns

Reaching and acquiring new customers is always a challenge, however, a diverse set of marketing campaigns that reach a mix of audiences will be the focus for the biennium for recruitment. Each of the marketing campaigns will be tested, measured, and evaluated.

Marketing Messages for Recruitment

Fun • Easy • Access • Rules • How

Marketing Communication Tools

The most powerful communication tool WDFW has is its existing customers. These customers already have the knowledge to be successful in the field which will create the best possible customer experience. Among active hunters, 86 percent said they had been invited to go hunting by a friend, and 28 percent subsequently increased their hunting participation.² The WDFW's customer database will not only allow for tailored messages to encourage customers to bring a new person to the sport, it also gives them knowledge on how to do it. For example, it will provide hunters information on HEDEF and Hunter Education.

Targeted digital advertising will also be used to reach new audiences. Digital advertising will allow for targeted messages the reach new customers by their demographic profile or geographic profile. An example of this targeted digital advertising was with Pandora, a streaming music service, which was effectively used to reach people between the ages of 30 -39 and living in either King, Pierce, Thurston, or Spokane counties.

The Fish Washington mobile application will be an important communication tool to customers. The app will allow a customer fishing on either from shore or on a boat in any body of water in Washington State, with a mobile device, to be able to know the exact rules and regulations at that location. The Fish Washington app greatly improves the customer experience by answering the biggest complaint in customer surveys, "I need a lawyer to understand the fishing pamphlet."

Traditional marketing channels will be used to distribute POS signs, banners, rack cards, and brochures. These marking materials will be placed at the 600 dealer locations, DOT rest stops, Ferry Terminals and Auto License dealers.

Audiences for Recruitment

There are key audiences that will be the targets for recruitment for the 17-19 biennium:

<ul style="list-style-type: none">• Urban• Millennial• Hispanic• Campers	<ul style="list-style-type: none">• Boaters• Youth• Military• Women
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² Hunting for Hunters 2011

Urban: Washington is becoming more urbanized and has limited experience and knowledge about hunting or fishing. Promoting activities that have the lowest barriers to entry for these new customers will be a key focus in recruitment. The activity should require a minimal amount of equipment, a location that is accessible and close by, and be easy for a new person to do for the first time on their own. Example of such an activities are clam digging and oyster harvesting which are some of the easiest activities Washington's unique environment provides. All that is need to get started is a bucket, a rake, and a license and with plenty of open beaches and the abundance and variety of available species shellfish harvesting has become an iconic Pacific Northwest hobby.

Millennial: Harvesting locally and organic food is a big movement among millennials. It should be noted, there is demographic crossover between millennials and urban customers. A strategy for millennials is developing marketing campaigns to take advantage of trends such as squid ink pasta or the "locavore" movement.

Campers: There is a large group of campers that do not fish, but are camping in areas where there is opportunity. In 2015 the Campers and Boater survey asked campers that do not fish what would make them want to. Of those surveyed 24% stated having someone to go with and 19% states know more about it would make them want to fish. A cross promotional effort began in 2016 to partner with State Parks to reach their customer base which includes campers that had 2.2 million overnight visits in 2016. The type of cross promotional marketing campaigns that will be targeting State Park campers include: Statewide Fishing Derby, Warm Water Slam, and Black Friday. There will be coordination with email campaigns, social media, and traditional marketing materials (signs, brochures, etc.).

Boaters: The WA Campers and Boater 2015 survey found that 61% of boaters also freshwater fished which aligns with national fishing and boating surveys. Similar to campers, boaters were asked what would make them want to go freshwater fishing. The top responses were having someone to go with (19%) and knowing more about it (12%). The outreach to boaters will primarily occur at the annual Seattle Boat Show and dealers that specialize in boat sales.

Youth: Data shows that adults who were introduced to the outdoors as children were more likely to participate in the outdoors during adulthood than those who were not exposed to the outdoors during childhood (Research participation 2016). RBFF's 2015 Special Report on Fishing found adults with children in their households participate in fishing at higher levels than adults without children, which suggests that fishing is a family-friendly activity.

- Adults with children participate in fishing 18.3%
- Adults without children participate in fishing 11.8%

There have been multiple targeted campaigns geared towards parents to encourage youth participation in activities like turkey hunting and the Statewide Fishing Derby. An awareness campaign is also being built around the Hunter Education Deferral (HEDEF) program. The HEDEF program requires an experienced hunter to act as a mentor to a new hunter. In informal surveys from events, it was found that almost none of our customers knew about this option.

Military: Joint Base Lewis-McChord is the fourth largest military base in North America and the largest in Washington State. Each month, hundreds of new soldiers arrive at JBLM and attend a mandatory newcomer’s orientation. One of the biggest questions incoming soldiers have is how to get started fishing and hunting in Washington. Many of these soldiers are avid hunters and anglers in other states and are looking for clarity on the how, where, and when of Washington’s outdoor activities.

Customer Mix

Angler Demographic Information

There are approximately 200,000 new anglers every year with on average only 60% returning the following year.

The Outdoor Foundation reports female anglers in 2014 made up 34.8% of all anglers nationally. In 2015, female anglers in Washington State made up slightly less than the national average at 23%. Although Washington State has a lower percentage of female anglers compared to the nation, between 2006 and 2011, Washington experienced growth in female fishing participation of 25%.

While annual freshwater licenses have been the most popular fishing license across Washington State, the combination license is gaining in popularity in Western Washington.

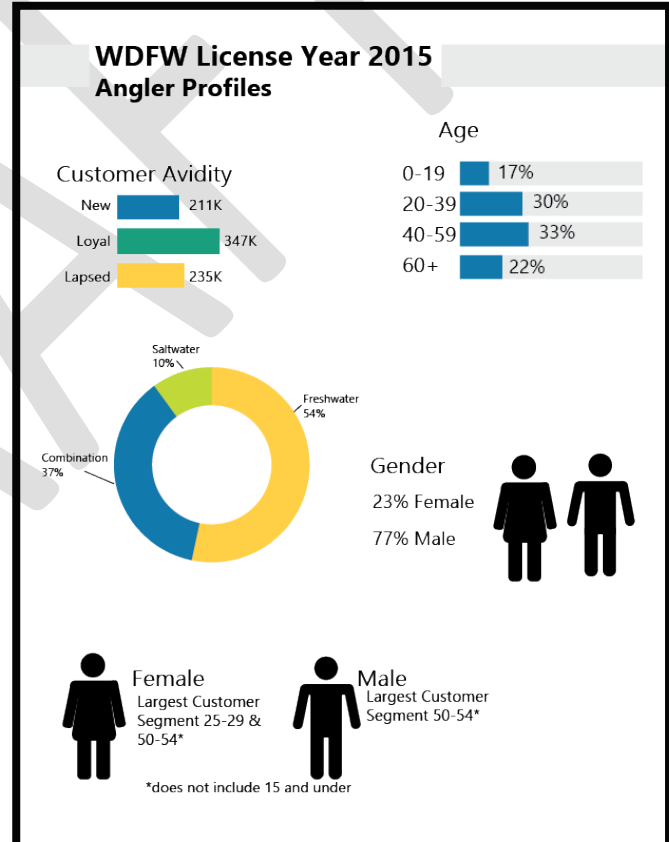


Figure 4

New anglers: Defined as has not purchased in the previous five years.

Lapsed anglers: Defined as anglers who purchased in the current year and did purchase in one or more in the previous five years.

Loyal anglers: Defined as anglers who purchased five of the previous five years.

Angler Distribution:

The distribution of anglers corresponds directly to the county population. As shown in figure 5, counties that either have access or are close to saltwater sell a higher percentage of combination licenses in comparison to the rest of the state. There are six counties (Kitsap, Island, San Juan, Clallam, Jefferson, and Pacific) that sell more combination licenses than freshwater licenses.

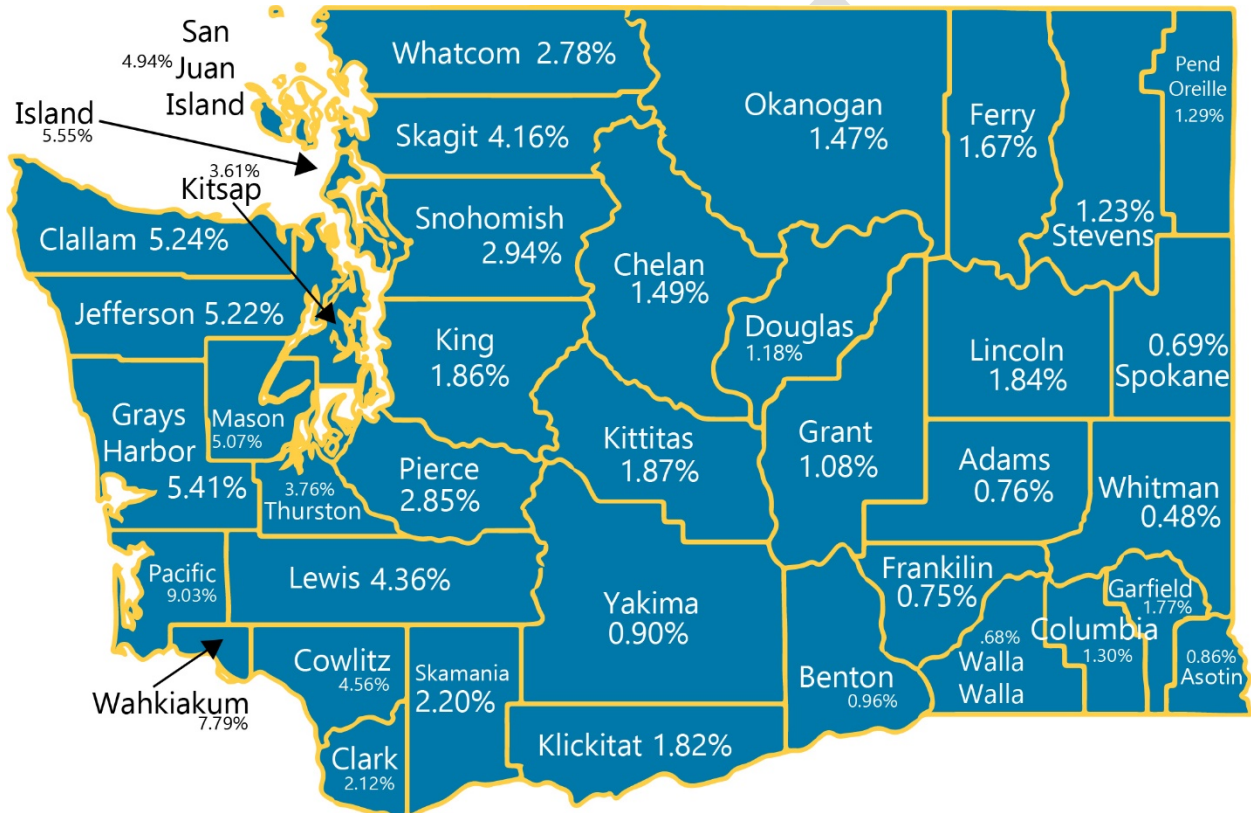


Figure 5 Combo - Percent of county population that purchase a combination license.

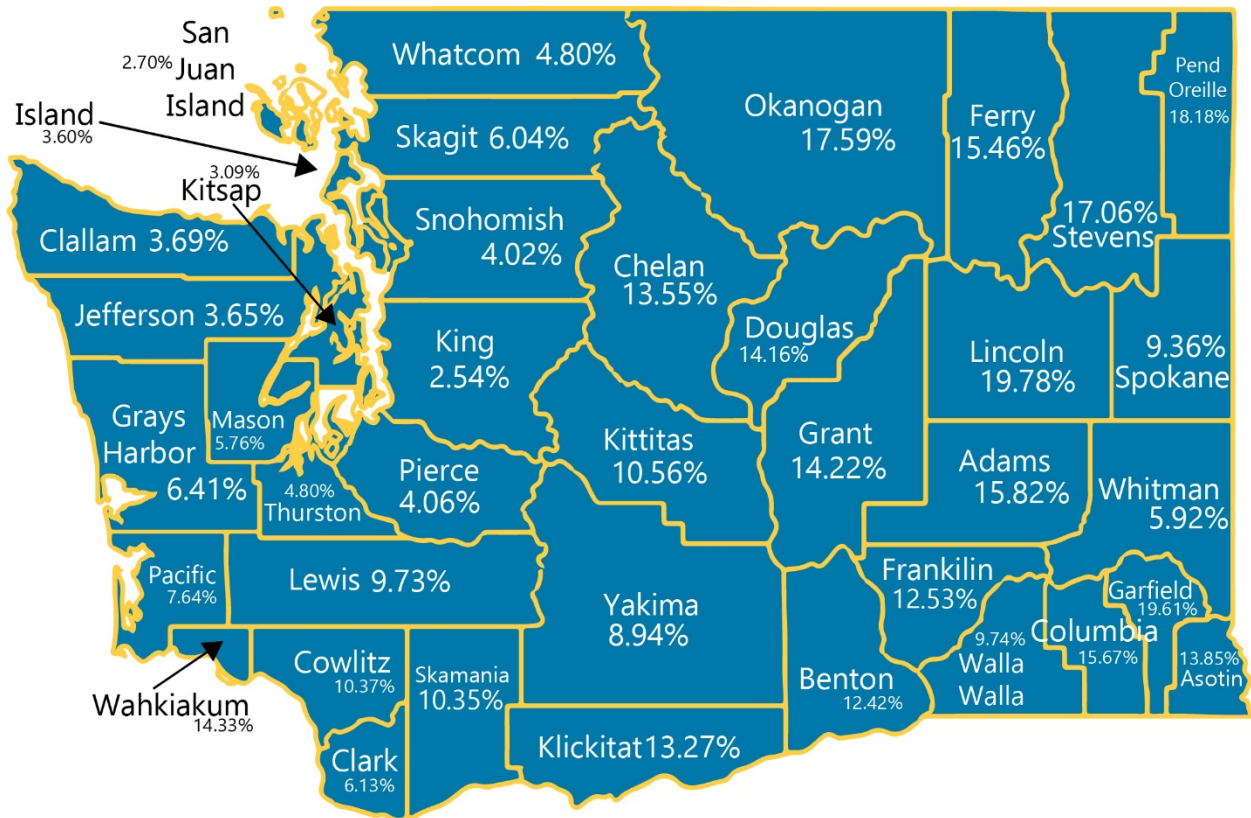


Figure 6 Freshwater: percent of county population that purchase a freshwater license

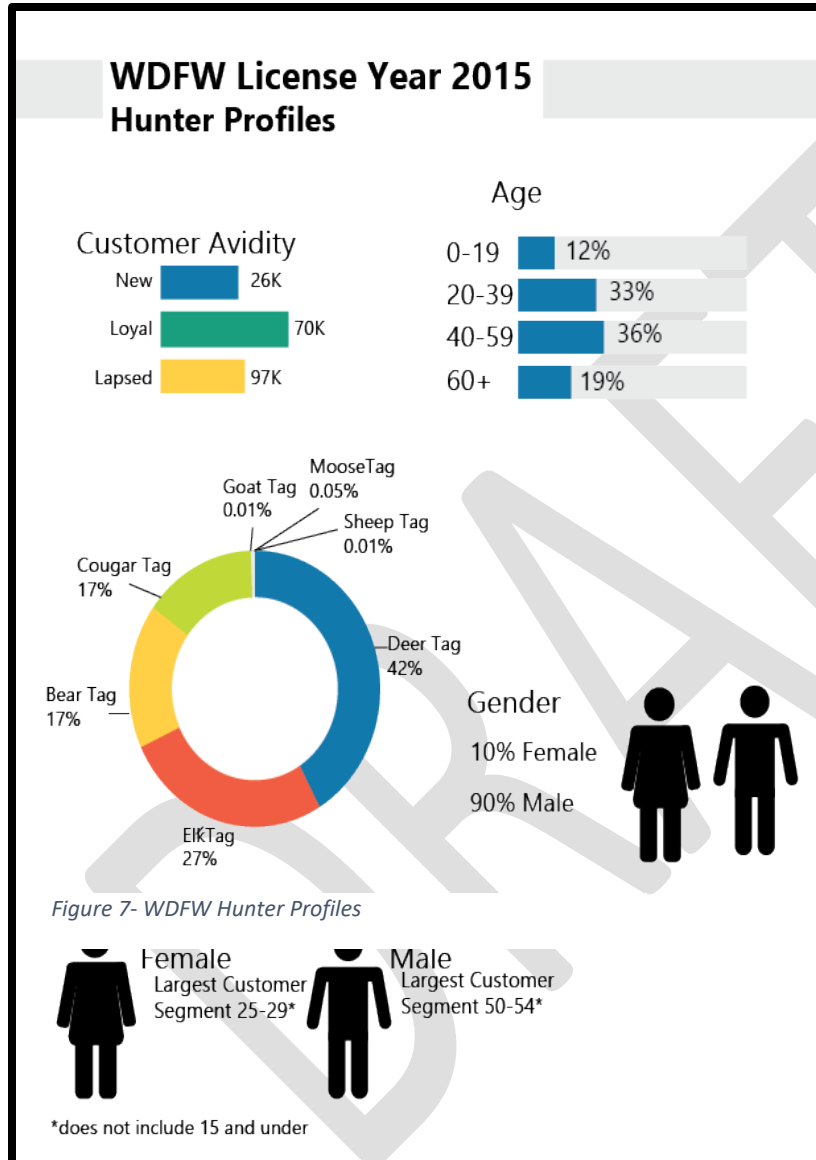
The counties in eastern Washington generally have a high percentage of anglers compared to the rest state. Wahkiakum being a notable exception in western Washington with over 20% of the population purchasing either an annual combination or freshwater license.

Hunter Demographic Information

There has been an overall long term decline in hunters as our largest segment of hunters (those 50+) have begun aging out of the sport, and youth participation has been on the decline from 2007 – 2016. The loss in hunters is only focused on the male hunter’s segment, with female hunters experiencing growth. This growth on its own is not enough to slow the overall decline

in participation.

In license year 2015, new hunters only accounted for 13% of the total hunters



New hunters: Defined as hunter that did not purchased in the previous five years.

Lapsed hunters: Defined as hunters that purchased in the current year and did purchase in one or more in the previous five years.

Loyal Hunters: Hunters that purchase every year for the past five years.

Hunter Distribution:

The hunters that purchase the Deer, Elk, Bear, and Cougar license with the small game in Washington State as percent of the county population is shown in figure 4

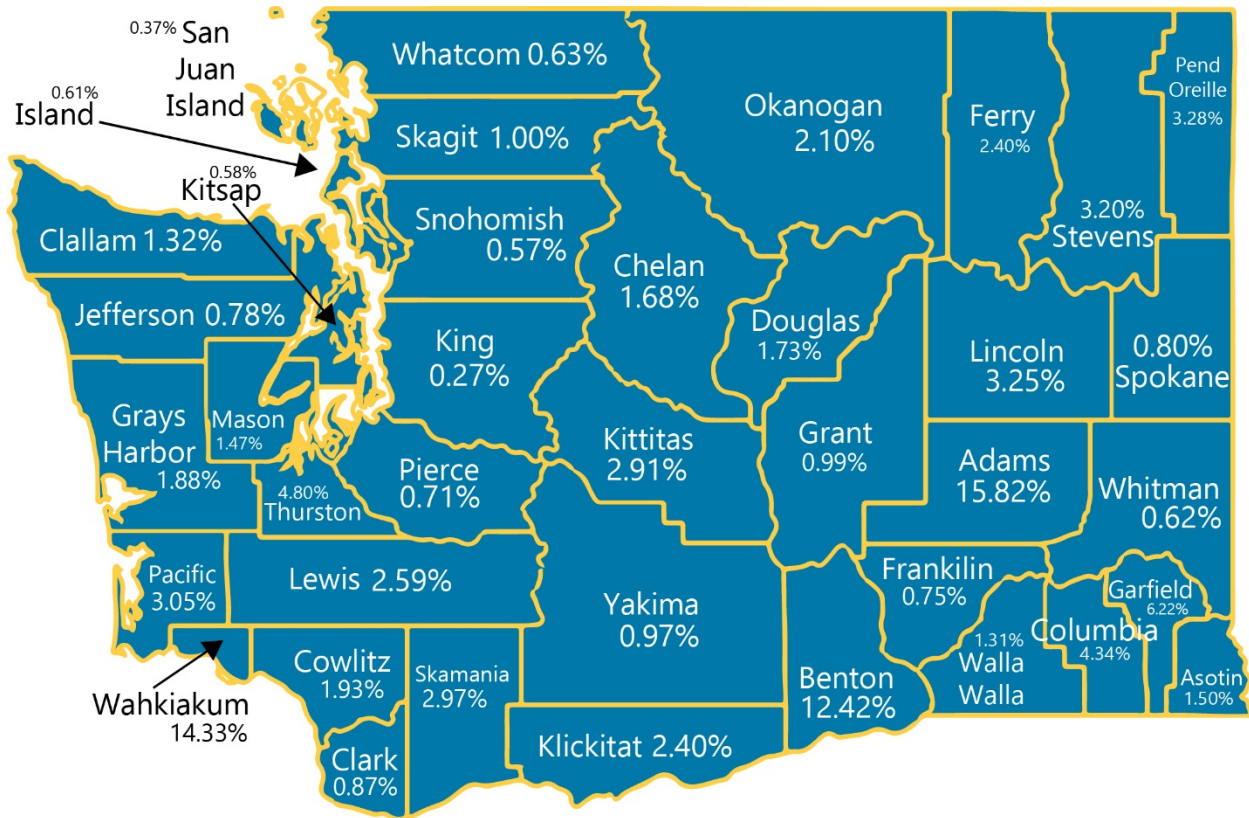


Figure 8 Deer, Elk, Bear, Cougar + Small Game Discount Distribution

Interests

According to a 2013 survey³, both millennial and other generations list “to harvest meat” as their primary reason to hunt. The second largest motivating factor for hunting was to spend time with family and friends. Hunting for the meat, and spending time with family and friends motivates younger generations to a greater degree than other generations. The shift in the primary reason to hunt is an indicator that hunting marketing efforts need to shift focus to attract hunters in the future.

Reactivation

Angler Reactivation

There are a myriad of reasons for anglers lapsing from fishing. The primary reasons include: military obligations, health problems, and attending school. Other reasons include a loss of interest in fishing, cost, lack of equipment, and problems related to fishing, such as access (American Sportfishing Association 2012a). The reasons in Washington State for anglers that stopped fishing according to the 2016 WILD Future survey include:

- Fishing license are too costly for the value provide | 46%
- Regulations are too complex | 44%
- Cost of equipment, parking, access permits | 37%

³ The millennial Hunter-

- Fish Population is too low | 36%

Reasons people restart fishing include: a return to their home state following a military deployment or college, family members fish, children are now old enough to fish, or there is more free time (American Sportfishing Association et al. 2013, American Sportfishing Association 2012c).

Hunter Reactivation

There has been a decline occurring in hunting across the United States with participation for 16-34 year olds following from 9.1% in 1991 to 5% in 2011. According to the 2016 WILD Future survey, the primary reasons for hunters in Washington State to claim they have that stopped hunting include:

- Lack of access | 55%
- Hunting Licenses are too costly | 47%
- Game population is too low | 41%
- Cost of equipment, access, parking | 38%

Reasons people restart hunting include: Moved back to state / got back from military or college, more free time, children / family getting into it.

Communication

Targeted campaigns to loyal and lapsed WDFW customers are key ways to increase retention and reduce customer churn. The churn rate is define as a customer purchasing a license one year and not purchasing a license the following year. The WILD (Washington Interactive License Database) system contains demographic information as well as order history of our all customers. This will allow us to use customer data to create messages that will be tailored to the targeted customers' interests. The messaging will contain be re-engaging lapsed customers. For example:

- Multi-Season emails were sent to lapsed customers informing them of the additional opportunity in the field the Multi-Season tag offers.

Retention

There are many opportunities and information which can be communicated to customers to keep them engaged. The use of the customer purchase history that is available in the WILD system will be an important part of the effort. There will be reminders to purchase a license, information on the value of new products, and updates on opportunities that will be of interest to our loyal customers. In addition, the partnership with our dealer community will also help convey opportunities additional products may offer. The loyal customer is the group that is most likely to use the WDFW website and follow our social media feeds as well as use the new Fish Washington app all of which will enable us to reach them with additional avenues for us to reach those customers.

The importance of customer loyalty is evident in the Customer lifetime value metric. If the average loyal angler yearly purchase is \$29.58 per year and they purchase yearly for 30 years, CLV is calculated to be: \$887.40. (*note: a data study is needed; data is an estimate only*). If the average amount spent by customers is increased, there will be a noticeable effect on the CLV.

Marketing Tactics

Evaluation of new campaigns

The feasibility of new marketing campaigns will start with the initial idea and will go through a screening process to vet them (see below outline). The idea can be from any source, but the initial assessment phase needs to be from internal stakeholders and to be completed by the idea generator prior to moving to the marketing team. The Marketing Team will evaluate ideas generated from external stakeholders such as customers, dealers, other state agencies, etc. The assessment is the self-screening process that starts with evaluating if the campaign is consistent with WDFW's goals and will need to state the target audience(s), the estimated revenue generation, and/or customer benefit. Once the assessment has been completed, the Marketing Team will review the assessment and if the idea is feasible, the team will develop a tactical marketing plan. The tactical marketing plan will specify the key tasks to implement for the marketing campaign. If warranted, the concept testing phase will be done with a combination of focus groups and surveys. The Dealer Advisory Group will be an important resource in determining the feasibility of new marketing efforts. This advisory group contains up to 12 dealers spread out through the regions giving the Marketing Team a good representation of the six regions. The implementation phase will include the timeline, development of the materials, testing (if applicable), and will be monitored. The final step will be the analysis of the outcome through revenue the pertinent data points.

Idea Generation

- WDFW Staff
- Marketing Staff
 - Reviews External Stakeholders Ideas
 - Customers
 - Dealers
 - Advisory Groups

Assessment Phase (screening)

- Consistent with WDFW's goals
- Objectives of the campaign
 - Target audience(s)
 - Estimated revenue generation or customer benefit

Planning Phase

- Review of assessment
- Develop a Tactical Marketing Plan
 - Campaign Cost & Budget
 - Assess strength/weakness
 - Determine Deadline(s)
 - Marketing Message(s)
 - Positioning
 - Communication tools

Concept Testing Phase

- Customer Surveys
- Customer Focus Groups
- Dealer Surveys
- Dealer Focus Groups
- Evaluate Estimated Effectiveness
- Revised plan if necessary

Implementation Phase

- Develop a timeline
- Create marketing materials
- Market tests prior to a rollout of a new campaign
- Roll out of campaign
- Monitor results and make necessary adjustments

Outcome Evaluation

- Measure effect of campaign
 - Campaign reach
 - Revenue
 - Market Segments

Depending on the campaign, a variety of methods can be used to evaluate Return on Marketing Investment (ROMI) and the contribution to the goals. The tools to be used are:

- Setting control groups during a campaign
- Click through rates from email and online advertisements
- Website traffic to promoted webpages
- Customer and dealer surveys
- Growth in revenue of targeted product(s)
- Increase in targeted market segment(s)

In particular, the WDFW Marketing Team, for the 2017-2019 biennium, will increase the number of customer and dealer surveys to measure the effectiveness of the marketing campaigns. Surveys are beneficial for measuring the advertising that cannot be directly correlated to growth in sales or audiences. The customer surveys will be distributed through email and at events with the ability to survey customers and dealers through the WILD system itself. Surveys have already yielded valuable insights to the effectiveness of events and campaigns. Examples of surveys from 2017 are:

- An onsite survey was done at the steamer clam event held in July 2017 with the military and their families from JBLM which found:
 - There were a total of 30 participants with 27 purchasing their first license
 - All of the participants stated now they know how to clam, they will bring someone with them
- A survey was sent to 100,000 anglers that purchased either an Annual Freshwater or Combination license to measure the reach of the Fish Derby. It was found from 4,125 respondents:

- While 51% knew about the derby, only 19% participated.
- 53% of respondents took someone with them.

Marketing Campaigns

The 17-19 Biennium will have 24 major marketing initiatives with the Fishing Derby and the Hard Card License contributing a projected combined total of \$1.5 million dollars in additional revenue alone. The Senior Combination license is off to a strong start with 794 sold in August 2017 which increased overall senior annual fishing license sales by 30% over August 2016.

The campaigns are listed in the below chart with the R3 efforts it is targeting as well as the primary audiences. The priority scales for the campaigns are listed from one to three with one being a top priority. The priority of a campaign in the scale is determined by calculating the projected Return on Marketing Investment (ROMI) or as the overall benefit to the agency, in particular increasing the recruitment of new audiences. The recruitment potential is critical to the future of the agency and will lead to future revenue streams.

Campaign	Marketing Priority	Agency Priority	R3			Key Audience					
			Recruit	Retain	Reactivate	Existing Customer	Urban	Women	Minorities	Youth	Non-Consumptive
Black Friday	3	3		•		•	•				
Clamming	1	1	•	•	•	•	•	•	•	•	
Cross Promotion Wine/Coffee/etc.	1	3									•
Fish Washington App	1	1		•		•					
Fish Washington Package License	1	2	•	•		•					
Fishing Derby	1	1	•	•	•	•	•	•	•	•	
Hard Cards	1	2		•	•	•					
Hunter Deferral	1	1	•				•	•	•	•	
Holiday	2	3		•	•	•					
Lake Washington Piers	2	3	•		•	•	•	•	•	•	
License Plates	1	2				•					•
Locavore	1	1	•				•	•	•		
Multi-Season	1	2		•		•					
Pink Salmon	3	2		•	•	•	•				
Raffle	2	2		•	•	•					
Regional Office Tourist centers	1	1	•	•		•					•
Senior Combination License	2	2		•		•					
Special Hunt	1	2		•		•					
Squid	1	1	•				•	•	•		
Turkey	3	1	•	•	•	•				•	
Two Pole	2	2		•	•	•					
Warm Water Slam	1	1	•		•	•	•	•	•	•	
Welcome to Washington	1	1	•				•	•	•		