



The Connected Angler: Six Ways to Improve Anglers' Online License Purchase Experience

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INTRODUCTION

The rise of e-commerce over the last decade has completely transformed the way Americans shop. With each passing year, more and more consumers are logging on to the Internet to purchase a broader range of goods and services—everything from shoes and groceries to cars—with the idea that it is often more convenient and less expensive than visiting an actual storefront. In fact, the number of online shoppers in the United States alone jumped from 178.5 million people to 184.3 million people between 2011 and 2012, and it is projected to increase again to 189.6 million in 2013.¹

The latest and greatest revolution in the field is mobile e-commerce, or m-commerce, with a skyrocketing number of consumers using smartphones and tablet computers to surf the Web and shop on the go, instead of being tied to a desktop or even a laptop. Specifically, the number of people who shop online via Web browser or app on a mobile device has grown 39 percent in just one year—from 68.4 million in 2011 to 94.8 million in 2012.² This figure is expected to soar to a predicted 118 million mobile Internet shoppers in 2013.³

“...29 percent of recreational anglers reported that they purchased a fishing license online in 2012 – a 13 percent jump from 2009.”

These trends indicate a significant, permanent shift in consumer purchasing behavior, and those who fish are no exception: Approximately 8 million people, or 29 percent of recreational anglers,

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reported that they purchased a fishing license online in 2012—a 13 percent jump from 2009.⁴

Such developments continue to change how businesses and organizations of all sorts operate—right along with how people live and shop. The stakes are high, even in the world of recreational fishing. For example, it has been estimated that the country's 50 state natural resource agencies could collectively lose more than 48 million prospective m-commerce customers, this coming year alone, if they do not convert fishing license and other top-visited webpages to mobile-friendly formats.⁵

Thus, despite encouraging news for angling of late—participation was up 11 percent between 2006 and 2011,⁶ and license sales are also on the rise⁷—it is vital to look ahead and stay focused on growth opportunities. To that end, the Recreational Boating & Fishing Foundation (RBFF) recently implemented an assessment to evaluate current customers' online license purchase experiences, from start to finish. The resulting report, "RBFF Online Fishing License Assessment: 2012," published in March 2013, indicates that every state in the country now offers the opportunity to buy a fishing license online, with several notable examples of best practices and excellent customer service. However, the assessment also identified numerous areas with significant room for improvement.

This white paper will summarize the RBFF report's findings, gauging current state license purchasing processes online, pinpointing both

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shareable consumer-friendly practices and prevalent problems, and providing specific recommendations for widespread implementation. The overall goal is to advise state natural resource agencies how to best harness available technologies and strategies to improve their customers' e-commerce experiences. This, in turn, will help them provide enhanced service to the nation's anglers; draw and recruit a larger, more diverse range of people to the sport; and cultivate even more efficient, effective and mutually beneficial relationships with all consumers, both in the immediate future and beyond.

BACKGROUND

During the month of August 2012, RBFF logged on directly to every state natural resource agency's Internet homepage and purchased a new one-day, nonresident fishing license. (If a one-day option was not available, the briefest short-term license was selected instead.) RBFF then documented the process through three distinct phases—pre-purchase, purchase and post-purchase—as well as the accessibility of customer support throughout.

In all, 64 targeted assessment criteria across these four areas were developed to evaluate the online customer experience, with a total of 20 mostly quantitative measures used to create a purchase experience rating system that allows comparing and contrasting on a state-by-state basis. Points were accrued across each standard and awarded for customer-friendly practices in each phase, with the sum serving as a state agency's overall experience score. As a result, a higher number

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reflects a more positive, successful purchase experience than a lower one.⁸

Still, rather than focusing on a “good” versus a “bad” score, individual experience ratings are meant to identify areas that offer states opportunities for improving customers’ online experiences, in addition to the particular areas or categories that require remediation. Moving forward, they will also provide a baseline for tracking any resulting improvements over time. RBFF recognizes unique legislation challenges exist that limit states’ abilities, however the goal is to look beyond potential challenges and consider the opportunities that are available and what can be done as a result.

KEY FINDINGS

Currently, every state natural resource agency in the country offers anglers the opportunity to purchase a fishing license online. Beyond that, however, the RBFF assessment found that the quality of e-commerce and m-commerce offerings varies greatly, especially when it comes to factors such as ease, convenience, accessibility, cost and personalization—all of which are crucial to a positive customer experience in this day and age.

Overall, the online purchase experience scores for all states in the nation ranged between 12 and 25 out of a maximum 34 points,⁹ with an average rating of 19. Five states, or 10 percent, earned a score of less than 15, while six, or 12 percent, earned a score of 22 or greater.

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While many states excelled in one or more individual phases, very few carried a customer-centric focus throughout the whole process.



Source: Southwick Associates/RBFF

The following key findings from the full assessment, available online at <http://takemefishing.org/general/about-rbff/research-and-evaluations/>, highlight particularly important criteria in each of the three purchase phases as well as during the transaction as a whole. The objective is to cite a range of best practices and show where states stand, generally, in terms of implementation. Ideally, this will encourage timely intervention for specific gaps or concerns, and ultimately ensure that natural resource agencies are doing everything they can to maximize customers' online experiences.

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Pre-Purchase Phase

Though it is often brief, the pre-purchase phase typically sets the tone for an entire transaction. Consequently, the aim is to be welcoming from a customer's very first click on an agency's homepage, with a visually appealing format that lays out a clear, easy-to-navigate roadmap for obtaining a fishing license. This should include a thorough, nontechnical explanation of how the purchase process will work as well as a complete list of the demographic data and payment details that anglers will be expected to provide.

The following criteria influence how long potential customers linger in the pre-purchase phase to gather information or explore avenues that pique their interest, and how rapidly they progress from the pre-purchase to the actual purchase phase. Most important, these standards frequently affect whether or not consumers go on to attempt a purchase at all.

Number of Clicks to Purchase Page

Ideally, state agency websites should move customers from their homepage to a license purchase page as quickly as possible, to hold people's attention and increase the probability of a successful transaction. According to the RBFF assessment, the number of clicks required to proceed from an agency's homepage to its license purchase page ranges from one to five, with fewer clicks translating into a shorter process that is more likely to be completed successfully.

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Thirty-five percent of states scored below the national average of two clicks, and 20 percent scored above.

Foreign Language Options

At the time of this assessment, only one state offered the opportunity to translate any aspect of the fishing license purchase process into Spanish or another foreign language. This is likely a barrier for one of the industry's primary target groups for growth: the large and growing Hispanic population in the United States—a majority of whom report that they either do not or prefer not to use English at home or for media consumption.¹⁰

“...only five states reported offering any sort of mobile-friendly webpage (such as the agency homepage) at the time of this assessment. Of those five, just two have fishing license pages that allow customers to make a purchase using a smartphone, tablet computer, or other mobile device.”

Mobile-Friendly Sites

As stated earlier, the world of technology is increasingly mobile, and there is a burgeoning market demand for e-commerce on the go, or m-commerce. Yet only five states reported offering any sort of mobile-friendly webpage (such as the agency homepage) at the time of this assessment. Of those five, just two have fishing license pages that allow customers to make a purchase using a smartphone, tablet computer or other mobile device.

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Purchase Phase

The purchase phase is the most labor-intensive part of this process for the consumer, who must navigate through any number of pages—each requiring a different level of personal information, which may or may not be retained—in order to choose the license that best suits his or her needs and complete the transaction.

“It is important for state natural resource agencies to strike a delicate balance between the need to gather personal information that is critical for management requirements – from supporting law enforcement to cultivating ongoing consumer relationships – and anglers’ privacy and security concerns.”

The following criteria influence how quickly and easily a customer can advance from providing his or her name to selecting the right license in a shopping cart to entering credit card information. The more concise and streamlined this process—on both an initial and a recurrent basis—the far more likely people are to persist to the finish.

Amount of Demographic Data Required to Purchase a License

It is important for state natural resource agencies to strike a delicate balance between the need to gather personal information that is critical for management requirements—from supporting law enforcement to cultivating ongoing consumer relationships—and anglers’ privacy and security concerns.

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On average, agencies now compel customers to provide seven out of 10 possible pieces of data to obtain a license: name, mailing address, gender, complete or partial social security number, weight/height, eye/hair color, email, phone number, state ID/driver's license and ethnicity. The minimum number of mandatory data points is two; the maximum is nine.

Name and address are required by all states, while 45 states require gender. In addition, approximately 70 percent also compel anglers to report physical characteristics such as weight/height and hair/eye color, although it may not be apparent why they are necessary for obtaining a short-term fishing license.

On the other hand, only half of all states require an email address, despite the fact that it represents a simple, efficient tactic for contacting and communicating with anglers about news, education, marketing efforts and more. Another 22 states request email addresses on an optional basis.¹¹

Personal Information Retention

All 50 states allow consumers to create a personalized user account that provides the convenient ability to store personal and payment information for future purchases, both simplifying and shortening the process for repeat customers. Ideally, such accounts

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would also be used to personalize the experience, from greeting anglers by name to providing license recommendations based on past purchases. However, several agencies require extra steps to establish a profile, which lengthens the process and may prevent some customers from establishing an account.

License Types and Descriptions

On average, natural resource agencies offer three different types of fishing licenses for nonresident anglers, with a minimum of two and a maximum of six choices, depending on the state. While the options range from one day to a lifetime, the most common offering for nonresidents is either an annual or a short-term license (between one and six days). In addition, at least two states offer customers the opportunity to set their own, customized license terms by selecting the total number of desired fishing days from a drop-down list, while another lets customers add anywhere from one to 99 extra days on any existing license.

At the time of this assessment only three states, or 6 percent, offer a nonresident family license that permits a spouse and/or children and/or grandchildren to participate in fishing with either a shared or an individual catch limit, even though this segment has been identified as a key target for market expansion. In fact, RBFF's 2010 market research identified a "family outdoors" segment that represents 10 percent of the U.S. population, or 22.4 million people—32 percent of whom currently fish and/or boat.¹²

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Finally, a few states allow anglers to browse all license choices—along with basic consumer-friendly descriptions and associated costs—before they begin the process of entering personal information. In general, the simpler the license-naming techniques and the more transparent and readily available associated descriptions and other details are, the more likely it is that anglers will purchase the product that best fits their needs.

Online Convenience Cost

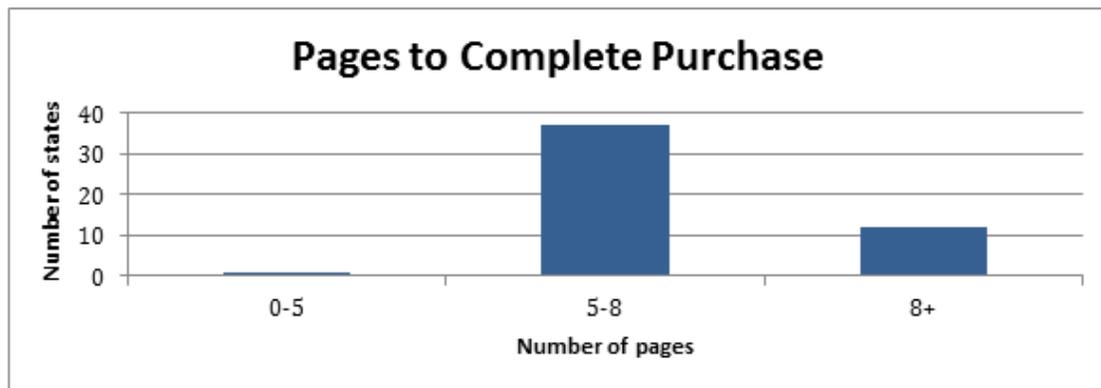
A one-day, short-term, nonresident fishing license costs \$16.25, on average. But 29 states charge customers an additional fee for buying a license online, in order to cover mailing, dealer or agent costs. These “convenience costs” range from \$0.24 to \$5.00, and average \$2.09. At 13 percent of the total average license fee—compared to an e-commerce industry average of 2.5 percent¹³—this extra charge may prove a turnoff to current and potential customers alike.

Length of Purchase Process

The online license transaction opens with a greeting and includes everything from customer information collection to an explanation of license options to final payment. While this entire process clocks in at five pages and just five minutes or so for one state, a dozen require more than eight pages to make a purchase, with the rest falling somewhere in between. This is concerning because industry research shows that once consumers enter an e-commerce site, each extra step

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in the process further reduces the number of visitors; in other words, the more pages or actions required for a sale, the more likely people are to log off without making a purchase.¹⁴



Post-Purchase Phase

Once a customer has bought a license he or she enters the post-purchase phase, which closes out the experience and leaves a lasting impression. It also gives state natural resource agencies the opportunity to establish and cultivate ongoing relationships with anglers, from both an educational and a marketing perspective.

The following criteria influence how people view the agency—and, by extension, recreational fishing in general—once a transaction is complete. The idea is that even just a simple “thank you” at the end of the purchase process can engender increased goodwill and affect how likely people are to return to buy another license online. In addition, this and other follow-up communication can help shape anglers’

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willingness to follow fishing rules and regulations and be good stewards of the environment.

Thank-You Message

Only 18 states, or 36 percent, end the purchase process with an immediate “thank you” or completion message on the license confirmation page or via email—an occasion to convey that the agency values the customer and his or her purchase and support of recreational fishing. Indeed, in most cases, the thank you is for using the service rather than for buying a license and hitting the water, and the text is not always visually prominent. This closing page also offers an opportunity to elicit feedback from anglers about all phases of the process, communicating a commitment to customer service. In addition, it is an excellent place to capture an email address if this has not been done already, in return for communications such as fishing opportunities and news, as well as confidentiality commitments.

License Format

The vast majority of states (98 percent) allow consumers to immediately print their fishing licenses, which, at a minimum, should include the state logo, license name, angler’s name and a form of authorization such as a number or barcode. Eighty-three percent offer an

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electronic option alone, as opposed to any form of mailed copy, with most providing a link on the last licensing page. Currently, a few states provide an email or PDF license format that has a better, more appealing layout and also makes it easier to save the license for future printing—say, if the original printed copy is lost. This innovation also enables customers who prefer an entirely mobile option to access their license via smartphone or any other mobile device that supports email and PDF technology.

Regardless of format, it is crucial that agencies provide a troubleshooting guide or link along with every license, to ensure that all anglers are able to access or print them successfully.

While 88 percent of natural resource agencies use their license confirmation page to present information about their state and the selected water type, not one encourages customers to view state-specific fishing rules and regulations or details on specific fish species or to obtain educational materials—all of which are essential to developing more informed, knowledgeable anglers who have an appreciation for conserving our natural resources.

Email Confirmation

At the time of the RBFF assessment, 23 states reported that they send an immediate communication to the angler after the purchase process is completed, whether it is to provide the customer with a receipt signaling that the transaction has been successful, to supply customer

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service contact information in the case of any problems and/or to offer a link back to the state agency webpage for future research and reference. This is another opportunity to reinforce angler appreciation and to emphasize customer service.

Customer Support Resources during All Phases

Finally, the RBFF assessment evaluated the presence of several key customer service resources during multiple or all three phases of the online purchasing process. It also looked at ongoing electronic communication efforts designed to sustain long-term relationships with anglers.

The following criteria influence how easily available help and troubleshooting are from start to finish, with the idea that a few well-placed support tools such as answers to frequently asked questions (FAQs) can facilitate the process at every phase. In turn, this type of assistance increases the likelihood that anglers will actually go on to complete a transaction and end up with a positive view of the experience. There are also a number of electronic subscription and social networking opportunities throughout the purchase process, all of which can help agencies connect and stay current with customers, moving forward.

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Customer Support Availability

The RBFF assessment found that 38 states offer easy-to-find customer service contact information during the online purchase process, while 21 display a convenient, prominent FAQ option. However, only five states, or 10 percent, provide links to fishing regulations or other pertinent details related to the sport that can help educate anglers beyond the purchase process anywhere after the initial home page.

At least three states have an information bar with consumer information areas clearly displayed on every page during the entire purchase process—the best way to serve all consumers.

Electronic Follow-Up

Only 24 percent of states provide anglers with an option to sign up for an electronic subscription such as an e-newsletter, monthly updates or any other sort of communication—all of which can be used to reach out to customers on a regular basis—either during or following the purchase process. None of these messages or offers are personalized in any way. This is concerning because the more targeted such recruitment efforts can be, in terms of customized preferences, frequency and the like, the higher the chance that people will actually view and use them on a frequent basis; for example, at least one agency now provides a personalized email newsletter subscription that allows anglers to select particular topics of interest from nearly a dozen choices.

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In addition, not one agency reported asking anglers to “like” it on Facebook or to follow it on Twitter, even though many states are active on these social

networking forums, which represent an essential—not to mention easy, near instantaneous and inexpensive—marketing and communication tool that can help nurture and support lasting customer relationships.

RECOMMENDATIONS

Moving forward, there are some small, relatively simple things that state natural resource agencies can do to enhance their e-commerce offerings—namely, the online license purchasing process—that can have a large, positive impact on customers' experiences. Higher satisfaction rates will likely improve repeat business among recreational anglers and also go a long way toward drawing a diverse range of new participants to the sport, including specific demographic groups that have been targeted for future growth potential.

1. Go Mobile. As noted in the introduction m-commerce is the wave of the future, and something most consumers have come to expect and demand. When they log on to a site that is NOT mobile-friendly—including the 45 natural resource agency websites that aren't readily accessible via smartphone or tablet computer at the moment—they tend to get frustrated, angry and otherwise annoyed, with just over half of people reporting that a bad mobile experience makes them less

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likely to engage with a company.¹⁵ Indeed, it has been estimated that agencies could lose more than 48 million prospective customers this year alone if they do not “go mobile.”¹⁶ As a result, it is important to build out mobile-friendly, web-based platforms and apps for state agency homepages, fishing license purchase pages and other top-visited webpages, to fully capitalize on the burgeoning m-commerce market, which is projected to reach \$630 billion in total payments by 2014.¹⁷ Moving forward, it is also imperative to stay abreast of the very latest mobile technologies to continue to streamline and improve the purchase process and to keep it as up-to-date as possible.

2. Require Every Customer to Provide an Email Address. While state natural resource agencies should ideally limit the amount of personal information necessary to purchase a license, it is crucial that they collect email addresses on

a mandatory basis—creating opportunities to engage with their customers as the sport, and the need for marketing fishing licenses, continue to grow. A complete, current list of all anglers' email addresses can serve as an efficient, inexpensive way to connect, communicate and nurture relationships both immediately after a purchase and on a regular basis afterward. Indeed, agencies should use these email addresses to frequently reach out to customers with timely news updates, information about upcoming events or promotions, instructional videos or materials, trip planners, and other marketing, educational and support messages that can help generate excitement and keep anglers' interest in the sport piqued and active.

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Looking ahead, the more customized these electronic communications, the more consumer appeal they will have, and the more effective they will be.

3. Say “Thank You.” When it comes to personalized communication, a great place to start is a simple but visually prominent “thank you” to consumers, whether it is on the final license screen or in a follow-up email message. Openly expressing appreciation—not just for using a particular service but for supporting the agency, buying a license and going fishing at all—provides a reassuring signal to the customer that the transaction has been successfully completed and also creates a positive closing impression of the process, the agency itself and the sport in general. This should go a long way toward generating goodwill with consumers and encouraging continued relationships and participation in the sport. Whatever the format, a thank you message also offers a prime opportunity to provide customer service contact information in the case of any problems. In addition, it is a great place to elicit customer feedback about the online purchase process, whether via survey, electronic comment cards or some other

mechanism, to show consumers that their opinions are valued and that the agency is committed to continually improving e-commerce and other online offerings to enhance service and best meet anglers' needs.

4. Follow Up and Educate at Every E-Opportunity. The final purchase screen, a thank you email and any other sort of electronic

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follow-up communication also present agencies with an important opportunity to link to or direct customers to the state's fishing homepage, with the hope that they will read more about state-specific rules and regulations, particular fish species, local waterways and other relevant topics. The goal is to educate customers and encourage them to familiarize themselves with the terms of their license and with the sport in general as much as possible and to promote responsible, respectful, safe fishing and the conservation of our waters and natural resources for generations to come.

An agency may also want to use certain parts of the purchase process or follow-up emails or newsletters to share information related to the ongoing state management efforts that are supported by license funds; this may give customers a greater sense of pride and stewardship of the fisheries they utilize.

5. Focus on Families. Despite a plethora of license terms of varying lengths, only 6 percent of states offer the opportunity for spouses, children, grandparents and other relatives to fish together on one license, which would greatly simplify the purchase process for families—a key segment for growth. Indeed, research has shown that adults with children in their households participate in fishing at higher levels than those without children,¹⁸ with factors such as “it’s a great way to spend time with kids and grandkids” driving the current 27 percent participation rate among the 22.4 million people who comprise the “outdoor family” market.¹⁹ An additional 46 percent of outdoor families indicate that they are either lapsed anglers or interested in

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trying the sport,²⁰ and actively marketing an easy, convenient family license alternative may help bring them back to fishing, or inspire them to pick up a rod and reel for the very first time. A natural extension of ongoing recruitment efforts that represent angling as a social, family-focused sport that multiple generations can enjoy together or on their own, promoting family licenses will also encourage more women and children ages 6 to 12—who showed the highest fishing participation increases in 2011²¹—to take up the still male-dominated sport. Specific terms should be flexible, in terms of length and also individual versus collective catch limits.

6. Offer Spanish-Language Translation. At the time of the RBFF assessment, 49 out of 50 state natural resource agency websites were accessible only in English. Providing the option to translate fishing license descriptions, purchase instructions, FAQs and all other resources into Spanish would go a long way toward attracting more of the 52 million-plus Hispanic Americans—the nation's largest ethnic minority and fastest-growing population segment.²² This is crucial because angling has huge appeal and potential for this group: Nearly 12 percent of Hispanics report current participation and an additional 8.4 percent state that they are interested in trying the sport; those who do fish are avid and enthusiastic, making more annual angling trips than any other demographic group.²³ While Hispanics are generally big adopters of technology—they are 28 percent more likely to own a smartphone than non-Hispanics and also more likely to use them to log on to the Internet²⁴—a majority of this group remain either unacculturated or partially unacculturated, indicating that they

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prefer to use Spanish with family and for media consumption such as surfing the Web.²⁵ In addition, 42 percent of Hispanics/Latinos report that they are more loyal to companies that show appreciation for the culture by advertising in Spanish.²⁶ Therefore, offering foreign-language translation on natural resource agency websites is bound to appeal to and engage more Spanish speakers in the sport, helping to boost overall participation rates both immediately and for decades to come.

CONCLUSION

According to the U.S. Fish and Wildlife Service, the number of anglers in this country has increased by 11 percent since 2006, reversing a decade of continual participation declines.²⁷ In addition, RBF research shows that in 2011, more than 46 million Americans got up, headed for the water and went fishing.²⁸ National fishing license sales jumped 3.27 percent to 29.3 million in 2010, with nearly one million new licenses purchased in a single year.²⁹

Such upward trends are certainly cause for optimism. However, it is critical to keep looking ahead and focusing on growth. Key to such growth is better understanding and more fully engaging the range of potential consumers: current recreational anglers; people who have

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stopped fishing for one reason or another; and also those who are considering participating in the sport for the first time—especially crucial target groups such as women, youth, active families and Hispanic Americans, all of whom can help diversify and drive expansion well into the future.

In a world where we have all come to expect and demand high-quality, reliable e-commerce at every possible turn and for every imaginable product, offering customers the opportunity to purchase a fishing license

online is non-negotiable. But it is increasingly clear that merely providing the service isn't enough. Factors such as ease, convenience, accessibility, mobile-friendliness, cost and personalization are all critical to a positive online customer experience today. If e-commerce is slow, difficult to understand, expensive, low-tech or otherwise challenging, people are likely to take their business elsewhere, or log off entirely.

Unfortunately, RBFF's assessment found that there is an incredible amount of variation when it comes to the quality of the 50 state online license purchase procedures. The same is true when it comes to related e-communication strategies, which allow agencies to proactively foster more interactive, regular and effective relationships with all of their customers. By identifying best practices and specific problems areas, RBFF has been able to develop concrete recommendations that can be implemented on a widespread basis to help states harness the latest technologies—including email, m-

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commerce, Facebook, Twitter and more—to simplify, streamline and otherwise improve the online purchase process and ongoing communication with customers.

Though it's just a start, providing more mobile-friendly e-commerce services, expressing customer appreciation, expanding email outreach and all e-education efforts, offering a family fishing license option and translating websites into Spanish will go a long way toward helping state natural resource agencies capitalize on the skyrocketing e-commerce and m-commerce markets in the years to come. At the same time, these changes will enhance customers' online experiences and overall service—from an angler's very first click on an agency website to far after the license purchase is complete—and also help recruit a larger, more diverse range of people to the sport.

As always, the end goal is to establish an informed, engaged and satisfied group of anglers in this nation, to keep the fishing community vibrant and growing, and to protect our waters and all natural resources for generations to come.

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FOOTNOTES

¹ Statista, <http://www.statista.com/statistics/183755/number-of-us-internet-shoppers-since-2009/>, accessed March 1, 2013.

² Statista, <http://www.statista.com/statistics/215157/number-of-mobile-shoppers-in-the-united-states/>, accessed March 1, 2013.

³ Ibid.

⁴ Southwick Associates, press release, January 3, 2013, <http://www.southwickassociates.com/blog/2013/01/03/online-sporting-license-sales-grow/>.

⁵ SnapHop, 2012 Mobile Marketing Statistics and Google Mobile Ads, <https://snaphop.com/2012-mobile-marketing-statistics/>, accessed November 2012.

⁶ U.S. Fish and Wildlife Service (USFWS), "2011 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation," <http://www.doi.gov/news/pressreleases/upload/FWS-National-Preliminary-Report-2011.pdf>, 5.

⁷ Ibid.

⁸ This scoring system was developed by Southwick Associates. See the national findings report at <http://takemefishing.org/general/about-rbff/research-and-evaluations/> for more information.

⁹ For this maximum score calculation, it is assumed that during the purchase phase, two pieces of demographic information are mandatory and the remainder are optional. In some instances, states may be bounded by legal or regulatory reasons that dictate the amount of demographic information required.

¹⁰ RBFF, "Hispanic Segment Analysis: June 2011," http://www.takemefishing.org/downloads/Research_section/Research_Evaluations_Files/RBFF_Hispanic_Segment_Analysis_Report60811.pdf, 17.

¹¹ RBFF recognizes many state agencies are faced with legal and legislative issues that limit their ability to control the email address collection process, as well as transaction costs incurred above and beyond the license price and the amount and type of demographic data collected.

¹² RBFF, "Market Segmentation Profile Executive Summary," February 18, 2011, http://www.takemefishing.org/downloads/Research_section/Program_Evaluation_Files/RBFF_Executive_Summary_FINAL_stakeholder2.pdf, 16.

¹³ IRS, "Credit and Debit Card Fees Related to Tax Payment are Deductible." April 7, 2009, <http://www.irs.gov/uac/Credit-and-Debit-Card-Fees-Related-to-Tax-Payment-are-Deductible>.

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Recreational Boating & Fishing Foundation
500 Montgomery Street, Suite 300
Alexandria, VA 22314
info@takemefishing.org

