



**To: State Fish & Wildlife Agencies**

**From: Recreational Boating & Fishing Foundation (RBFF)**

RBFF, in partnership with the Aquatic Resources Education Association (AREA), released the [Recommendations and Strategic Tools for Effective Angler Recruitment, Retention and Reactivation \(R3\) Efforts](#) (Angler R3 Recommendations) to enable state agencies, nongovernment organizations and industry to improve the effectiveness of angler R3 efforts nationally.

As part of the Angler R3 Recommendations, it is recommended that state agencies develop a strategic plan for their angler R3 efforts. There are many components to consider as part of your state angler R3 plan development, from identifying angler R3 priorities to including marketing and outreach components to developing appropriate budgets and timeframes.

The following document was developed as a resource to help state agencies in developing an angler R3 plan for their state. Also included are an Angler R3 Effort Worksheet and a Resources List to help in the angler R3 planning process.

### **Background/National Trends**

RBFF's mission is to increase participation in fishing and boating, thereby protecting and restoring the nation's aquatic natural resources. As part of its mission, RBFF collaborates with stakeholders and state partners to develop, implement and evaluate effective recruitment, retention and reactivation (R3) efforts.

Our industry is facing an incredible challenge. Current participation trends show younger, more diverse audiences are reluctant to take up fishing and boating, all while older white males are aging out of the sport. To address this challenge head-on, RBFF embarked on a grand effort to engage the community in growing participation from 46 million participants in 2016 to **60 million anglers in 60 months**, by December 2021.

RBFF focuses on consumer engagement/recruitment through its consumer-brand campaigns, Take Me Fishing™ and Vamos A Pescar™; while also offering a variety of tools to help state agencies with their retention and reactivation efforts. State agencies have the advantage of gathering and maintaining valuable customer license data, to be able to communicate and market to anglers.

### **Additional Considerations**

Many state agencies have found success in having an R3 coordinator for their agency as part of their state R3 planning process. As part of your R3 plan development, consider hiring an R3 coordinator or designating a lead for coordinating your agency's R3 efforts and overseeing your agency's R3 plan.

Additionally, you might consider establishing an R3 coordinating committee composed of agencies and/or organizations that address R3 issues as part of your R3 planning and coordination. We recommend considering a committee with representation from a broad cross-section within the agency (administration, IT, law enforcement, education, outreach, and wildlife and fisheries programs, etc.) and/or key R3 partners.

## Angler R3 Plan Development – Guiding Document for State Agencies

This document was developed as a resource to help state agencies in developing an angler R3 plan for their state.

### Situation Analysis + Key Insights

In addition to national trends, consider what is happening at the state-level in terms of population, participation trends, demographics, etc.

Develop a snapshot of your agency's current situation. Consider the cooperative environment (groups or individuals who have a vested interest in your objectives and mission), competitive environment (anyone/group competing with you for resources/sales), economic environment (high inflation, unemployment rate, changes in technology), social environment (current norms/attitudes, changes in values, business practices), political environment (attitudes and reactions of the general public), and legal environment (federal, state and local legislation).

Another way to look at this is to list your strengths, weaknesses, opportunities and threats (SWOT analysis).

- What is your competitive advantage? What products or experiences do you offer?
  - Is there opportunity to reach an untapped market?
  - What is your current churn/customer loyalty?
  - How would you rank your customer service ability?
- As part of your situation analysis, assess and map your agency's angler R3 efforts using the Outdoor Recreation Adoption Model (ORAM). Determine the scope of current R3 efforts and how they address identified threats to participation. See p.5-6 and Appendix B in the Angler R3 Recommendations.

### Goals & Objectives

Determine your agency's R3 goal(s) and objectives. Objectives should be derived from organizational objectives/mission, and should be stated as standards of performance or tasks to be achieved by certain dates. Overall, develop SMART (specific, measurable, achievable, realistic, time specific) objectives and goals (long or short-term). Examples: Increase fishing license sales by 10% by December 31, 2021; Increase quantity of emails in database by 15% by December 31, 2018; Increase total visitors to license webpage by 10% by June 30, 2018.

- What is your agency's R3 goal(s) and what do you intend to accomplish?
  - How does your R3 goal(s) support your agency mission?
  - Do your R3 efforts support each of the stages in the ORAM? Are there gaps?
  - How do/will your R3 efforts help achieve your R3 goal(s)?
  - What are the metrics for assessing your R3 efforts?
- Incorporate ongoing evaluation to optimize campaign/program tactics and components, and make adjustments accordingly. Refer to the Resources List for evaluation resources.

### Target Audience

Develop a simple, one-paragraph profile of your customers/target audience(s).

- What is the general interest of your target audience(s)? What is the size of your target audience(s)?
- What does your target audience(s) need? What must be done to satisfy those needs?

Describe in terms of demographics, age, income, lifestyle, other interests within your agency/crossover (i.e. state parks, ATV, hunting, boating). Present and rank potential target audiences in terms of profitability, loyalty, lifetime value, etc.

## **Communication Plan + Key Messaging**

Develop effective communication efforts to notify customers and participants of potential opportunities to participate in activities. The media mix and messages to reach your audience(s) are vital to execute a successful marketing plan. Consider separate messaging for various target audience segments, depending on factors such as purchase patterns.

Tactics: How will you reach your target audience(s)? Some potential tactics/media mix include: TV, digital video, internet/paid search, print advertising, outdoor billboards, radio, email/direct mail campaign, and social media. Tactics you select must reach your target audience(s) when and where they'll be most receptive to your message.

## **Customer Relationship Management (CRM) System/Database Considerations**

Design or reconfigure license purchase databases to incorporate the ability to track individual license purchasers through time (from pre- to post-license purchases). Collect detailed contact information (phone number, email, mailing address) that can be used to implement targeted communications and marketing strategies to selected audiences.

Customer information can be used to facilitate the customer's pathway to long-term angling. For example, sending license renewal reminders; advertising fisheries resource updates; announcing skills training resources (events, self-learning tools); and discovering customer needs and barriers to participation.

## **Budget/Resources**

Assess staff allocated to angler R3, their expertise and their program budgets so that internal and external angler R3 efforts are effectively coordinated to target identified threats to angler participation.

## **Build & Implement Your R3 Plan**

Consider the following steps to help guide your overall R3 plan development.

- Assess staff and resources allocated to R3 efforts to determine existing R3 capacity
- Identify R3 priorities and threats to target
- Determine timelines for R3 efforts – short-term vs. long-term
- Determine what's working and what's not
- Identify R3 opportunities for future successes
- Dedicate resources (staff, budget) to provide a balance of R3 efforts
- Consider reallocation needs and how best to allocate resources to support R3 priorities
- Identify and leverage partnerships to assist in implementation of R3 efforts

Evaluate each step of your plan to ensure results can be measured against all objectives. If deviations exist between actual and planned results, adjustments should be made towards achieving objectives.

Remember these eight P's when creating your marketing plan:

- *People* – What is the target market; size and growth potential?
- *Profit* – Expected revenue/profit from implementing the plan? How will achievements be evaluated?
- *Personnel* – What personnel or committee will be involved in implementing the plan? Internal and external teams?
- *Product* – What products are offered? What variations could be offered based on purchase patterns, customer insights?
- *Price* – What price(s) are products sold for? Any ability to modify the prices of products?
- *Promotion* – How will information about product's offerings be communicated?
- *Place* – How, when, where are products sold? Incentives to locations who sell products?
- *Period* – How long of a period will the plan be in effect? Timing of when the plan should be implemented and schedule of executing and evaluating plan activities?



## Worksheet for Each Angler R3 Effort

Once you have mapped your angler R3 efforts on the Outdoor Recreation Adoption Model (ORAM), the following Worksheet is designed to help assess **each of your existing angler R3 efforts**. Definitions for Angler R3 Effort-types can be found on p.17-22 in the [Recommendations and Strategic Tools for Effective Angler Recruitment, Retention and Reactivation \(R3\) Efforts](#).

Name of Angler R3 Effort:

1. What is the objective(s)?

- What do you want people to do as a result of this R3 effort?
- Is the objective measurable?
- What does success look like?

2. What threat(s) is the R3 effort addressing?

3. What is the timeline for the R3 effort?

4. Who is the target audience?

- What do you know about them?
- Why is this group important?
- Are you reaching the target audience?

5. How are you communicating to the target audience about the R3 effort?

- Communications/outreach/marketing efforts
  - Marketing plan: specific vehicles/tactics
  - Communications plan: specific vehicles/tactics

6. How is the R3 effort being implemented?

- Strategies/tactics

7. How is the R3 effort being evaluated?

- What are the metrics for assessment?
- Results chain for the R3 effort
- What are the outputs?
- What are the outcomes?

8. How are you communicating with the target audience after the R3 effort?

9. How is/could the R3 effort connect with a next step in the ORAM?

10. What is the type of support needed?

- Funding
- Staffing
- Technology
- Other resources

11. Needs assessment

- What do you currently have or what do you need?
- Are there efficiencies in coordinating efforts between divisions?

12. Are there partners that can assist with needs?

- What are the strengths of your partner(s)?
- What does your R3 program have to offer?
- Benefits of a partnership



## Resources List

Following is a list of resources to help you throughout your angler R3 planning process. Resources to help provide additional guidance and information.

- [Recommendations and Strategic Tools for Effective Angler Recruitment, Retention and Reactivation \(R3\) Efforts](#)
  - List of Angler R3 Threats
  - Outdoor Recreation Adoption Model (ORAM)
- [Highlights of Angler Recruitment, Retention and Reactivation \(R3\) Literature](#)
- Toolkits:
  - [Direct Mail & Email Marketing Toolkit to Reactivate Lapsed Anglers](#)
  - [First-Time Buyers Retention Email Campaign Toolkit](#)
  - [RBFF 60 in 60 Digital Toolkit](#) – Includes state 60 in 60 license sales goals
- [Best Practices Workbook for Boating, Fishing and Aquatic Resources Stewardship Education](#)
  - [Best Practices Guide to Program Evaluation](#)
- [RBFF Research](#)
- Demographics Links:
  - [American FactFinder, US Census Bureau](#) – Find popular facts and frequently requested data about your community
  - [Pew Research Center](#) – Hispanic trends