

# **Citrus Communication Program**

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Australian Citrus Growers  
Incorporated (ACG)

Project Number: CT05017

## CT05017

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Australian Citrus  
**Growers** Inc.



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## **FINAL REPORT**

**CT05017 (August 2007)**

**Citrus Communication Program**

**Judith Damiani**

**Australian Citrus Growers Incorporated**

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Kevin Cock, ACG Vice President  
ACG would also like to acknowledge the support, advice and assistance provided by:  
HAL Domestic Oranges Promotions Committee; ACG Members and Associate Members

**Purpose:** This report details the activities undertaken to maintain the dissemination of information to citrus growers in a timely and effective manner, ensuring that it is targeted at the enhancement of the viability and competitiveness of the industry.

**Acknowledgements:** This project was fully funded by citrus R&D levies through Horticulture Australia Ltd (HAL). The successful outcomes of the project were a result of collaboration between ACG, HAL and industry

**August 2007**



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- A: Australian Citrus Industry Communications Policy

## Summary

This project is a continuation of the ACG Communications Manager position previously funded under CT03023 “Industry Communication” and CT99023 “National Citrus Industry Communication”.

This position was held by Lee Byrne until August 2006 and, following a recruitment process undertaken by ACG, Susie Thornton was appointed to the position in October 2006.

The role has included project managing CT05009 CITTgroups Australia; CT05010 Season Update; and *Australian Citrus News & Citrus Insight* in addition to the implementation of ACG national communication strategies and participation in the HAL Domestic Oranges Promotions Committee.

The Citrus Communication Program enables the dissemination of Information on which to base sound management decisions which is critical to the success of citrus production enterprises. It is imperative that information to citrus growers is both timely and effective and that it is targeted at improving viability and competitiveness. This in turn will assist in a higher adoption of research and development outcomes.

## Introduction

Australian Citrus Growers Inc (ACG), as the peak industry body, aims to promote the common interests and the financial and environmental sustainability of all Australian citrus growers.

ACG was established in 1948 as the peak body of the Australian citrus growing industry. ACG membership includes nine grower organisations and four state/regional citrus statutory and non-statutory authorities and, through them, some 2,500 commercial citrus growers.

Citrus is one of the largest horticultural industries and exporters in Australia with an estimated \$420 million gross value of production for 2005-06. Citrus is the largest exporter of Australian fresh fruit with exports valued at approximately \$170 million annually. The nation's average 680,000 tonnes is just 0.6% of global production.

Information on which to base sound management decisions is critical to the success of citrus production enterprises. It is important that the dissemination of information to citrus growers is both timely and effective and that it is targeted at improving viability and competitiveness. This in turn will ensure a higher adoption of research and development outcomes.

ACG and the Australian citrus industry recognise a need to implement, plan and deliver national communications. The Citrus Communication Program provides for an Industry Development Officer – Communications (Communications Manager) to implement direction, resources and personnel to facilitate national industry communications and technology transfer.

The project employs a Communications Manager in order to ensure better coordination between research providers, more timely delivery of research outcomes, and leadership in information exchange.

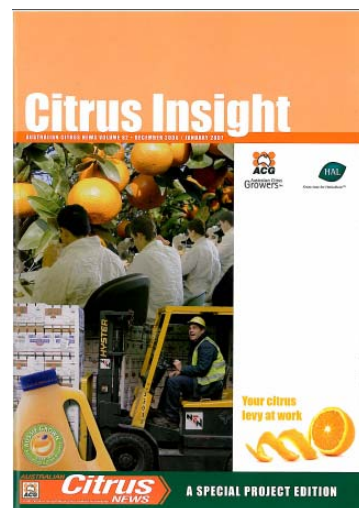
## Outputs

The key outputs of this project have included:

- ***Australian Citrus News (ACN) and Citrus Insight:*** Editorial coordination with the publication's editor to assist with editorial direction, submission of reports and checking copy.
- ***Citrus WORLD NEWS:*** This publication contains a scan of the world media regarding citrus and horticulture. Distribution is through email and a selection of articles is also printed in ACN.
- ***CITTgroups Australia:*** Acting as National Coordinator of project including facilitation of meetings / teleconferences and project milestone reporting.
- ***Season Update:*** Acting as Project Coordinator ensuring that monthly reports are received by project contributors; monthly report is compiled and edited; summary edition prepared for ACN.
- ***ACG website:*** The ACG website, [www.australiancitrusgrowers.com](http://www.australiancitrusgrowers.com), was recently redeveloped to ensure new technologies are utilised. The website is a tool for the Australian

citrus industry to access industry information, production resources, ACG updates and general news.

- Annual Conference:** The Communications Manager plays an integral role in the facilitation and organisation of the ACG Annual Conference. This includes the preparation of all communication materials including sponsorship proposals; registration forms; conference program; ACN articles; conference proceedings; website updates and media releases. The Communications Manager also liaises directly with the regional host organisation; sponsors; speakers and other conference participants as required.
- Citrus Industry Communications Strategy:** The development of an Australian Citrus Industry Communications strategy which illustrates the various avenues and tools utilised in the communications process and recommends future directions (see attached Appendix).
- National Citrus Liaison Meeting:** Convening of the National Citrus Liaison Meeting in conjunction with the ACG Annual Conference which is an open forum enabling the presentation of Research and Extension Technical Projects to industry.
- Domestic Oranges Promotions Committee:** The Communications Manger is also a member of the Domestic Oranges Promotions Committee. Key initiatives that have been developed and implemented as part of this role have included the development of a three year strategic plan and the appointment of a Promotional Coordinator to coordinate a national approach to citrus promotion and marketing in Australia.
- Management of production and editorial of Annual Report
- Production and distribution of internal newsletters, media releases and other publications





## Conclusion

In 2006, as part of a project funded by the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF) under the Industry Partnerships Programme, the citrus industry developed “Creating our future: a national strategy for the citrus industry – Industry Strategic Plan 2006 to 2011”. Strategic Imperative #3 of the plan is “Improve Industry Information & Communication Systems” with the strategic outcomes of:

- To enhance through-chain communication and collaboration
- To provide quality and targeted information to assist industry in making informed decisions

This strategic imperative reinforces the need for continued and improved communication systems and an ongoing commitment from industry is required to deliver ongoing communication strategies in order to ensure that quality and targeted information is delivered to enable industry to make informed, sound business decisions and to ensure a higher adoption of research and development outcomes.



Australian Citrus  
**Growers** Inc.

# **Australian Citrus Industry Communications Strategy 2006**

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## **Background and Introduction**

Communications has an essential role in the Australian citrus industry implementation of information and resources. Through the national citrus levy a large amount of funding from the Australian citrus industry is invested in communication activities. This strategy aims to illustrate the various avenues and tools utilised in the communications process and recommend future directions.

The Citrus Industry Communications Strategy aims to:

- Illustrate communication tools and avenues utilised in the communications process in the industry.
- Set out goals and objectives.
- Establish an action plan.
- Recommend future directions.
- Identify the specific and general audiences that the communications are directed to, and the means in which that communication is most likely gained.

## **The Industry**

The Australian citrus industry is situated in the major production areas of the Riverland, South Australia; Murray Valley, Victoria and New South Wales; Riverina, New South Wales and the Central Burnett region in Queensland. Smaller citrus production exists in inland and coastal New South Wales; Western Australia and the Northern Territory.

Approximately 32,000 hectares of citrus have been planted and are farmed by 2,800 growers.

Australian citrus is available virtually all year as both fresh fruit and juice. The Australian citrus industry operates on a southern hemisphere production cycle and this provides opportunities for a competitive advantage to export into northern hemisphere countries.

Citrus is Australia's largest fresh fruit exporting industry. Grown for both fresh fruit consumption and juice, the industry had an estimated gross value of production of A\$508 million in 2002 to 2003 and exports of approximately A\$201 million in 2002 to 2003 (ABS, 2004).

The majority of fresh fruit is sent direct to major supermarket chains or to key wholesalers in all capital cities for distribution on the domestic market. In addition to fresh fruit, significant tonnages of Australian Valencia oranges and some Navel oranges, lemons and grapefruit are used for juice production, mainly as single strength (fresh juice).

## **Citrus Industry Advisory Committee (IAC)**

The Australian citrus industry supports research and development (R&D) and marketing programs through the investment of the national citrus levy. Investment of the levies is guided by the citrus industry advisory committee (IAC) and the IAC Strategic Plan, which can be found on the ACG website: [www.australiancitrusgrowers.com](http://www.australiancitrusgrowers.com).

The IAC aim is to ensure the Australian citrus industry remains competitive in the international market and at the forefront of new technologies.

### IAC Vision

By 2007, there will be a significantly increased overseas and domestic consumer demand for citrus products and growers will experience greater financial rewards for producing quality fruit in an environmentally sustainable manner.

### IAC Mission Statement

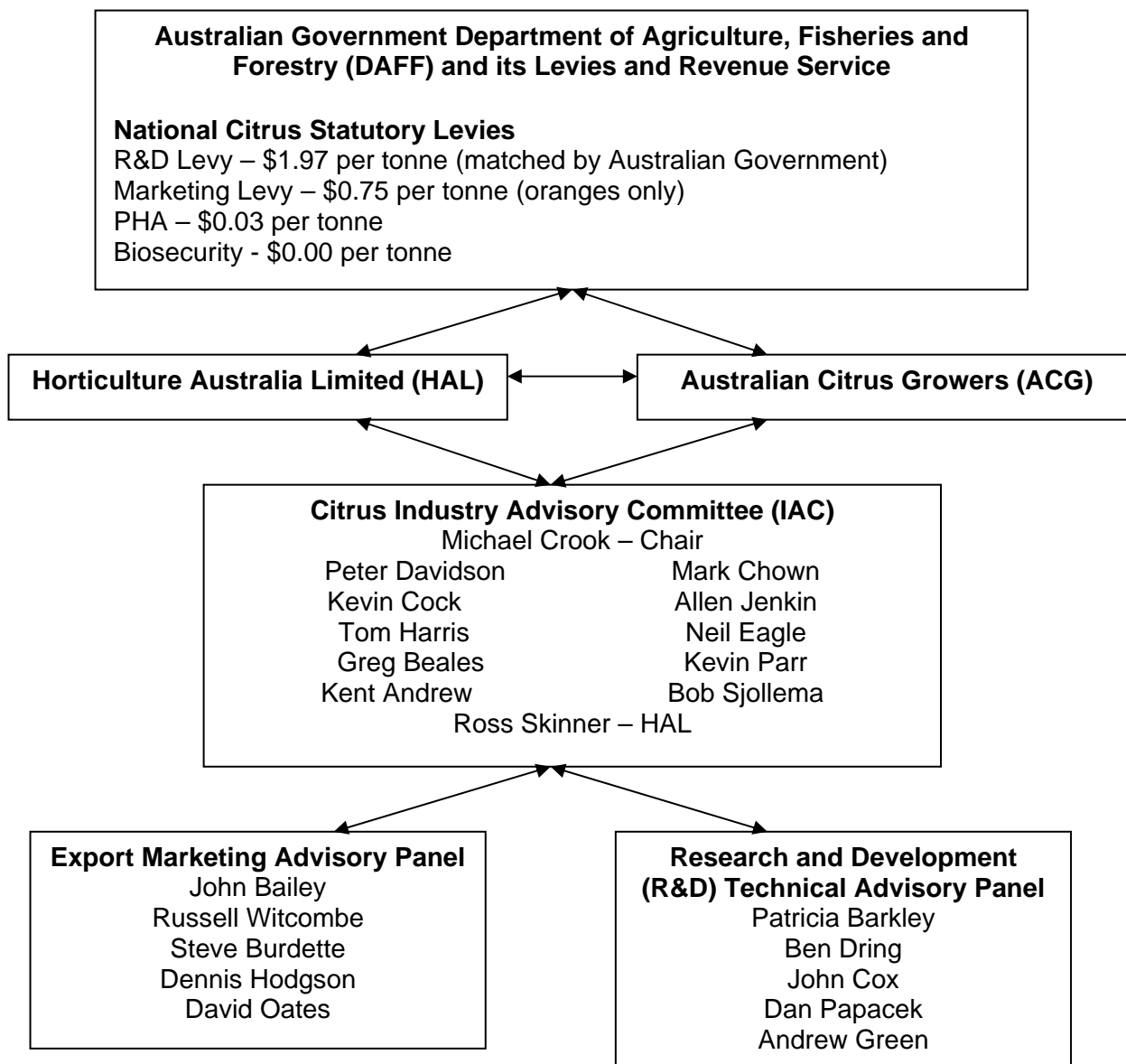
To invest in the citrus industry to improve the financial outcomes of citrus producers in both the short term and the long term.

### IAC Outcomes

- Outcome 1 Increased demand for citrus fruits, both domestically and overseas.
- Outcome 2 All citrus products meet consumer requirements for quality and safety.
- Outcome 3 Supply of citrus fruits matches demand, both annually and in the long term through effective supply chains.
- Outcome 4 Efficient and sustainable production of quality citrus fruits that are healthy, of the right size and have good internal and external quality.
- Outcome 5 Market information and research results applied by the citrus industry.

Of the five outcomes outlined in the strategic plan, Outcome 5 deals specifically with communication, however, communication is essentially a part of all activities and outcomes. The role of communications is to ensure citrus industry information is effectively and efficiently delivered, particularly national citrus levy invested project information.

## Australian citrus levies collection and flow chart



## **Communication Goals**

The Australian citrus industry provides a national citrus levy to implement projects in R&D and marketing. The communications proponent of any project and of the whole industry aims to develop and strategically extend these projects and promote the industry through the Communications Strategy.

1. Ensure a well developed and maintained strategic approach is used in the delivery of communications.
2. To promote grower and industry awareness, understanding, adoption and gain input into the national levy program.
3. To increase citrus industry awareness and gain input into industry issues and solutions.
4. To advocate and increase satisfaction of various Australian citrus industry organisations' communication services and activities.

## **Communication Objectives**

1. To identify information needs and develop communication tools that enable Australian citrus industry personnel to have easy access to and a clear understanding of the national citrus levy program.
  - Access to program outcomes information.
  - Ability to adopt program outcomes.
2. Promote and encourage widespread use of communication tools throughout the Australian citrus industry.
3. To ensure that the Australian citrus industry communication network builds strategic relationships with primary audience groups.
4. To ensure that the targeted audience (as listed in Audience) has appropriate access to up-to-date information on the national citrus levy program, grower and state statutory organisations activities and services, and industry issues and solutions.



## **Action Plan**

Consistent usage and extensive promotion of the communication strategy and tools will enable the Australian citrus industry to lead in technology transfer and information exchange.

This strategy aims to consolidate all communication tools currently utilised in the industry to ensure widespread usage and a reduction in information overload – this is crucial to an integrated communication strategy.

### **Identification of information needs and development of communication tools**

This strategy is intended for all Australian citrus industry personnel to attain access to and a clear understanding of the various avenues and tools utilised in the communications process.

Communication tools have been listed in the strategy, these tools must be fully utilised and promoted by the entire industry to be effective. The main action is to guarantee utilisation by ensuring all citrus industry personnel have access to all tools and knowledge of application to make use of the tools.

National citrus levy projects should be highlighted and outcomes presented in all possible and appropriate tools to enable extension of outcomes information.

It is important that national levy projects incorporate citrus communication tools in initial proposals and that key communication contacts are consulted when proposals are being developed. Evaluation is an integral element of every project that is funded under the national citrus levy. These evaluations should demonstrate which communication tools are being utilised and whether further development is needed.

Within the evaluation of citrus projects the identifying of information needs should be a general question. This will lead to future directions in research and developing appropriate communication tools. These communication tools must also evolve with the changing trends and technology advancements in the accessing of information.

### **Promotion of communication tools**

This strategy is the initial promotion of communication tools to be used by the Australian citrus industry. The strategy is to be distributed widely and citrus industry personnel are encourage to adopt the strategy and utilisation of the communication tools to ensure national coverage.

Ongoing promotion of communication tools will take place where the tools are endorsed as the 'peak' industry communication tools through the citrus grower and state statutory organisations. The communication tools must also retain professional and appropriate information to ensure an ongoing 'peak' status.

## **Communication network building**

This strategy is a working document and as such should be discussed and ongoing development applied to ensure up-to-date information is retained. All Australian citrus industry communication personnel, grower and state statutory organisations should contribute to the strategy and apply the ideals to regional communication plans.

A network of citrus industry communication personnel, including researchers, industry development officers (IDOs), extension officers and commercial providers, is currently being developed. This network aims to facilitate a strong working relationship between the different organisations and to create open communications throughout the industry.

The Australian citrus liaison meeting is an excellent event – usually held in conjunction with the ACG Annual Conference – to ensure network building within the industry communication personnel. Private providers or consultants should be encouraged to attend to extend the network.

Utilisation of publications such as the Communications Network Newsletter, ACN, Citrus Insight and regional newsletters will also impact on the building of relationships. Communication personnel should employ these communication options in areas outside their own regions to ensure even coverage of their information – even if the information applies only to one region, other regions should be kept informed for possible extension of projects or outcomes into other regions.

Attendance at regional field days, shows, horticultural forums and packer or processor events will enable communication personnel to build strategic networks.

## **Audience access to information**

To ensure the targeted audience (as listed in Audience) has access to appropriate information, industry communication personnel must fully utilise suitable communication tools as specified in the 'Communication Audience Analysis'.

Communication tools must be promoted to the targeted audience by the Australian citrus industry to make certain uptake of information. Access to the communication tools must always be clear and clarified.

## **Future Directions**

This is a working document which should be reviewed and updated regularly. The communication tools listed in the strategy should also be reviewed regularly and updated as necessary – technology and changes in staff will greatly affect these advancements.

## **Education**

Develop information for primary and secondary students regarding the Australian citrus industry from history to growth in the various regions. This information in full can be placed on the ACG website and a brochure produced for primary students.

## **Levy Funded Projects**

There is an essential need for consultation to take place during the development phase of any levy funded project. Recommended as part of the project proposal process:

- Speak to a citrus industry communications person before the proposal is sent to HAL.
- Projects must annually produce a report for the Citrus Insight publication to allow funding to continue.
- Produce a useable fact sheet of any outcomes for publication (or link from agency website) on the ACG website.
- Consult CITTgroups Australia if any outcomes require a meeting or activity.

## **Industry meetings**

ACG, grower and state statutory organisations should meet on a regular basis (annually or biannually) to discuss activities and services offered to ensure awareness and that there is no cross overs. These meetings should include all staff from each of the organisations to achieve maximum communication and information dissemination. This activity would raise the profile of ACG, assist in breaking down barriers and ensure full communication between the organisations. The meetings could also be held in conjunction with grower meetings or annual meetings.

## **Horticulture Australia Limited (HAL)**

There is a need for industry to be better acquainted with the HAL structure and the positions that are held within it. This is also a direction for HAL. Industry need to be aware of who does what in HAL so that communications is directed to the right person. This can be done by industry and HAL becoming involved in organisational events and forums as appropriate. Industry also needs to provide feedback to HAL where this communication falls down and what needs to be fixed.

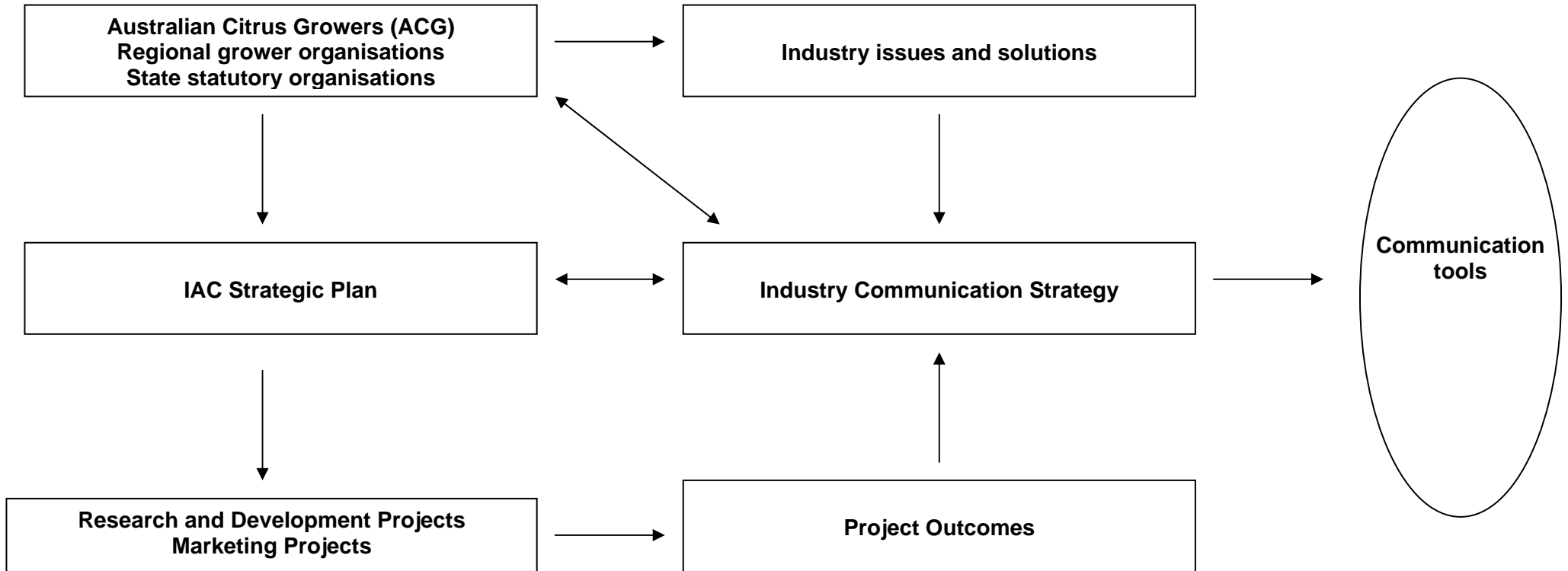
## **Packers, processors, exporters and marketers**

Currently ACG holds two meetings a year with packers and processors, these meetings are set up to distribute season and market information. The industry needs to further align itself with these two key stakeholders. ACG should meet with major companies and discuss communication initiatives, activities and services, and gain an understanding of the company's communication needs from the industry, to develop a strategy that is beneficial for the industry and the stakeholders.

ACG works with the Australian Fruit Juice Association (AFJA) and the National Citrus Packers Association (NCPA) through the Australian Citrus Industry Council (ACIC) and meetings as required. Open communications with the Australian Horticulture Exporters Association (AHEA) also assists to provide linkages.

There is a need to further develop relationships with these stakeholders to ensure communication is effectively delivered. This can be done through encouragement of subscription of the ACN and attendance at the ACG Annual Conference and regional/state annual general meetings. ACG should also meet regularly with major exporters and marketers to develop strategies of beneficial communication.

**Australian citrus industry communications flow chart**



## **Audience**

The audience to which this strategy is addressed can be categorised into groups of specific or general importance. This distinguishes between audience groups which have specific information needs and will wish to obtain that information directly from the citrus industry, and those which have a more general interest in the citrus industry, and will often be satisfied with information communicated indirectly. This does not mean that the latter group are lesser, but rather that the communication effort needs to be handled differently for each group. This is further described in the Communication Audience Analysis.

## **Specific**

- Australian commercial citrus growers.
- Citrus organisations, including the peak industry body (ACG), regional grower groups and state statutory organisations.
- Key Australian citrus industry personnel, including packers, commercial providers, exporters, retailers, marketers, supply chain members, researchers and extension officers, and industry development officers (IDOs) / CITTgroups Australia coordinators.
- Government departments in all states and territories, including primary industries, agriculture, research, plant health and biosecurity.
- Funding bodies, in particular Horticulture Australia Limited (HAL).
- Media
  - regional and metropolitan
  - specialist publications (horticulture, agriculture, farming, rural)
- Key Australian Federal and State Ministers, and key citrus electorate Members of Parliament (MPs).
- Horticultural and food industries.
- International key citrus production countries.

## **General**

- Local government authorities that are within the major citrus production areas in Australia.
- Interested public.
- Educational institutions.
- Community groups.

## Communication Audience Analysis

Audience	Description	Needs	Means
<b><u>SPECIFIC</u></b>			
Australian commercial citrus growers	ACG represents growers on a national level, state statutory organisations and grower organisations represent growers at a regional or state level. All communication activities should benefit the growers and therefore communication is mainly focussed on this group.	<ul style="list-style-type: none"> <li>- Understanding and input into the National Levy Program and IAC process</li> <li>- Depending on the grower and learning type, technical or easy to understand individual project information</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Information on current issues affecting the industry</li> <li>- Best practice advice</li> <li>- Reports and updates of citrus projects</li> </ul>	Direct communication CITTgroups Australia Printed material Magazines and newsletters Websites Conferences and forums Media releases
ACG, regional grower organisations and state statutory organisations	This group delivers and receives communications. The information pathway should occur in a circular flow whereby information is continuously provided, acted upon and feedback is received. This group should be aware of all communication activities.	<ul style="list-style-type: none"> <li>- Understanding and input into the National Levy Program and IAC process</li> <li>- Technical information regarding projects</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Information on current issues affecting the industry and proposed solutions</li> <li>- Horticulture Australia Limited (HAL) information</li> <li>- Information affecting the various organisations</li> <li>- Partnership information</li> </ul>	This group should utilise all communication means.

Audience	Description	Needs	Means
<b>SPECIFIC</b>			
<p>Key Australian citrus industry personnel</p> <p>Commercial providers, exporters, retailers, marketers, supply chain members</p>	<p>Currently not enough communication is carried out with this group. As government departments become smaller industry relies more heavily on this group to contribute and deliver communication. The industry must develop new techniques to encompass the group.</p> <p>This group also retains a vast amount of information that the industry could not otherwise gain. By tapping into this group and providing the members with information and forming a strong communication link, industry should access this information.</p>	<ul style="list-style-type: none"> <li>- Understanding into the National Levy Program and IAC process (input is gained from some of this group via the IAC technical and marketing advisory panels)</li> <li>- Technical information regarding projects</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Information on current issues effecting the industry</li> <li>- Horticulture Australia Limited (HAL) information</li> <li>- Reports and updates from citrus projects</li> </ul>	<p>Magazines and newsletters</p> <p>Websites</p> <p>CITTgroups Australia</p> <p>Annual Conference</p> <p>National Citrus Liaison Meeting</p> <p>Email</p> <p>Direct contact</p> <p>As needs meetings</p> <p>Media releases</p>
<p>Researchers, extension officers, industry development officers (IDOs), CITTgroups Australia coordinators</p>	<p>This group is largely important in terms of producing the information that is needed to be communicated.</p> <p>There are many in this group that are linked to 'regional citrus organisations' and 'state statutory organisations' and will receive communication through that avenue too.</p> <p>This group are the primary research and communication tools. The industry must develop the group to allow for communication contributions and delivery. Currently the industry liaises effectively, however a national focus is needed.</p>	<ul style="list-style-type: none"> <li>- Understanding and input (where appropriate) into the National Levy Program and IAC process</li> <li>- Technical information regarding projects</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Information on current issues effecting the industry</li> <li>- Horticulture Australia Limited (HAL) information</li> <li>- Reports and updates from citrus projects</li> </ul>	<p>Magazines and newsletters</p> <p>Websites</p> <p>CITTgroups Australia</p> <p>Annual Conference</p> <p>National Citrus Liaison Meeting</p> <p>Email</p> <p>Direct contact</p> <p>As needs meetings (CITTgroups Australia coordinators have a bimonthly teleconference and an annual face-to-face)</p> <p>Media releases</p>



Audience	Description	Needs	Means
<b>SPECIFIC</b>			
Government departments	<p>Some of this group are covered in communications to 'key Australian citrus industry personnel'. The group is primarily made up of the primary industries and agricultural state government departments.</p> <p>Government Ministers are also a part of the group, their needs are met differently through reporting, however other communication means are supplied to ensure transparency of the industry. This is stated later in the analysis under 'Key Australian federal and state Ministers'.</p> <p>The group also includes partnerships, for example Plant Health Australia or Biosecurity Australia.</p>	<ul style="list-style-type: none"> <li>- Understanding and input (where appropriate) into the National Levy Program and IAC process</li> <li>- Technical information regarding appropriate projects</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Understanding of citrus industry decisions</li> <li>- Information on current issues effecting the industry</li> <li>- Information from the various grower organisations</li> </ul>	<p>Magazines and newsletters</p> <p>Websites</p> <p>Annual Conference</p> <p>Email</p> <p>Direct contact</p> <p>National Citrus Liaison Meeting</p> <p>As needs meetings</p> <p>Media releases</p>
Funding bodies	<p>This group is primarily made up by Horticulture Australia Limited (HAL), who collect and manage distribution of the national citrus levy.</p> <p>HAL is an important audience in terms of ensuring the organisation is aware of the needs of industry.</p> <p>A major factor of communication with HAL is to guarantee it is factual and gets to the right person.</p> <p>There is a further need by the industry to develop closer relations with the HAL staff to ensure information is directed to the right person, this is covered under 'Future directions' of this document.</p>	<ul style="list-style-type: none"> <li>- Understanding and input into the National Levy Program and IAC process</li> <li>- Technical information regarding projects</li> <li>- Understanding and awareness of citrus industry services and activities</li> <li>- Understanding of citrus industry decisions</li> <li>- Information on current issues effecting the industry</li> <li>- Information regarding the various grower organisations</li> </ul>	<p>Magazines and newsletters</p> <p>Websites</p> <p>Annual Conference</p> <p>National Citrus Liaison Meeting</p> <p>Email</p> <p>Direct contact</p> <p>Regular committee meetings</p> <p>Media releases</p>

Audience	Description	Needs	Means
<b>SPECIFIC</b>			
Media	<p>Media has been defined in two categories:</p> <ul style="list-style-type: none"> <li>- regional and metropolitan</li> <li>- specialist publications</li> </ul> <p>This is generally because the majority of communications that the citrus industry releases is technical and citrus industry specific; however, occasionally the information is appropriate for the wider community and will be pertinent for general media.</p>	<p>Regional and metropolitan</p> <ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry</li> <li>- Awareness of citrus industry services and activities</li> <li>- Information on citrus industry current issues specifically effecting the wider communication</li> <li>- Big picture outcomes of major projects</li> </ul> <p>Specialist publications</p> <ul style="list-style-type: none"> <li>- Understanding and awareness of the National Levy Program and technical information regarding projects</li> <li>- General understanding of the Australian citrus industry</li> <li>- Awareness of citrus industry services and activities</li> <li>- Detailed information regarding citrus industry issues</li> <li>- Detailed information regarding major project outcomes</li> </ul>	<p>Media releases</p> <p>Email</p> <p>Direct contact</p> <p>Magazines and newsletters</p> <p>Websites</p>

Audience	Description	Needs	Means
<b>SPECIFIC</b>			
Key Australian federal and state Ministers, and key citrus electorate Ministers of Parliament (MPs)	An important aspect of communications with this group is relationship building to ensure information methods are conducted in a two-way procedure. Relationship building will also aid to raise awareness and grow the citrus profile. As some of the citrus industry decision and policy making must take place through government departments and therefore with ministerial approval, a certain amount of communication must exist.	<ul style="list-style-type: none"> <li>- Relationship building</li> <li>- Understanding and awareness of the National Levy Program and the HAL process</li> <li>- General understanding of the Australian citrus industry</li> <li>- Awareness of citrus industry services and activities</li> <li>- Detailed information regarding citrus industry issues</li> </ul>	Email Media releases Direct contact As needs meetings Magazines and newsletters Websites Annual Conference
Horticultural and food industries	The Australian horticultural and food industries must work together to present a united front to the rest of the world. As the Australian industries are often smaller than those industries in the rest of the world, by working together funding can be pooled and promotions implemented simultaneously.	<ul style="list-style-type: none"> <li>- Understanding and awareness of the National Levy Program and the HAL process</li> <li>- General understanding of the Australian citrus industry</li> <li>- Awareness of citrus industry services and activities</li> <li>- Detailed information regarding citrus industry issues</li> <li>- General information regarding major project outcomes</li> </ul>	Email Media releases Direct contact As needs meetings Magazines and newsletters Websites Annual Conference
International key citrus production countries	Australian citrus is exported to over 30 countries; the Australian industry actively seeks to expand opportunities through beneficial relationships with international competitors. These relationships aid a coordinated approach to export and sharing of research and development.	<ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry</li> <li>- Understanding of citrus industry decisions</li> <li>- Awareness of citrus industry services and activities</li> <li>- General information regarding citrus industry issues</li> <li>- Technical information regarding project outcomes where appropriate</li> <li>- General information regarding major project outcomes</li> </ul>	Email Direct contact As needs meetings through delegations and study tours Magazines and newsletters Websites Annual Conference

Audience	Description	Needs	Means
<b>GENERAL</b>			
Local government authorities, within the major citrus production	Local government authorities provide support for the citrus industry in the regional areas.	<ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry, in particular regional industry</li> <li>- General information regarding citrus industry issues</li> </ul>	Media releases As needs meetings Websites
Interested public	The general public can be consumers of citrus, contributors to the industry (labour), or professionals with related interests (health, Australian marketers).	<ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry</li> <li>- General information regarding citrus industry issues</li> <li>- Information regarding project outcomes where appropriate</li> </ul>	Media releases Websites Direct contact
Educational institutions	The promotion of youth in the industry and further education of existing industry personnel is basically performed by this group. Educational institutions include primary and secondary schools, tertiary and adult education services.	<ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry</li> <li>- General information regarding citrus industry issues</li> <li>- Information regarding project outcomes where appropriate</li> </ul>	Media releases Websites Direct contact Annual Conference
Community groups	Directly related to the 'interested public' group, this group can be made up of a range of interests but can ultimately assist in the promotion of the citrus industry.	<ul style="list-style-type: none"> <li>- General understanding of the Australian citrus industry</li> <li>- General information regarding citrus industry issues</li> <li>- Information regarding project outcomes where appropriate</li> </ul>	Media releases Websites Direct contact

## **Communication Tools**

There are a variety of ways to communicate. The Australian citrus industry have utilised many of them, in particular direct communication (verbal), presentations, meetings, printed material (magazines, newsletters, manuals, reports), websites, conferences and forums, media releases, electronic media, organisation materials (hats, t-shirts, bags, incentive items), and partnerships.

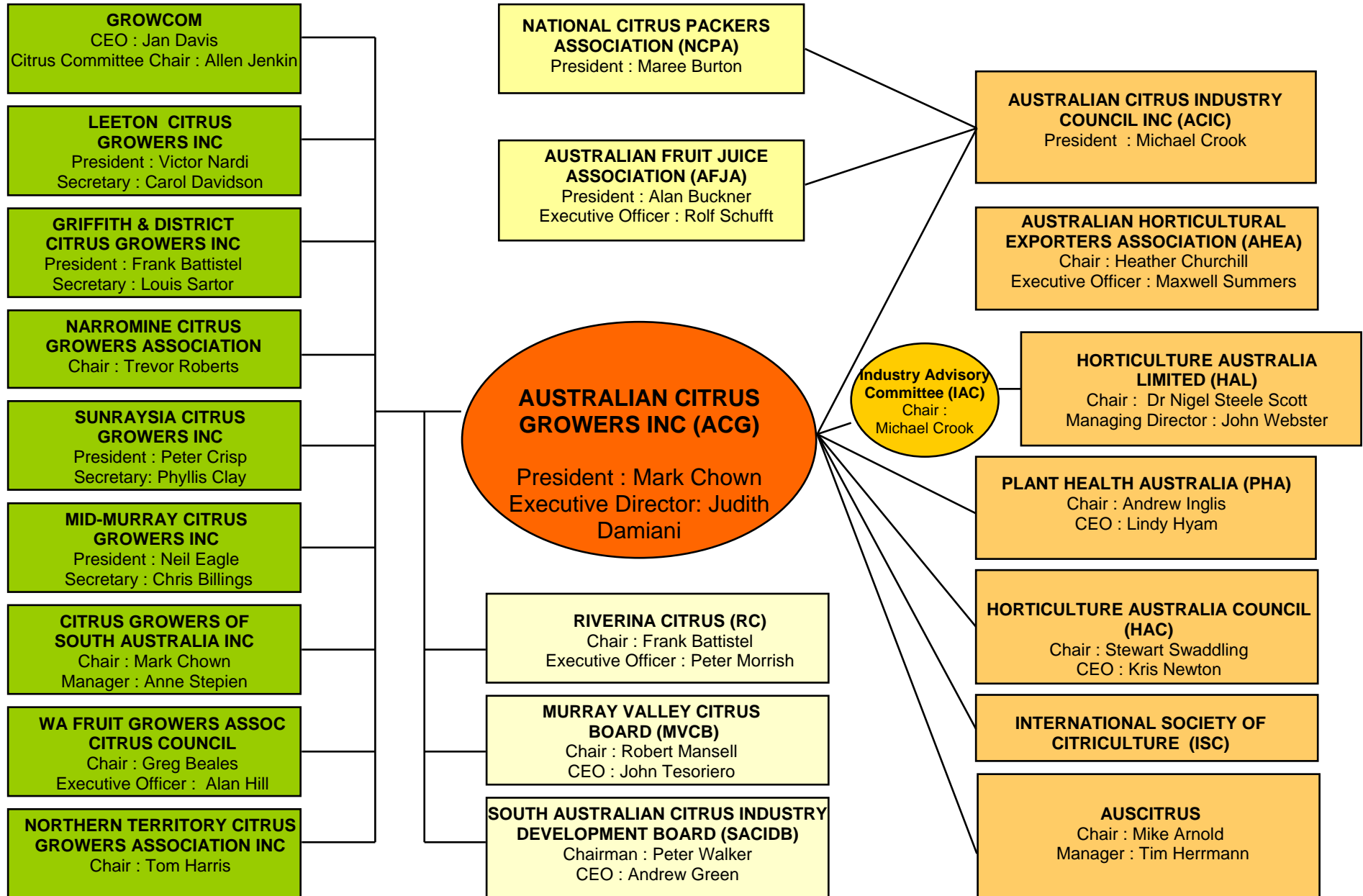
### **Direct communication (verbal)**

The communication of information by direct verbal contact is important to most audiences of the citrus industry. It is of particular importance and a primary tool for grower organisations, commercial growers, and citrus industry personnel, as direct communication is part of the horticulture culture and provides a quick reference service. Decreasing staff numbers in government departments have meant that the industry organisations have taken a greater role in direct communication and all staff must participate.

The focus of this tool is citrus industry organisations, the aim is to:

- Provide quick and easily comprehended answers to questions.
- Provide a referral to professional and technical staff on matters of substance.
- Provide a redirection service for information better obtained from other sources.
- In the instance of direct communication at events like CITTgroups Australia meetings or conference presentations, direct communication may take the form of in-depth discussion or presentation and distribution of information and materials.
- Encourage the use of communication tools (magazines, newsletters, websites, CITTgroups Australia).

**Australian citrus industry flow chart**



## Australian citrus industry grower organisations

<b>Grower Organisations</b>					
<b>Organisation</b>	<b>Name</b>	<b>Title</b>	<b>Address</b>	<b>Telecommunications</b>	<b>Region and status</b>
Australian Citrus Growers (ACG)	Mark Chown Judith Damiani	President Executive Director	PO Box 5091 Mildura VIC 3502 Level 1, 51 Deakin Ave Mildura	P 03 5023 6333 F 03 5023 3877 admin@australiancitrusgrowers.com www.australiancitrusgrowers.com	National grower organisation
South Australian Citrus Industry Development Board (SACIDB)	Peter Walker Andrew Green	Chairman CEO	GPO Box 2216 Adelaide SA 5001 148 Hindley Street Adelaide	P 08 8211 8056 F 08 8212 3201 citrusboard@adelaide.on.net	Riverland state statutory organisation
Citrus Growers of SA (CGSA)	Mark Chown Anne Stepien	Chairman Manager	7 Wilson Str Berri SA 5343	P 08 8582 1561 F 08 8582 3513 cgsa@riverland.net.au	Riverland grower organisation
Griffith & District Citrus Growers (GDCG)	Frank Battistel Louis Sartor	President Secretary	PO Box 1489 Griffith NSW 2680	P 02 6963 0052 F 02 6964 1756	Riverina grower organisation
Growcom			Floor 1 385 St Paul's Terrace Fortitude Valley QLD 4006	P 07 3620 3874 F 07 3278 2480 www.growcom.com.au	Queensland grower organisation
Horticulture Australia Limited (HAL)	Ross Skinner	Industry Services Manager	PO Box 5042 Mildura VIC 3502	P 03 5022 1515 ross.skinner@horticulture.com.au www.horticulture.com.au	National funding body
Leeton Citrus Growers (LCG)	Victor Nardi Carol Davidson	President Secretary	PO Box 375 Leeton NSW 2705	P 02 6953 4475 F 02 6953 4475	Riverina grower organisation
Mid-Murray Citrus Growers (MMCG)	Neil Eagle Chris Billing	President Secretary	PO Box 1 Barham NSW 2732	P 03 5453 2193 F 03 5453 2047	Murray Valley grower organisation

<b>Grower Organisations</b>					
<b>Organisation</b>	<b>Name</b>	<b>Title</b>	<b>Address</b>	<b>Telecommunications</b>	<b>Region and Status</b>
Murray Valley Citrus Board (MVCB)	Robert Mansell John Tesoriero	Chairman Chief Executive	PO Box 1384 Mildura VIC 3502 58 Pine Ave Mildura	P 03 5021 1890 F 03 5021 1905 www.mvcitrus.org.au	Murray Valley state statutory organisation
Narromine Citrus Growers (NCG)	Trevor Roberts	Chairman	'Mumblepeg' Narromine NSW 2821	P 02 6889 6130 F 02 6889 6138	Narromine grower organisation
NT Citrus Growers Association	Tom Harris	Chairman	PO Box 593 Humpty Doo NT 0836	P 08 8988 1870 F 08 8988 1870	Northern Territory grower organisation
Queensland Citrus Growers (QCG)	Nick Ulcoq Chris Simpson	President Executive Manager	PO Box 350 Brisbane Market QLD 4106	P 07 3379 3833 F 07 3379 3866 chris.simpson@qldcitrus.asn.au	Queensland grower organisation
Riverina Citrus (RC)	Frank Battistel Peter Morrish	Chairman Executive Officer	PO Box 1432 Griffith NSW 2680	P 02 6962 4333 F 02 6964 2285 www.riverinacitrus.com.au	Riverina state statutory organisation
Sunraysia Citrus Growers (SCG)	Peter Crisp Phyllis Clay	President Secretary	PO Box 420 Mildura VIC 3502 58 Pine Ave Mildura	P 03 5023 8205 F 03 5021 1905 scg@mvcitrus.org.au	Murray Valley grower organisation
WA Fruit Growers Association Citrus Council (WAFGA CC)	Greg Beales Rob McFerran	Chairman Executive Officer	MP 96 Market City 280 Bannister Road Canning Vale WA 6155	P 08 9455 2075 F 08 9455 2096	Western Australia grower organisation



## Citrus industry communication personnel

Extension officers and industry development officers (IDOs) also are major contributors to the direct communication strategy. Communication personnel develop and utilise the communication means outlined in this strategy, they are the frontline of communication for the industry.

Name	Organisation	Position	Telecommunications	Region
Lee Byrne	ACG	Communications Manager	P 03 5023 6333 E lee.byrne@australiancitrusgrowers.com	National
Kym Thiel	CGSA	IDO	P 08 8582 1546 E citido@riverland.net.au	Riverland
Tony Filippi	MVCB	IDO	P 03 5021 1890 E tony@mvcitrus.org.au	Murray Valley
Anthony Macri	RC	IDO	P 02 6962 4333 E anthony@riverinacitrus.com.au	Riverina
Gavin Foord	WAFGA CC	IDO	P 08 9368 3551 E gfoord@agric.wa.gov.au	Western Australia
Helen Ramsey	WA Dept of Ag	Development Officer	P 08 9733 7777 E hramsey@agric.wa.gov.au	Western Australia
Sandra Hardy	NSW DPI	District Horticulturist	P 02 4348 1916 E sandra.hardy@dpi.nsw.gov.au	NSW Central and North Coast
Steven Falivene	NSW DPI	Extension Officer	P 03 5027 4409 E steven.falivene@dpi.nsw.gov.au	Murray Valley
Andrew Creek	NSW DPI	Extension Officer	P 02 6960 1312 E andrew.creek@dpi.nsw.gov.au	Riverina

**Australian Government departments** (head office is listed where possible)

<b>Organisation</b>	<b>Contact details</b>	<b>Status</b>
New South Wales Department of Primary Industries (NSW DPI)	Locked Bag 21 161 Kite Street Orange NSW 2800 P 02 6391 3100 F 02 6391 3336 E nsw.agriculture@agric.nsw.gov.au W www.agric.nsw.gov.au	state government department
South Australian Research and Development Institute (SARDI)	P 08 8303 9419 F 08 8303 9424 W www.sardi.sa.gov.au	state government department
Primary Industries and Resources South Australia (PIRSA)	Bookpurnong Road Loxton SA 5333 P 08 8595 9100 F 08 8595 9199 W www.pir.sa.gov.au	state government department
Queensland Department of Primary Industries and Fisheries (QDPI&F)	P 07 3404 6999 F 07 3404 6900 W www.dpi.qld.gov.au	state government department
Northern Territory Department of Primary Industry, Fisheries and Mines (DPIFM)	GPO Box 300 Darwin NT 0801 P 08 8999 5511 F 08 8982 1725 E info.dpifm@nt.gov.au W www.nt.gov.au/dpifm	state government department
Western Australia Department of Agriculture (WA Dept of Ag)	3 Baron-Hay Court South Perth WA 6151 P 08 9368 3333 F 08 9368 1205 W www.agric.wa.gov.au	state government department
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	P 1300 363 400 E enquiries@csiro.au W www.csiro.au	Australian Government department
Department of Foreign Affairs and Trade (DFAT)	RG Casey Building John McEwen Crescent Barton ACT 0221 P 02 6261 1111 F 02 6261 3111 W www.dfat.gov.au	Australian Government department
Department of Agriculture, Fisheries and Forestry (AFFA)	Edmund Barton Building Broughton Street, Barton GPO Box 858 Canberra ACT 2601 P 02 6272 3933 W www.affa.gov.au	Australian Government department
Australian Quarantine and Inspection Service (AQIS)	Freecall (Australia) 1800 020 504 P 02 6272 3933 W www.daff.gov.au	Australian Government department

## **Presentations**

Usage of presentations is associated with direct communication. Presentations are conducted at conferences, forums, meetings and seminars, this tool provides an opportunity for the direct delivery of information and exposure of the human face of what otherwise is seen as a produce industry.

This is achieved through:

- Availability by citrus industry personnel to undertake speaking engagements at professional events.
- Consultation between presenters and the audience to ensure content and timing is acceptable.

Consult the 'Guidelines for Presentations' document (Appendix 1) to ensure presentations are effective.

## **Display Material**

Display material is mostly used by government departments and communication personnel. It is a communication tool which quickly and effectively delivers information in an eye-catching pictorial manner. There are different types of display material which are used frequently to extend research and development project outcomes and information.

- Poster: designed to emphasise one key idea and clearly demonstrate it; visual presentation, little detail.
- Reference Chart: designed for work areas to provide an easy reference guide; detailed/specific information or procedures.
- Research Summary: one page outlining research; background, materials, methods, results, conclusions and recommendations.

Consult the 'Guidelines for Display Material' (Appendix 2) to ensure display material is effective.

## CITTgroups Australia

The CITTgroups Australia project is funded through the national levy program and HAL, and is managed by ACG. The project is implemented in all the major citrus production areas through grower organisations and government departments. Part-time coordinators organise regional groups, presentations, study tours and events. CITTgroups Australia is a major component of the communications strategy; incorporating direct communication and presentations.

The focus of CITTgroups Australia is:

- To raise awareness and understanding of the national levy program.
- Deliver industry information material.
- Provide a forum for growers to gain detailed information and discussion on issues concerning the citrus industry.

<b>CITTgroups Australia Coordinator</b>	<b>Organisation</b>	<b>Telecommunications</b>	<b>Region</b>
Lee Byrne	ACG	P 03 5023 6333 E lee.byrne@australiancitrusgrowers.com	Project Manager
Kym Thiel	CGSA	P 08 8582 1546 E citido@riverland.net.au	Riverland
Tony Filippi	MVCB	P 03 5021 1890 E tony@mvcitrus.org.au	Murray Valley
Anthony Macri	RC	P 02 6962 4333 E anthony@riverinacitrus.com.au	Riverina
Sandra Hardy	NSW DPI	P 02 4348 1916 E sandra.hardy@agric.nsw.gov.au	NSW Central and North Coast
John Owen-Turner	Consultant	P 07 4129 5217 E johnot@mpx.com.au	Queensland
Megan Connelly	DBIRD	P 08 8999 2283 E megan.connelly@nt.gov.au	Northern Territory
Gavin Foord	WAFGA CC	P 08 9368 3551 E gfoord@agric.wa.gov.au	Western Australia

## **Printed Material**

A large number of both the specific and general audiences will continue to rely on printed material. Many growers do not have easy access to the Internet or the ability to attend presentations, and others prefer information in the printed form. Major national levy program outcomes and results need to be supplied in the printed format, as to do detailed discussion of major citrus issues, best practice recommendations, and industry progress. The main aim of this tool is to make information broadly available to identified audiences.

In establishing this strategy it has been necessary to set priorities for the production of printed material. Often levy funding cannot cover the production of hard copy, therefore printed material is often a summary and redirection to further information.

The products identified can be categorised in two levels:

### *Essential or core publications*

- Peak industry body publications: Australian Citrus News (ACN), Citrus Insight, ACG Member's Newsletter, Communications Network newsletter, Citrus World News
- Regional publications: MVCB Citrep, RC newsletter, WAFGA newsletter, NTHA newsletter, CGSA updates, CBSA newsletter
- Peak industry body, regional grower organisations and state statutory organisations: annual reports and strategic plans.
- Final Reports, available through HAL and promoted by ACG.

### *Discretionary publications with the option of website publishing only or incorporating into core publications*

- Growing manuals
- Technical information sheets as provided by government departments and commercial providers, all levy invested projects which have a tangible outcome must create a fact sheet.
- Season update information
- National levy program reports and updates

<b>Publication Title</b>	<b>Publisher</b>	<b>Telecommunications</b>	<b>Distribution</b>	<b>Published</b>
Australian Citrus News	ACG	P 03 5023 6333	Mail out: commercial citrus growers and subscription	Bimonthly
Citrus Insight	ACG	P 03 5023 6333	Mail out: commercial citrus growers and subscription	Annually
ACG Member's Newsletter	ACG	P 03 5023 6333	Email, fax and mail out: ACG board, members, associates, CITTgroups Australia coordinators, IAC advisory panels	Fortnightly restricted access
Communications Network Newsletter	ACG	P 03 5023 6333	Email: ACG board, members, associates, CITTgroups Australia coordinators, IAC advisory panels, researchers, extension officers, commercial providers	Monthly
Citrus World News	ACG	P 03 5023 6333	Email: ACG board, members, associates, CITTgroups Australia coordinators, IAC advisory panels, researchers, extension officers, commercial providers, commercial citrus growers, AHEA	Weekly restricted access
Season Update	ACG	P 03 5023 6333	Fax, email, ACG website: subscription	Monthly
CGSA News	CGSA	P 08 8582 2055	Mail out: regional growers, industry	Quarterly
Cit Rep	MVCB	P 03 5021 1890	Mail out: regional growers, industry	Quarterly
CBSA Newsletter	CBSA	P 08 8211 8056	Mail out: regional growers, industry	Weekly
Citrus Board News	MVCB	P 03 5021 1890	Fax out: regional growers, industry	Weekly
Citnews	RC	P 02 6962 4333	Mail out: regional growers, industry	Monthly
Coastal Fruitgrowers' Newsletter	NSW DPI	P 02 4348 1916	Mail out: regional growers, industry	Quarterly
WA Fruitgrowers News	WAFGA	P 08 9455 2075	Mail out: regional growers, industry	Monthly
NTHA News	NTHA	P 08 8983 3233	Mail out: regional growers, industry	Bimonthly
Fruit and Vegetable News	Growcom	P 07 3620 3844	Mail out: regional growers, industry	Monthly
Packers Newsletter	SARDI	P 08 8303 3233	Email: packers, industry	Quarterly
Hortlink	HAL	P 02 8295 2300	Mail out: industry	Quarterly
Auscitrus	Auscitrus	P 5027 4411		Quarterly

## **Websites**

It is critical that the industry websites be kept up-to-date and informative. All audience groups will access the website for specific information. Due to restricted funding website publication is becoming more heavily relied upon, this means that publishers must produce information to suit the format and encourage usage of the website.

The strategy for the industry websites is to:

- Provide comprehensive sources of Australian citrus industry information.
- Ensure up-to-date publication of information, in particular national levy program outcomes and summaries, best practice advice, key contact information, details and discussion of citrus issues, and grower organisations' activities and services.
- Present material in an accessible and appropriate downloadable form.
- Provide electronic access to all current and recent printed material (except in cases of confidential or copy write information).

## **Conferences and Forums**

An annual conference is held by ACG in a major citrus production region each year, this conference encompasses ACG business information, tours of the host region, best practice information and relevant speakers (national and international). ACG also occasionally holds forums throughout the major citrus production areas on an as needs basis. Regional and state statutory organisations hold annual general meetings to inform grower members of activities, services and proposed projects.

These events are publicised beforehand to encourage attendance, and information is reported after in publications, websites and media.

The aims of these events are to:

- Engage with the Australian citrus community to network.
- Provide a forum for discussion of issues.
- Present national levy program information.
- Increase awareness of grower organisations' services and activities.
- Provide information on national and international new technologies and best practice advice.
- Increase media coverage of issues and achievements within the Australian citrus industry.
- Increase public recognition of the positives/benefits in the Australian citrus industry.

## **Media Releases**

The media is both an audience and means of communication. It is particularly important as a means of communicating to growers and citrus industry personnel who may not tap into other communication tools, and to general audience members such as the broader community, government departments, and educational institutions.

The main aims of the media component of this strategy is to:

- Proactively promote Australian citrus industry activities, appropriate issues and solutions.
- Proactively deliver information concerning citrus industry initiatives and achievements.
- Provide opportunities for citrus industry personnel to gain media exposure on industry decisions.
- React to media queries in a prompt and positive manner.
- Support the delivery of general interest citrus information to regional and metropolitan media.
- Provide regular national levy program outcomes and updates to specialist media outlets where appropriate.

Consult the 'Guidelines for Media' (Appendix 3) to produce effective media releases and efficiently deal with media inquiries and interviews.

Consult the ACG Communications Manager for media contacts.

## **Electronic Media**

This manner of communication can take the form of emails or faxes. The main aim of electronic media is to provide fast and efficient direct printed information (ACG Member's Newsletter, World Citrus News Update and some regional newsletters are faxed and emailed), usually between citrus industry organisations or general inquiries.

## **Citrus Industry Materials**

This includes all grower organisations' banners, promotional material, incentive items, templates and stationery; these communication tools can also include other resources such as publications, presentations and websites.

The main aim for these components is to raise the citrus industry profile, brand the industry and provide contact details.

ACG, with funding from the national citrus levy, has developed a national citrus industry pack, titled 'Australian Citrus: Global, Sustainable, Innovative' that includes a booklet, DVD and PowerPoint presentation. The pack is available free of charge to all Australian citrus industry personnel.



## **Partnerships**

The Australian citrus industry is in partnership with a number of organisations through the peak national body, including member and associate organisations, HAL, Plant Health Australia, Biosecurity Australia, and in essence the research organisations that implement the national levy program. State statutory organisations also retain partnerships with packers, processors, research departments and private consultants.

These organisations provide good communication opportunities such as:

- Newsletters and websites
- Meetings, forums and events

## **Evaluation**

Evaluation of communication programs are difficult as the majority of the information produced aims to create change in attitudes or behaviour, as associated with 'adoption' or 'technology transfer' of outcomes. Measurement of change can be a challenging process, especially if evaluation is not built into the communication process from the beginning.

There are two simple reasons for conducting an evaluation:

- To gain direction for improving a project as it is developing
- To determine a project's effectiveness after it has had some time to produce results

## **A process for evaluation**

Principles (source: [www.econnect.com.au](http://www.econnect.com.au))

- Evaluation should be practical – methods chosen should reflect real-world considerations such as availability of resources and skills; the methods should be simple enough for anyone to administer.
- Evaluation should be proactive – evaluation should be built into the development of the communication program from the beginning; it should also be on-going throughout the program so that problems can be rectified and activities improved or redirected when needed.
- Evaluation should have a clear purpose – evaluators need to have a clear vision of how their results will be used to improve their communication efforts and/or develop new communication programs.
- Evaluation should be a shared responsibility – communicators, researchers, managers, research partners and stakeholders should all share responsibility for evaluation.

## **Existing evaluation**

Some of the communication tools listed in this strategy have existing evaluation methods attached:

- Australian Citrus News/Citrus Insight – biannual readership survey
- CITTgroups Australia – participant surveys where appropriate, there is to be a national evaluation process to be developed for the new project starting in July 2005
- The Communications Manager position is regularly evaluated by ACG management.
- IDOs and government department communication positions are regularly evaluated. The IDO program is currently undergoing a national evaluation through HAL.
- ACG Annual Conference is evaluated following each conference with a survey.

## **Evaluation future directions**

Suggestions for the Citrus Industry Communications Strategy future evaluations:

- Regular industry communication focus groups (not just grower focus groups), this could be incorporated into the National Citrus Liaison Meeting.
- Media monitoring to ensure industry releases and comments are utilised and responded to.
- A full communications evaluation should be implemented into the Communications Manager project.

## **Creating a Communication Plan**

When developing a project proposal, consult this strategy for communication planning. This should be done through the development of relationships between researchers and extension officers, including commercial providers. Do not reinvent the wheel, if a communication tool already exists use it.

The following steps will aid development of project proposals and ensure implementation of this strategy.

### **1. Objective**

Plan measurable communication objectives for your project/program, for example, technology transfer or information exchange. These objectives should be aligned with the IAC Strategic Plan, available on the ACG website: [www.australiancitrusgrowers.com](http://www.australiancitrusgrowers.com).

### **2. Audience**

Consult the 'Audience Analysis' in this document, consider which sectors you need to contact as part of your project. Plan your communication objectives and tools to meet your audience's communication needs.

### **3. Communication Tools**

Detail which Communication Tools you will use and how, consult the 'Communication Tools' section of this document. These tools should align with your targeted audience. Consult the Communications Manager, a regional communications personnel or a CITTgroups Australia coordinator, especially if you use an existing communication tool such as regional newsletters, ACN or CITTgroups Australia.

### **4. Budget**

Ensure your budget includes communication, if you are going to use a tool such as CITTgroups Australia make sure you include travel and accommodation expenses.

### **5. Evaluation**

Evaluate your communication as well as the outcomes of your project. Have you used appropriate tools to contact the targeted audience? Some types of tools are evaluated internally such as CITTgroups Australia or ACN – research this evaluation to ensure your project outcomes are appropriately placed.

## Appendix 1

# Guidelines for Presentations

### What is a presentation?

A process where a presenter imparts information to an audience.

### Important points

- A good powerpoint presentation is a tool to aid the presenter; it is not the presentation in itself.
- Do not go over the allotted time; it is unfair to other presenters and illustrates poor presentation skills. Allow time for questions and answers.
- Avoid having too many slides for the allocated time, 20 slides for a 20 minute presentation are too much (try a maximum of 12).
- All slides should support the presentation and principal points.
- Do not use long lists or text that you intend to read to the audience. They can read!

### Planning

- Ensure information is accessible to the audience, handouts are complete and visual aids work.
- Who is your audience?
- What do you want to give the audience? What do your audience want?
- Set an outline and prioritise content.
- Use outline notes rather than full text.
- Provide a clear 'take home message'.
- Provide oral or visual summaries.

### Style

- Use a consistent layout with a planned scheme for colour and font throughout the slides.
- Ensure the background does not clash or become distracting.
- Fancy or white writing is hard to read.
- Use white spacing

### Colours

- Use a contrasting colour scheme to make information stand out.
- 7 – 11% of men are red/green colour blind; avoid using these colours too much.

### Font

- Use a sans serif font, for example Helvetica or Arial, as these are easier for the audience to read. Do not use Serif fonts (with flourishes), such as Times New Roman.
- Use a minimum font size of 24 points. Use 44 – 40 point for Headings, 36 – 22 points for main bullets and 28 – 24 for sub-bullets.

### Capitals and Italics

- Capital letters are HARDER TO READ. Use them for emphasis or acronyms.
- Italics can be used in "quotes" or to highlight.
- Use capitals and italics consistently.

### Bullet Points

- Do not crowd slides with text. Bullet points are more effective and easier to read.
- Avoid data overkill. Use a small number of key points well.
- Try to keep each bullet to one line.
- Minimise the number of bullet points per slide, do not exceed eight lines of text.

### Images

- Use of images is an excellent way to get across a message, but make them large.
- Ensure images are clear and not blurred.
- Do not distort the image, use high quality images.

### Graphs

- Do not use three-dimensional graphs, especially bar/pie charts.
- Keep colour coding consistent across graphs.
- Ensure lines are thick enough to be seen from a distance.
- Ask yourself whether a table would be better.

### Tables

- Do not put too much information in tables. Break them up or just emphasise the key points (include details in your handouts).
- Do not clutter tables. Only use horizontal lines. Use spacing to enhance the visual appeal.
- Ensure all tables are consistent.
- Ask yourself whether a graph would be better.

### Collated and edited by Lee Byrne, Communications Manager Australian Citrus Growers (ACG) 2005

Information for these guidelines has been sourced from: Version 1.0, 12th October 2003.

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## Appendix 2

# Guidelines for Display Material

### Definitions

Poster: Designed to emphasise one key idea and clearly demonstrate it; visual presentation, little detail.

Reference Chart: Designed for work areas to provide an easy reference guide; detailed/specific information or procedures.

Research Summary: One page outlining research; background, materials, methods, results, conclusions and recommendations.

### Style

- The main aim of display material is simplicity.
- Use visual aids rather than text to convey ideas.
- Use graphs charts and/or tables to show results.
- Keep visual materials simple and clear to allow readability from a distance.
- Ensure information is set out in an easy to follow sequence.

### Content

- DO NOT use a technical paper for content in display material.
- Rely sparingly on printed text; graphs, charts, tables and pictures should be used to communicate information where possible.
- Focus selectively on major findings.
- Conclude with a concise statement of central findings.
- Consider providing a handout sheet for additional take home information.
- Headings should be short, catchy, one line and as few words as possible.
- Text should be clear, short, and written for a varied audience.
- Use the KISS principle, 'Keep It Simple Stupid'.
- Dates, figures and statistics will age display material quickly.
- Ensure contact details are included.

### Colour

- Simple use of colour adds effective emphasis; a large or bright spot will draw the eye to important information.
- Restrict colours to two or three.
- Choose a muted background colour as bold or bright colours make text harder to read.
- Be aware of colour combinations that clash.

### Text

- 18 point font size minimum for body text.
- The bigger the better sized font for titles.
- Use no more than two different fonts.
- Avoid italics and elaborate script fonts.
- Use bold or a larger size of lettering to achieve emphasis.
- Print large blocks of text in black only; colours may be used for titles and headings, but choose ones that are easy to read.
- Capitals and lower-case letters in combination are much easier to read than all capitals.
- Use bullet points
- Use a sans serif font, for example Helvetica or Arial, as these are easier for the audience to read. Do not use Serif fonts (with flourishes), such as Times New Roman.

### Spacing

- Recommended usage of space: 20% text, 40% graphics and 40% white space.
- Use white space to break up text for a visually appealing format; use blank space to divide elements of the display.

### Images, diagrams and tables

- Wherever possible, use visual aids rather than text to communicate ideas: photographs, drawings, tables, charts, and graphs.
- Well chosen images, diagrams and tables can attract attention, provide impact and effectively deliver the message.
- Images should be clear and sharp. Place them high on the display board for maximum impact.
- Enlarge all photos enough for pertinent details to be clearly evident.
- Make all illustrations simple and bold.
- Diagrams and tables should be of a size that can be read three feet away.
- Convert tabular material to a graphic display if possible. Try scatter plots, bar graphs, or triangular diagrams.

**Collated and edited by  
Lee Byrne, Communications Manager  
Australian Citrus Growers (ACG) 2005**

**Gavin Foord, Development Officer – Citrus  
WA Department of Agriculture 2005**

## Appendix 3

# Guidelines for Media

**Be aware of your organisation's media policies and networks.**

### Media Releases

- Allows the correct facts to be stated, enables consistency in the message and ensures audiences are targeted.
- Short and to the point, restrict to one page.
- Check with your organisation's Media Liaison person before releasing.

### Planning

- Find the hook or angle of the story – why is the story of interest to the media?
- What are the key findings and implications?
- Ensure availability to respond to media upon release, include contact details at the end.

### Audience

- Who is your audience?
- Provide regional examples and spokespeople.
- Use clear, simple language.
- Demonstrate the applicability, benefits and costs of the project.
- What is your 'take home message'?
- Gain supporting quotes from colleagues, collaborators, funding bodies and stakeholders.

### Content

- Write 'Media Release' and the date.
- One idea = one sentence = one paragraph. A sentence should be no more than 25 words.
- Avoid using industry jargon, spell out acronyms.
- The main point of the story should be in the first sentence/paragraph.
- Use an 'inverted pyramid' as a template, important information first and subsequent material in descending order of importance.
- Answer: who, what, where, when and how.
- Include your contact details.
- Include clear information about date, time and location if an event is associated.
- Use the full name and title of any person or organisation mentioned.
- Credit all funding bodies supporting the project.

### Images

- Provide high quality images and footage or suggest opportunities.

### Timing and Distribution

- Consider news deadlines of the target media.
- Research the manner in which the target media prefer distribution, email, fax or personal contact.

### Talking to the Media

- Are you the correct contact for this topic?
- Be aware of the media; read, watch and listen regional, national and horticultural focussed publications, TV and radio.
- Tailor your approach to suit the media outlet.
- Ensure your language suits the medium and the audience.

### Interview Techniques

- Ensure there are no interruptions, close the door and clear your desk
- Set three clear messages that you/your organisation want to get across.
- Keep to the facts, avoid opinion or speculation. Keep answers short and to the point.
- If you do not know the answer, say you do not know, do not make up answers.
- There is no such thing as off the record.

### Prepare!

- Note media type and journalist's name.
- Confirm topic and approach.
- Find out exactly what they want to know and ask questions.
- Check the deadline and ask to call back.
- Check relationship and contact with your organisation's Media Liaison person.
- Request copy of interview.
- Confirm format – news, feature, opinion, current affairs, talkback, live or recorded, studio or field.
- Brief yourself, prepare but do not learn

### Tricky Questions

- Acknowledge question
- Use bridging phrase
  - The main point is.....
  - The real issue here is.....
  - Before I get to that .....
  - Another way of looking at it .....

### Collated and edited by

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