

National Citrus Communications Program

Judith Damiani
Citrus Australia Limited

Project Number: CT10024

CT10024

This report is published by Horticulture Australia Ltd to pass on information concerning horticultural research and development undertaken for the citrus industry.

The research contained in this report was funded by Horticulture Australia Ltd with the financial support of the citrus industry.

All expressions of opinion are not to be regarded as expressing the opinion of Horticulture Australia Ltd or any authority of the Australian Government.

The Company and the Australian Government accept no responsibility for any of the opinions or the accuracy of the information contained in this report and readers should rely upon their own enquiries in making decisions concerning their own interests.

ISBN 0 7341 3186 0

Published and distributed by:
Horticulture Australia Ltd
Level 7
179 Elizabeth Street
Sydney NSW 2000
Telephone: (02) 8295 2300
Fax: (02) 8295 2399

© Copyright 2013



Horticulture Australia



Horticulture Australia

CT10024

(31/07/2013)

National Citrus Communications Program

Author(s): Judith Damiani et al

Citrus Australia Ltd



CT10024 National Citrus Communications Program

Project Leader:

Judith Damiani
Citrus Australia Ltd
PO Box 10336 Mildura Vic 3502
Ph (03) 5023 6333
Fax (03) 5023 3877
Email judith.damiani@citrusaustralia.com.au

Project Personnel:

Raylene Kemp, Project Administrator
Currie Communications (Service Provider – appointed August 2012)
John Back, Communications Manager (June 2011 – April 2012)
Susie Mills, Communications Consultant (ceased May 2012)

Statement of Purpose:

The purpose of this report is to provide an overview of key activities and outcomes relating to methods to maintain and improve the facilitation of national communications; improved coordination between regional and national industry development personnel; timely delivery and adoption of research outcomes; and, leadership in information management and exchange.

Funding Sources:

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 Citrus Australia, HAL and industry

Date of Report:

31 July 2013

Disclaimer:

Any recommendations contained in this publication do not necessarily reflect current HAL policy. No person should act on the basis of the contents of this publication, whether as to matters of fact or opinion or other content, without first obtaining specific, independent professional advice in respect of the matters set out in this publication.



Contents

Summary	4
Introduction	6
Background	6
Methodology	8
Results	8
Australian Citrus News	9
Website	10
Season Update.....	11
Annual Conferences.....	12
Other Activities	13
Communications Strategy	14
Review	14
Monitoring and Evaluation.....	14
Conclusion and Recommendations	15
Appendix A: Australian Citrus News Index	16
August / September 2010	16
October / November 2010.....	16
December 2010 / January 2011	16
February / March 2011	17
April / May 2011.....	18
June / July 2011.....	18
August / September 2011	19
October / November 2011	20
December 2011 / January 2012.....	20

February / March / April 2012.....	21
April / May / June 2012.....	21
June / July 2012.....	22
August / September 2012	22
October / November 2012.....	23
December 2012 / January 2013.....	24
February / March / April 2013.....	25
April / May 2013.....	25
June / July 2013.....	26

[Appendix B:](#) Citrus Australia 2011 Strategic Communications Plan

[Appendix C:](#) Communications Review (Currie Communications, October 2012)

[Appendix D:](#) Communications Evaluation – May 2013 (Currie Communications)

Summary

The aim of this project is to deliver and develop methods to maintain and improve the facilitation of national communications, improved coordination between regional and national industry development personnel, timely delivery and adoption of research outcomes, and leadership in information management and exchange.

Through the project, Citrus Australia Ltd has employed or contracted dedicated resources to assist in the implementation of required strategies to achieve the desired outcomes of the project.

Key outcomes of this project have included:

- Effective communication about the national levy program including input into the development of the industry annual report.
- Management of the industry publication *Australian Citrus News (ACN)* including editorial coordination with the publication's editor to assist with editorial direction, submission of reports and checking copy.

ACN remains the main print medium for the Australian citrus industry and with a readership of around 2,200 (approx.. 88% of which are growers) it continues to be very well regarded with 85% of growers surveyed considering the publication 'somewhat' or 'extremely' useful in providing information on production related matters (CT08012 Australian Citrus Industry Development Needs Assessment & Recommendations, deVos 2009).

- Redevelopment and maintenance of the industry website enabling the Australian citrus industry to access industry information, production resources, industry updates and general news.
- Development and implementation of a national levy payer database integrated into redeveloped and interactive industry website.
- Coordination, publication and distribution of *Season Update*, a monthly industry resource.
- Development and distribution of *Citrus eNews*, fortnightly e-newsletter on current industry projects and issues.
- Key role in the coordination of the citrus industry annual conference including preparation of all communication material including sponsorship proposals; delegates' registrations; conference program; ACN articles; conference proceedings; website updates; and, media releases.

During the life of this project, three annual conferences were held:

- Citrus Australia National Conference held in Hervey Bay, Queensland on 31 October to 3 November 2010;
- Citrus Australia National Conference held in Nuriootpa, South Australia from 23 to 26 October 2011; and,
- Citrus Australia National Conference held in Leeton, New South Wales from 21 to 24 October 2012.

A survey of delegates conducted following the conference in 2012 found that the three top reasons for attending the conference were 'networking', 'content' and 'speakers'. Overall, 88% of respondents rated the conference as "good" or "excellent".

- Review and update national citrus industry communications strategy.
- Production of e-bulletins, media releases and other publications.

Targeted and effective communication of key project outcomes of the new 5 year Australian Citrus Industry Strategic R&D Plan 2012-17 will be a major priority going forward and accordingly, strong collaboration and cross-linkages with the industry research and extension network and key industry program areas such as market development, market access, market information and biosecurity will be essential to ensure effective delivery of information.

Introduction

Citrus Australia Ltd is the peak industry body (PIB) representing Australian citrus growers.

The citrus industry in Australia is worth \$540 million and represents the interests of around 1,800 citrus growers. It is the largest fresh fruit exporter, with annual export earnings of around \$184 million.

The key purpose of this project was to deliver and develop methods to maintain and improve the facilitation of national communications, improved coordination between regional and national industry development personnel, timely delivery and adoption of research outcomes, and leadership in information management and exchange.

Background

The project was underpinned by previous outcomes resulting from a range of industry communications related projects including, but not limited to:

- *CT07023 and CT05017 Citrus Communication Program*
- *CT08019 and CT05009 CITTgroups Australia*
- *CT05010 Season Update*

The project was developed based on the outcomes of *CT08012 Australian Citrus Industry Development Needs Assessment & Recommendations* and has cross-linkages with the resultant identified program areas of:

- Market Development;
- Information and Data Management;
- Capacity Building; and,
- Communications

As well as encompassing the recommendations of:

1. Conduct a thorough audit of information needs and current strategies and tools
2. Based on the findings of the audit, develop a new whole-of-industry communications strategy and plan
3. Implement the plan
4. Measure effectiveness and impact, and adjust where necessary

The project also has linkages with the following Citrus Industry Strategic Plan imperatives:

1. Increase consumer demand for Australian citrus
2. Improve industry competitiveness
3. Improve industry communication and information systems
4. Enhance the capability and leadership of the industry

These strategic imperatives and above recommendations reinforced the need for continued and improved communication systems and an ongoing commitment from industry 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.

Methodology

The primary aim of this project was to maintain the implementation, planning and delivery measures of the national communications strategy.

Information on which to base sound management decisions is critical to the success of citrus production enterprises. It is imperative that the dissemination of information to citrus growers is both timely and effective and that it is targeted at the enhancement of viability and competitiveness. This will ensure a higher rate of R&D adoption.

The need to plan, implement and deliver improved industry communication and information systems have been identified as a strategic imperatives for the industry and was a key recommendation from the Industry Development Needs Assessment.

Through the project, Citrus Australia Ltd has employed or contracted dedicated resources to assist in the implementation of required strategies to achieve the desired outcomes of the project.

Results

Key outcomes and outputs from the project have included a raft of communication related activities; mechanisms; resources and publications; events; and, ongoing implementation strategies.

These outcomes have included facilitation, input and/or development of:

- National industry publication *Australian Citrus News (ACN)*
- E-publications including *Season Update*, *Citrus eNews*
- Newsletters, media releases and other publications as required
- Coordination of the citrus industry Annual Conference
- Redevelopment and maintenance of the citrus industry website
- Development and implementation of national levy payer database

The following provides an overview of the main project related activities that have contributed to the key outcomes during the course of the project.

Australian Citrus News

The industry's flagship publication, *Australian Citrus News* (ACN) continues to be the key communication medium for providing current updates to the industry on a range of issues and R&D technology transfer.

AgriHort Services was re-contracted in 2011 to continue to provide editing and publishing services. Citrus Australia provided editorial coordination with the contracted publisher to assist with editorial direction, submission of reports and checking copy.

As part of a review of all industry communications, a review of the magazine was also undertaken with a focus on the relativity and readability of the content, the outcome of which included a new design and layout including a new banner. This resulted in a cleaner, fresher looking publication with content easily referenced and identified.

The magazine continued to be published bimonthly and is distributed to citrus growers nationally free of charge. This project partly contributes to the cost of production, printing and distribution of what is undoubtedly one of the major communication tools for the industry.



A complete index is included in the appendices of this report for all editions published during the period of this project.

ACN remains the main print medium for the Australian citrus industry and with a readership of around 2,200 (approx. 88% of which are growers) it continues to be very well regarded with 85% of growers surveyed considering the publication 'somewhat' or 'extremely' useful in providing information on production related matters (*CT08012 Australian Citrus Industry Development Needs Assessment & Recommendations, deVos 2009*).

Website

The industry website www.citrusaustralia.com.au continues to be a major tool and resource for the industry enabling access to production resources, industry information and updates.

The website is regularly updated to reflect current issues and events. This includes regular and timely features on promotional programs, events such as the Citrus Australia National Conference, media releases and email bulletins on current promotions, trends and issues important to the industry.

A key outcome of this project was the development of a new look, interactive, fresh and vibrant industry website and portal incorporating a national levy payers' and industry database.

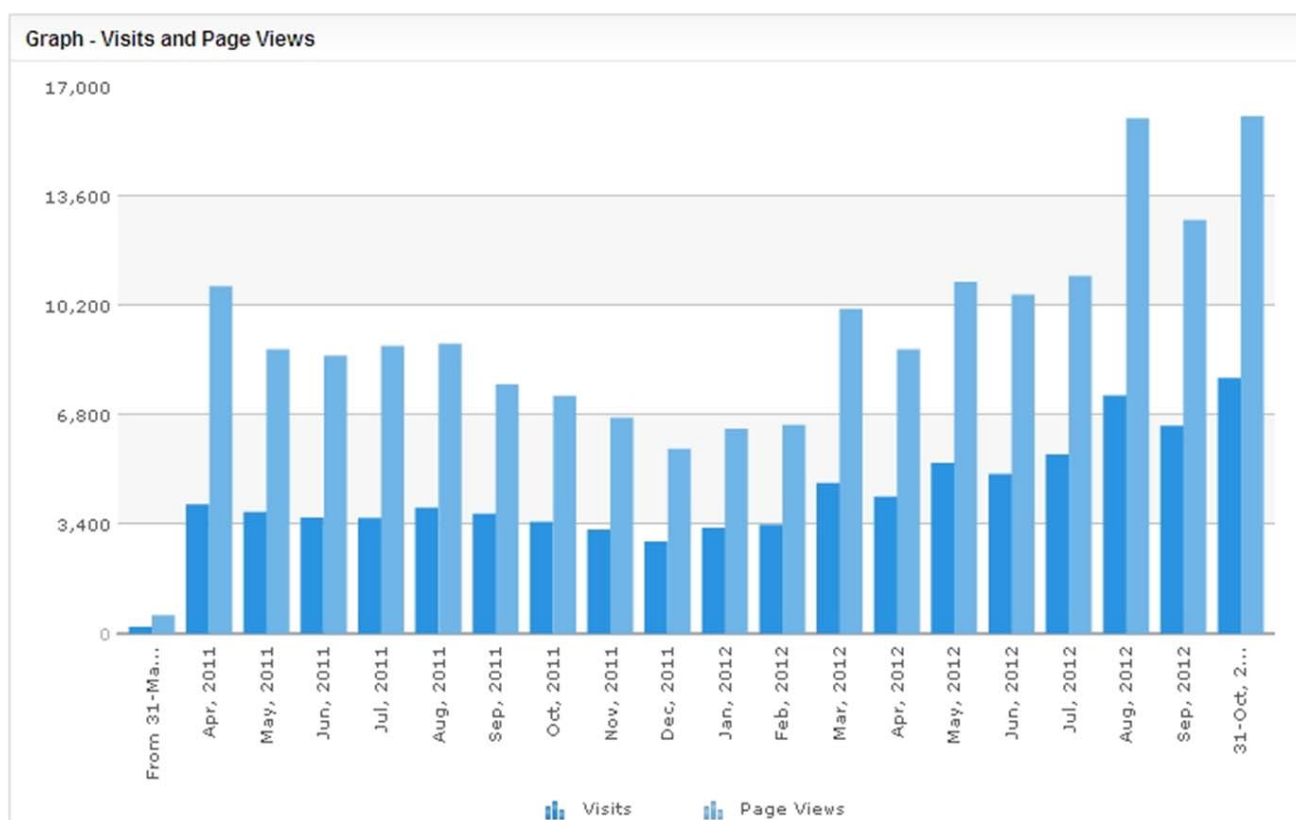


The new revamped website, launched in March 2011, includes a Levy Payer login area enabling the development of a national levy payer payers' database as well as allowing secure and restricted

access to research outcomes and technical data. An e-marketing module was also added to allow the distribution of branded e-newsletters that can be targeted at all or selected groups of members and Levy Payers.

This e-marketing module is used to reach audiences with publications such as *Season Update* and *Citrus e-News*.

Due to the implementation of targeted communication strategies an increase in both website visits and page views has been achieved as depicted in the following graph for the latter half of 2012.



Season Update

Season Update continues to be well received due to its practical, production-oriented content and the technical expertise of its contributors. It is published monthly, hosted on the industry web site and promoted to qualified audiences via the site's e-marketing module. Past editions are also archived and made available on the site.



Season Update continues to be a valuable resource to growers and it will continue to be produced within the scope of this project.

Archived editions of *Season Update* can be viewed on the website:

<http://www.citrusaustralia.com.au/news/season-update-archive.htm>

Annual Conferences

This project plays an integral role in the facilitation and organisation of the annual conference. This includes the preparation of all communication materials including sponsorship proposals; registration forms; conference program; *Australian Citrus News* articles; conference proceedings; website updates and media releases.

The following conferences were held during the life of this project:

- Citrus Australia National Conference held in Hervey Bay, Queensland on 31 October to 3 November 2010;
- Citrus Australia National Conference held in Nuriootpa, South Australia from 23 to 26 October 2011; and,
- Citrus Australia National Conference held in Leeton, New South Wales from 21 to 24 October 2012.

The annual conference has been a highlight on the citrus industry calendar. The event provides valuable learning opportunities for participants with a focus on keynote speakers, research presentations and field trips.

Following the conference, presentations are posted on the website for access by delegates and industry and a special conference edition of *Australian Citrus News* is published featuring articles on presentations and field trip outcomes.

A survey of delegates conducted following the conference in 2012 found that the three top reasons for attending the conference were 'networking', 'content' and 'speakers'. Overall, 88% of respondents rated the conference as "good" or "excellent".

Other Activities

Media Releases

During the project, a number of R&D and marketing related media releases were distributed. A full list of media releases can be obtained from the website:

<http://www.citrusaustralia.com.au/news/media-releases.htm>

Aussie Orange Week

The 2011 Navel orange season was a challenging one where a large crop of high quality fruit combined with a high Australian dollar that hurt exports resulted in an over-abundance of low-priced product in the domestic market. Citrus Australia implemented a proactive media and consumer communications program to help manage this issue.

The *Aussie Orange Week* campaign ran from August 13 to 20. It included a national program of print, TV and radio interviews, fruit handouts at two major AFL matches, and a coordinated day of product sampling for commuters in the city centres of Sydney, Melbourne, Brisbane, Adelaide and Perth. The results were an uptick in retail orange sales, improvements in point of sale citrus displays, positive feedback from consumers and extensive media coverage.

Due to the outstanding success of this campaign, it was also incorporated into the HAL 2012 Domestic Oranges Promotion Program in a slightly reduced capacity.



Aussie Orange Week celebrations in Sydney, August 2011

Communications Strategy

The *CT08012 Australian Citrus Industry Development Needs Assessment & Recommendations* final report identified the following key recommendations for industry communications:

1. Conduct a thorough audit of information needs and current strategies and tools
2. Based on the findings of the audit, develop a new whole-of-industry communications strategy and plan
3. Implement the plan
4. Measure effectiveness and impact, and adjust where necessary

In 2011 the Communications Manager undertook a comprehensive scan of the communications environment and developed the *2011 Strategic Communications Plan* ([Appendix B](#)) identifying issues and opportunities and recommended strategies going forward.

The scan included a review of previous strategies; analysis of stakeholder needs; information audit; key stakeholder influences; existing resources; and, issues and opportunities.

Review

In August 2012 an external communications specialist, *Currie Communications* was appointed for approx. five days per month to develop and deliver specific aspects of the project including a review of communications.

The attached *Communications Review* report ([Appendix C](#)), completed 1 January 2013, includes an analysis of key communication activities and subsequent recommendations based on the outcomes of the review.

Monitoring and Evaluation

The effectiveness of this project has been measured using a variety of means including:

- Website Statistics Reporting: frequent monitoring and review of website statistics including site and page traffic enables measurement of the awareness and update of information.
- E-marketing Module Reports: the e-marketing module housed within the website database allows tracking of total distribution, opens, bounce backs and number of recipients who took further actions such as clicking through to linked material or webpages etc.

- Events Surveys & Evaluation: through surveys and evaluation reports conducted following major events and industry forums the quality and appropriateness of the information delivered is measured.
- Media Monitoring: through monitoring of media coverage including the amount of coverage, the topic share of coverage and the tone of coverage.

Currie Communications has continued to prepare monthly or quarterly evaluation reports that cover key activities for the period including website trends, e-newsletter statistics and media coverage. An example of this report is included as [Appendix D](#).

Conclusion and Recommendations

Research has reinforced the need for continued and improved communication systems and an ongoing commitment from industry 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.

The development and implementation of an ongoing national communications program that continues to develop methods to maintain and improve the facilitation and delivery of national communications continues to be a priority for the industry however in the future, a major emphasis will be on driving awareness and adoption of the citrus industry R&D program through targeted communication strategies. This will include the investigation of new technologies (email, mobile, SmartPhone), social media and the development of grower case studies in order to reach targeted audiences.

Targeted and effective communication of key project outcomes of the new 5 year Australian Citrus Industry Strategic R&D Plan 2012-17 will be a major priority going forward and accordingly, strong collaboration and cross-linkages with the industry research and extension network and key industry program areas such as market development, market access, market information and biosecurity will be essential to ensure effective delivery of information.

Appendix A: Australian Citrus News Index

August / September 2010

Industry Insight	4
New Taskforce to tackle key horticulture issues	4
New Award clarified for casual employees	5
Red Scale alert	6
Increase your returns by growing less?	8
<i>Special 24 page lift out: 2010 Citrus Australia National Conference</i>	
Navel fruit thinning: another chance to increase fruit size	14
New Mandy varieties show signs of Brown Spot resistance	17
Citrus industry plans improvement to quality of imperial mandarin	18
Compost Awards acknowledge industry's finest as "Compost for Soils"	
Program goes National	20
Growers flock to regional pruning workshops	21

October / November 2010

Industry Insight	4
Kimberley citrus grower recognised in national award	5
Murray Darling Basin Plan – <i>feature story</i>	6
US export season challenging	10
Lessons from Asia Fruit 2010	14
Matching tree nutrition to crop load	18
Pruning workshops pull eager growers keen to regular 2011 crop	20

December 2010 / January 2011

Industry Insight	4
Commission report recommends cutting matched government funds	5

Citrus industry intensifies fights to gain balance in national water debate	6
Authority Chairman quits	7
Imperial forums continue to arm growers with key management clues	8
Australia's wettest spring but no relief for WA citrus growers	11
Export Market Committee forging new directions for 2011	12
2010 National Conference Highlights:	
<i>Conference ranked first-rate by delegates</i>	14
<i>Citrus cooking mascot identified at this year's conference</i>	15
<i>New National Quality Standards producing higher-valued, better tasting citrus</i>	16
<i>Turning a sow's ear into a silk purse, Sue Middleton,</i>	
<i>RIRDC Rural Woman of the Year</i>	18
<i>Final results from vital research project revealed at Field Day</i>	24
<i>Pacific seasonal workers – a grower's perspective</i>	25
<i>A close-up insight into QLD's growing techniques</i>	26
Export to Asia in 2011 by knocking out Fuller's rose weevil now	35
Hand thinning – is it our last chance to avoid a big 2011 crop of small fruit which loses money?	37
Citrus stalwart offers parting advice on retirement	39
Getting bang for your buck with compost treatments	40
February / March 2011	
Industry Insight – Building critical and stronger Marketing Programs for 2011	4
Export forum labelled a success!	5
South Australia's famous Barossa plays host to Citrus Australia's	
2011 National Conference	6
Competition, high \$A leaves exporters looking for markets	8

Plan on track says MDBA	10
The cook, the bartender and the junior chef – 3 times the promotion value for Aussie mandarins	12
Growers find some sunshine after the floods	18
When it rains, it pours!	21
Workshops empower growers with tools to improve their nutrition program	23
Key variety evaluation project strives to support market diversification	24
New national committee tackles key variety improvement issues	27
Mind your business: How John Keam made a success of citrus	28

April / May 2011

Citrus Australia Update:

<i>On strategies, structures and grower investment</i>	4
<i>Citrus Australia unveils new look interactive website</i>	4
<i>Citrus Australia gathers industry input for new R&D plan</i>	5
<i>Citrus Australia's 2011 Conference</i>	5

Your Voice in Canberra	6
Export Forum – what has happened since?	8
Renmark packing shed expanding	10
Better citrus quality achievable thanks to the Australian Citrus Quality Standards	12
2011 National Plantings Database update underway	19
Fungicides in Queensland	20
Early season de-greening and associated practices	22
2011 citrus outlook for heavier crops with smaller fruit size	25

June / July 2011

Citrus Australia Update:

<i>Measures to assist trade-exposed industries are critical</i>	4
<i>Major industry funded PR campaign kicks off</i>	4
<i>New communications manager for Citrus Australia</i>	5
<i>Industry urged to mark October's conference on the calendar</i>	5
Your Voice in Canberra:	
<i>Basin draft given a dressing down from parliamentary committee</i>	6
<i>Citrus Australia applauds government's support for rural research</i>	6
Quality standards program receives majority support	7
Australian industry now plagued with a new pest – a high Aussie dollar	8
Size matters when it comes to this year's harvest	10
Marketing reserves funds bigger orange campaign in 2011	14
Field trip seeks out latest information on post-entry quarantine and budwood indexing facilities	18
Citrus market access update	20
Chile's navel oranges push on in US	21
US market still proves valuable option for Aussie exports	22
Growers told that crop regulation is a "must"	24
Citrus stalwart reflects on 50 years of industry highs and lows	26
Survey finds biosecurity is on the minds of citrus growers	29
August / September 2011	
Citrus Australia 2011 National Conference Program Lift-out	Centre Spread
Growers urged to know their R&D Plan	5
Citrus will feel Carbon Tax pinch	6
Queensland fruit fly could bring disaster	7
Testing proving a quality advantage	9

Information projects yielding results	10
Seedless Murcott makes sweet debut	11
Few surprises this season	12
A global glance at citrus	13
The mighty Sumo – a citrus star	14
Orana's sewing skills in the bag	17
October / November 2011	
Summary of key messages from the Citrus Australia 2012 National Conference	17-31
Aussie fresh juice gets stamp of approval	5
2011 export season marred by strong Australian dollar and flood of small fruit	6
US market still alive for Aussie citrus	8
Export committee focus on greater market access	9
Up close and personal with Korean and Japanese export markets	10
Peru: New South American powerhouse for citrus exports	32
Asia Fruit Logistica powers ahead in 2011	33
Prepare your orchard now for the Korea, Thailand and China markets	34
Gold for growers – Merbeingold now commercially available	36
December 2011 / January 2012	
Export Forum returns this March	4
Pacific Workers now a permanent scheme	5
Responding to the crisis confronting Australian citrus growers	6
SA citrus review says future is in national body	7
Tough run for Valencias	8
Export powers to be reviewed for US and China	9
Research continues to drive citrus variety and rootstock improvement	10

SARP – a proactive plan to safeguard citrus agrichemicals	11
US review tells growers, “Great fruit, not enough volumes”	12
2012 domestic market – strong focus on managing oversupply	13
Draft Strategic R&D Plan 2012-17	14-21
February / March / April 2012	
Grower support for levy rationalisation swells	4
New era for Riverina growers as board folds	8
Normal citrus tonnages expected in 2012	10
Citrus chair takes top state award	13
Regional Forums – consult growers on reducing duplication, costs and uniting the industry	14
2012 Citrus Export Forum sets the direction for citrus	18
Growing export opportunities in Thailand and South Korea	24
Citrus industry on a mission	27
Sunraysia exporters find market opportunities	28
Giant Spanish eyes review opportunities in Aussie citrus	29
Time to think about GA application	30
Planning the family’s succession	32
April / May / June 2012	
Succession planning critical	4
2012 Citrus Conference heads to the Riverina	4
A new single body and structure for SA’s citrus industry	6
Playing tough with quality is working	8
Exporters approaching 2012 season with caution	12
Don’t underestimate the power of pruning	13
What’s the story with Early season navels?	14

Seachange takes on dairy farmer into a citrus orchard	20
Communication and forward planning – open the doors to succession	22
What is your nursery tree costing you?	24

June / July 2012

Export regulations threatened – new export fees rolled-out	4
Citrus industry moving strongly ahead	5
Three hot topics covered at this year's Citrus Conference	6
Spain awaits growers...	6
Riverland growers sharing the 'load'	7
Large fruit brings optimism to exporters	8
Doors re-open at Jakarta port	9
Japan market welcomes first shipment of Aussie red grapefruit	10
Global eating quality standards prove sweet fruit sells	11
Packing for quality and market share	12
Islanders sign-up in Riverland	15
The war against Qfly	16
State-of-the-art packing facility set to meet mandarin explosion	22
Winter planning vital for balances crop	24
Invitation to participate in the Australian Citrus Growers' Survey 2012	25

August / September 2012

Another tough year – but industry will nite at National Conference	4
A new era in citrus grower representation	5
Riverina growers embrace fruit fly workshops	6
New IDO for WA	7
Reporting an 'adverse experience' with agricultural chemicals	7

Late season mandarins capture market potential	8
Orchard management practices critical in reducing granulation	10
Citrus growers rally for a good cause	13
Citrus Australia 2011 National Conference Program Special Feature	16
Explaining 'winter yellows'	32
Aussie Orange Week celebrated across the country	33
Riverina embraces fruit fly control	35
October / November 2012	
Greater R&D investment essential	4
New era for Citrus Leadership	5
Special Feature: R&D...the link between R&D and orchard profitability	7
Pathology experts plan priority projects	9
Finding R&D solutions globally...South Africa	10
Dareton Station – the 'sweet jewel' of citrus research and production	16
R&D Plan 2012-17:	
<i>Objective 1: Opening profitable market opportunities offshore</i>	20
Postharvest technology – helping to secure key export markets	20
FRW control boosts optimism for exports	21
Watching the residue level!	22
<i>Objective 2: Ensuring the range and quality of our citrus products are world competitive</i>	23
Breeding the 'sweetest' parentage for our industry's future mandarins	23
Variety 'showcase' assists with market diversification	26
In pursuit of superior rootstock	28
<i>Objective 3: Developing production practices that are cost effective & increase fruit yields, while promoting sustainability and biosecurity awareness</i>	29
Natural enemies arm-up in the battle to control citrus gall wasps	29

Taking the R&D into the orchard...	32
Pooling postharvest resources into a national program	34
Shielding our industry's genetic material	35
Seeking approval for a trusty defence against brown spot – iprodione	37
Two effective control methods joining the crusade against Qfly	38
Compost – a two-fold affect in controlling Kelly's citrus thrips	40
2012 Annual Conference draws praise – full coverage next issue	42
December 2012 / January 2013	
Can it get any worse?	4
Citrus market access takes a new role	5
2013 – Regional forums and variety workshops	6
Future market opportunities need GA focus	8
On-farm FRW control vital for Asian access	10
<i>Special Feature: Citrus Australia 2012 Conference Highlights</i>	
2012 Citrus Conference gets top marks	12
Your only as strong as your weakest link	13
Challenges ahead for Australia's navel industry	14
2012 National Conference Snapshots	20
Putting the pulse back in juice	22
New juicing varieties on the horizon	23
Arming the orchard for HLB	24
A giant leap in Qfly biosecurity	28
New varieties and protected netting – highlights of conference field day	30
China's doors of opportunity for Aussie citrus	32
Aussie citrus welcomed at China's trade fair	35

The rise of e-commerce in China	37
Coming up in the next edition – California...	39
February / March / April 2013	
How the 2013 citrus year began...	4
Qfly awareness – emerging in the Riverina	5
Tips to avoid contracting illegal workers	6
Australia’s dietary guidelines gives fruit juice a big tick	7
QLD floods won’t stop quality harvest	8
Kym takes a citrus break	13
Quality standards report card: progressing well, but needs improvement...	14
BrimA – offering a ‘sweeter’ option for testing Aussie citrus	16
Citrus learnings from Spain	20
Pest and biosecurity profiles captured at congress	26
Going mechanical to ‘harvest’ costs	28
Postharvest workshops here this month	30
Era of change but optimism prevails	31
2012 – largest export season for a decade	33
Citrus industry has eyes on the future	35
April / May 2013	
Can agriculture become Australia’s next economic boom?	4
Asian expansion for major hort exporter	5
Full house for 2013 variety day road shows	6
How to change varieties – nursery tree selection	8
Citrus top working	12
Transition and investment – citrus looks to the future	16

Case Study: Largest WA citrus expansion with core focus on quality	17
Case Study: Young packer grasps opportunities to be more profitable	18
Case Study: Seeing the light – adding citrus to their portfolio	19
Case Study: Young nurseryman sees ‘positive future in citrus’	20
Case Study: Asia and export – obvious light in tunnel for QLD growers	21
Case Study: New Mildura cold treatment rooms speed enroute delivery of citrus	22
2013 national crop forecast	23
Quality standards 2013 – adjustments made to balance flavor	24
‘Give me a Mandy Mum!’	25
Export market compliance stressed at national Packhouse workshops	26
New wax coating offers consumers a tastier experience	28
Japan ups ante on food safety standards	30
Crop size management in citrus	33
June / July 2013	
National Food Plan launched	4
Riverina growers adopting Qfly control	5
Exporters anticipate an ‘interesting’ season	6
MRLs – a vital component for export access	14
Behind the scenes at MFC	17
Concerns remain over 2013 trade to Indonesia	18
Introducing this year’s 2013 Orange Consumer Campaign – Did You Know?	19
Biosecured – protecting the industry’s production base	24
New biosecurity project – tailored to the needs of the citrus industry	26
Biosecurity outbreak – your questions answered	27
R&D focus on better fungal disease control	29

Emperor brown spot fungicide closer to being registered	30
Snapshot: Locking-in a home for your fruit	31
Replanting – best practice and soil improvement for optimum growth	33

Citrus Australia

2011 Strategic Communications Plan



*Prepared for Citrus Australia Ltd by
John Back, Communications Manager
July 2011*

2011 Strategic Communications Plan

Executive Summary

Issues and Opportunities

A scan of Citrus Australia's communications environment has revealed the following issues and opportunities that need to be addressed:

- Developing new approaches to communications that better meet the needs of stakeholders, while reinforcing Citrus Australia's role as peak industry body.
- Proliferation of print and electronic newsletters and web sites with significant overlap in audiences and content.
- A well-developed influence model spanning key stakeholders that can be further strengthened with the right communications.
- Lack of strategic corporate messaging.
- Predominantly reactive and opportunistic media relations, rather than a mix of strategic proactive and reactive.
- Missed opportunities in media monitoring – can be used to identify opportunities and also allow greater audience engagement.
- Lack of a disciplined executive speaking opportunities program.
- An enhanced web site not yet being used to its full capabilities.
- Need for more integrated approach to measurement of both media and audience engagement.

Proposed Strategies

1. **Citrus Australia should become a curator of information, rather than simply initiating it or acting as a conduit for gathering and distributing information.** Become a custodian and interpreter of information and progressively remove the significant overlap in content and audiences between the publications of Citrus Australia and the various State and regional industry organisations.
2. **Progressively consolidate State and regional content and publications into *Australian Citrus News* and the Citrus Australia web site.** Start by requesting content from each organisation. Over the longer term as the industry unifies, appoint a regional contact in each area to act as correspondent for Citrus Australia media.
3. **Make Citrus Australia's communications more message-driven.** A messaging development workshop involving Board members and executives would result in a documented, well-justified set of core messages. These can then be fine-tuned, expressed and packaged with information in accordance with members' needs.

4. **On the back of more strategic messaging, take a proactive and integrated approach to media relations, media monitoring and executive speaker management.** Draw up a tactical plan to specifically:
- Target and cultivate key media
 - Target key speaking opportunities for Citrus Australia's executives
 - Pitch interview opportunities involving key executives and Board members
 - Use media monitoring to uncover new opportunities, rather than just recording work already done.
 - Open a channel for audience feedback via online comments and links with online forums

5. **Develop communications tools that build on the strengths and preferences already identified by growers** – the Annual Conference, farm walks, field days, experience of colleagues in the industry, and other practical demonstrations and seminars. Extend the rich content of the Citrus Australia Annual Conference, field days, farm walks, demonstrations and seminars by:
- Recording and distributing digital video of the Annual Conference.
 - Writing and distributing written case studies.
 - Taping and distributing audio and video case studies based on interviews with growers and key industry advisors.

Also create and distribute a regular audio program titled *CEO's View* or *The Juice* – a short, monthly editorial recorded by Judith Damiani.

6. **Continue to develop Web-based communications channels to funnel enhanced messages and content to members.** On the corporate web site, set up:
- A repository of written, audio- and videotaped case studies that can be accessed by members
 - Similarly recorded content from field days and demonstrations
 - Text, audio and video downloads of Annual Conference
 - Similarly recorded content from Regional Forums and the annual Export Forum.

7. **Develop a standard measurement methodology to track the successful transmission of key corporate and campaign messages.** Reduce or eliminate the use of Advertising Value Equivalency (AVE) as a measurement of corporate communications. Adopt a methodology that better tracks the audience engagement inherent in the use of mixed traditional and online media. Report to the CEO on outcomes from communications programs monthly.

8. **Maintain existing human resources but enhance skills through training – particularly on the back end of the corporate web site.** Renew the existing contract (with appropriate amendments) with the outside contractor producing *Australian Citrus News*. This will allow flexibility of resources during a period of change and also provide some backup for the in-house contractor and Communications Manager in case of absence due to illness, maternity or other forms of leave.

However, the next contract should set tighter conditions and more specific key performance indicators – with compensation tied to actual performance. There may even be scope for a bonus tied to productivity improvements, as opposed to an across-the-board increase in compensation.

Training on web site tools and management is essential for the in-house contractor and the Communications Manager. Without this training, the web site will not reach its full potential as a communications tool. The recently-hired Administration Officer could also receive training so she can act as back-up during periods of high communications workload.

2011 Strategic Communications Plan

Background and Introduction

There have been two previous citrus industry communication strategies drafted – *Australian Citrus Industry Communications Strategy 2006* by Citrus Australia, and *Stakeholder Engagement & Communications Strategy 2009* by an outside consultant.

The 2006 strategy for Citrus Australia's predecessor organisation – Australian Citrus Growers – focused on:

- Defining stakeholders and target audiences
- Analysing the variety of information channels and materials
- Advocating increased use of electronic communications tools

The 2009 strategy followed the establishment of Citrus Australia in 2008. It advocated:

- Communications on the basis of what stakeholders say they want
- Assigning communications roles and responsibilities by stakeholder
- Hiring a public affairs professional for government lobbying
- Updating the corporate web site to transform it into a more powerful communications tool
- Creating a branded 'family of communications' to strengthen and support the then-new corporate brand

Both the 2006 and 2009 strategies stopped short of identifying specific communications goals and tactics in support of Citrus Australia's vision, mission, objectives and ongoing industry programs. This 2011 Strategic Communications Plan will complete this final step to recommend actionable, measurable communications activities that are a sound strategic fit with Citrus Australia's industry initiatives.

Scan of Communications Environment

Citrus Australia's stated vision for 2010 to 2013 is to transform the industry to a unified new structure ensuring better value and returns to growers.

Its mission is to become a grower-driven national organisation representing and leading the industry in:

- Policy and Advocacy
- Research and Innovation
- Market Access, Development and Promotion
- Communication and Information
- Biosecurity

The organisation's program objectives for this three-year period are shown in the table below:

Programs	Benefits
Market Development	Increased demand for Australian fresh and processed citrus, domestically and internationally
Information	Quality and timely information delivered to industry enabling better decision-making
Communications	Educate and consult industry through streamlined, relevant and targeted communications
Biosecurity	Protecting the production base of the industry.
Corporate & Public Affairs	Provide a strong and financially secure national body to govern the industry.

In line with the recommendations of the Industry Development Needs Assessment conducted in November 2009, Citrus Australia has boosted its human resources by hiring a full-time General Manager – Market Development, Manager – Market Information, and Manager – Communications.

These additional resources have positioned the organisation to successfully execute priority industry programs. Any communications strategy and plan must also be keyed to these programs to encourage industry participation, stimulate discussion and publicise issues and outcomes.

Stakeholders and Their Needs

Stakeholders	Needs
Australian citrus growers	<ul style="list-style-type: none"> • Understanding of what Citrus Australia is doing and why • Reports and updates on citrus projects • Information on current issues affecting the industry • Information on domestic and export markets • Advice on industry best practices • Awareness and understanding of citrus industry services and activities • Understanding of levy fund investment • Awareness of industry production and marketing statistics
Citrus supply chain members including packers, exporters, retailers, marketers and providers of goods and services.	<ul style="list-style-type: none"> • Understanding of what Citrus Australia is doing and why • Reports and updates on citrus projects • Technical information on projects • Information on current issues affecting the industry • HAL information • Awareness and understanding of citrus industry services and activities • Knowledge of regulatory requirements e.g. AQIS, food safety • Awareness of overseas citrus trends & developments • Awareness of industry production and marketing statistics
Regional grower organisations and state statutory organisations	<ul style="list-style-type: none"> • Understanding of what Citrus Australia is doing and why • Reports and updates on citrus projects • Information on current issues affecting the industry • HAL information • Information from other regional organisations • Partnership information • Awareness and understanding of citrus industry services and activities • Awareness of industry production and marketing statistics
Industry development officers, researchers, extension officers, etc.	<ul style="list-style-type: none"> • Technical information on projects • Awareness and understanding of citrus industry services and activities • Information on current issues affecting the industry • HAL information • Reports and updates on citrus projects • Awareness of industry production and marketing statistics
Government departments	<ul style="list-style-type: none"> • Technical information on projects • Awareness and understanding of citrus industry services and activities • Understanding of citrus industry needs and decisions • Information on current issues affecting the industry • Information from various grower organisations • Awareness of industry production and marketing statistics

Stakeholders and Their Needs (continued)

Stakeholders	Needs
Funding bodies	<ul style="list-style-type: none"> • Technical information on projects • Awareness and understanding of citrus industry services and activities • Understanding of citrus industry needs and decisions • Information on current issues affecting the industry • Information on various grower organisations
Media	<p>Metro and regional:</p> <ul style="list-style-type: none"> • General understanding of Australian citrus industry • Awareness and general understanding of citrus industry services and activities • Information on citrus industry issues affecting the wider community • Big picture outcomes of major projects <p>Specialised:</p> <ul style="list-style-type: none"> • Technical information on projects • General understanding of Australian citrus industry • Awareness of citrus industry services and activities • Detailed information on current issues affecting the industry • Detailed information on outcomes of major projects
State and Federal Ministers, their advisors, and Members of Parliament in citrus-growing regions	<ul style="list-style-type: none"> • Two-way relationship with citrus industry • Awareness of citrus industry services and activities • Detailed information on current issues affecting the industry • Detailed information on outcomes of major projects
Horticulture and food industries	<ul style="list-style-type: none"> • General understanding of Australian citrus industry • Awareness and general understanding of citrus industry services and activities • Detailed information on citrus industry issues • General information on outcomes of major projects
Local government authorities in citrus-growing regions	<ul style="list-style-type: none"> • General understanding of Australian citrus industry with particular focus on local areas • General information on current issues affecting the industry, and any knock-on effects to local areas
Education institutions	<ul style="list-style-type: none"> • Awareness of citrus industry services and activities • General information on current issues affecting the industry • General information on outcomes of major projects
Consumers	<ul style="list-style-type: none"> • General understanding of Australian citrus industry • General information on current issues affecting the industry, and what they mean to the consumer • Knowledge of citrus products, seasons, uses and nutritional value

Existing Sources of Information

Horticulture Australia Ltd. conducted a national survey* of growers in 2009 to determine how they obtain information relevant to their businesses. Three hundred growers responded. In summary, the results were:

- 85% considered *Australian Citrus News* as 'somewhat' or 'extremely' useful for information on production-related topics.
- 76% said *Australian Citrus News* is also their main source of general information on the industry, markets, government policy, etc¹.
- 56% said they receive general industry information from regional association magazines¹.
- 52% said they also receive such information from suppliers¹.
- 50% of respondents say they access the Internet 'regularly throughout the day' or 'once or twice a day' for a variety of tasks including email, downloading information or looking up something on a web site².
- 57% of respondents said they use the Citrus Australia web site 'rarely' or 'not at all'³.
- 35% said they are 'very interested' in receiving newsletters and industry information by email².
- 44% are keen to receive 'important information' and alerts by email².
- When asked what other forms of communication are most useful to them, growers suggested⁴:
 - Workshops in a central location
 - Field days
 - Information from other growers
 - Local seminars and activities
 - Study tours

Notes

* As part of an Industry Development Needs Assessment & Recommendations

¹ Indicates a significant overlap between regional publications and *Australian Citrus News*.

² This is a very positive indicator of the value of the Internet as a communications tool for growers – particularly considering the industry age demographics are skewed towards the usually-conservative top end of the 35 to 54 age group.

³ The Citrus Australia corporate web site has been revamped since this result was recorded. It now enjoys a higher level of trust and usability – an average of 600 unique visits per week.

⁴ These responses suggest a high level of interest in practical, face-to-face forms of communication – particularly where growers can learn from others in the same industry.

Proliferation of Newsletters

As noted above, there is a significant overlap in grower usage of Citrus Australia's periodical publications and the newsletters published by various state and regional organisations. The areas of overlap (by topic and readership) between publications are shown in the following table.

PUBLICATIONS	CONTENT								
	Industry news & issues	Recent & upcoming events	Industry personalities	Market development	Product Marketing	Production & innovation	Biosecurity	News digest	Advertising
<i>Auscitrus</i>						√	√		
<i>Australian Citrus News</i>	√	√	√	√	√	√	√		√
<i>Citrus eNews</i>	√	√		√	√	√	√		
<i>Citrep</i>	√	√	√		√	√	√		√
<i>Citrus World News</i>	√						√	√	
<i>Coastal Fruitgrowers Newsletter</i>						√	√		
<i>Fruit West</i>	√	√	√	√	√	√	√	√	√
<i>Hortlink</i>						√			
<i>Murray Valley Citrus Board Weekly News</i>	√	√	√	√	√	√	√		
<i>Northern Australia Grower</i>	√	√				√	√		
<i>Packer Newsletter</i>						√	√		
<i>Riverina Citrus E-News</i>	√	√		√	√	√	√		
<i>Season Update</i>						√	√		
<i>South Australia Citrus Board Newsletter</i>	√	√		√	√	√	√		
<i>Tendrils</i>		√					√		

Notes:


1. See also a detailed list of publications and their contents in Appendix I
2. = Publications with significant overlap of content and readership.

Web Sites Compared

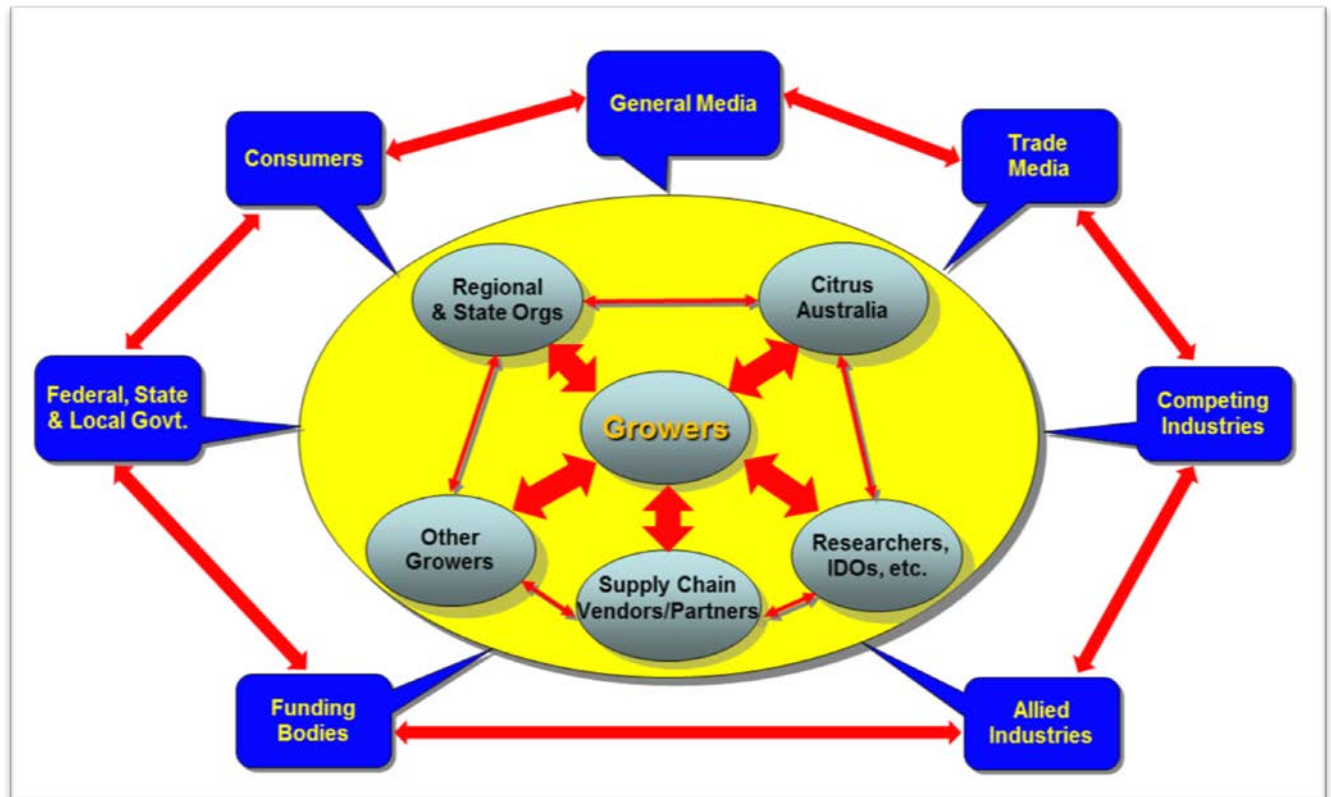
There is also overlap in grower usage of Citrus Australia's corporate web site and those of the state and regional organisations. The areas of overlap are shown in the following table.

ORGANISATION/WEB SITE	CONTENT						
	Industry news & issues	Recent & upcoming events	Market development	Product Marketing	Production & innovation	Biosecurity	Advertising & Promotion
<i>Citrus Australia</i> www.aussieoranges.com.au							✓
<i>Citrus Australia</i> www.aussiemandarins.com.au							✓
<i>Citrus Australia</i> www.citrusaustralia.com.au	✓	✓		✓	✓	✓	
<i>Riverina Citrus</i> www.riverinacitrus.com.au	✓	✓		✓	✓	✓	✓
<i>Fruit West</i> www.fruitwest.org.au	✓	✓			✓	✓	
<i>Horticulture Australia Ltd.</i> www.horticulture.com.au	✓	✓	✓		✓	✓	
<i>Murray Valley Citrus Board</i> www.mvcitrus.org.au	✓	✓	✓		✓	✓	
<i>Northern Territory Horticultural Association</i> www.ntha.com.au	✓	✓			✓	✓	
<i>South Australian Citrus Industry Development Board</i> www.citrus.org.au	✓	✓	✓	✓	✓	✓	

Note:

 = Web sites with significant overlap of content and readership.

Key Stakeholders and Their Influencers



Citrus growers have *direct relationships* with Citrus Australia, regional and state organisations, other growers, industry specialists (such as researchers and IDOs), and other participants in the value chain who provide them with goods and services.

These relationships are facilitated by:

- Informal face-to-face, phone and email contact.
- Corporate media owned by Citrus Australia, regional and state organisations, government departments and agencies, as well as some vendors in the value chain.
- The use of the Citrus Australia website as an e-commerce site for memberships, a reference site for production information, and a news source.
- Formal meetings, seminars, demonstrations, study tours and field days facilitated by Citrus Australia, state and regional organisations and government departments and agencies.

Note: These latter channels are particularly useful to growers because of their practical nature. See also the survey results cited above under *Existing Sources of Information*.

Key Stakeholders and Their Influencers (continued)

Stakeholders in this 'inner ring' have direct and frequent contact with growers and are characterised by an intimate knowledge of the Australian citrus industry. While they may not need education and communication about the industry in general, each requires a steady flow of information on the needs and activities of their fellow influencers – and what this means in the larger context of the Australian industry (including all growing regions), and its international competitors.

Stakeholders in the 'outer ring' influence the sentiment, and business and regulatory environment in which members of the citrus industry conduct business. These influencers include:

- General and trade media
- Federal, State and Local government departments and agencies
- Allied industries such as grapes, and other fruits and vegetables
- Competing industries – particularly for export markets – such as South Africa and Chile
- Funding bodies
- Consumers

Communications between these 'outer ring' stakeholders and growers are occasionally direct, but more often are diffuse and infrequent. They create a background to business and exercising an indirect rather than direct influence. These influencers also inter-act between themselves, and have varying degrees of understanding of the Australian citrus industry.

Existing Messaging

While Citrus Australia has a robust business plan in place and clearly defined ongoing programs, it has not gone through a formal message development process to underpin these programs. The messages going out depend on the expertise of the program owners.

However a recent exception has been the *Aussie Orange Farmers Fightback* campaign, which was born of the necessity to communicate with consumers and the industry on a difficult season. In that case, there was a conscious effort to finely tune messages to the needs of specific stakeholders.

Scan of Communications Environment

Although Citrus Australia's main publication – *Citrus Australia News* – enjoys an 85 percent acceptance rate among its target readers, it does not deliver to them clear and systematically developed messages. The current approach is to gather timely and interesting news and feature items according to what is happening in the market, but there is little planning of messages to be highlighted by specific stories. This represents a wasted communications opportunity.

Branding

Australian Citrus Growers, the predecessor to Citrus Australia, had a corporate style guide developed in 2005. This comprehensive document covered logo specifications, document style, standard templates, and guidelines for presentations and display materials, as well as media policies.

When Citrus Australia was established, a new logo design was commissioned and with it a new corporate style guide. This latest document focused on the new logo specifications and its accompanying colour palette, and stationery design. It was not as comprehensive as the original corporate style guide because it did not cover usage across a variety of communications tools and channels.

As a result, the Citrus Australia logo is now well established and recognised, but there are obvious variations in usage across stationery, email, the corporate web site, posters, media materials and publications. A new corporate style guide is required to remedy this – along with a nominated 'owner' of the corporate identity who can advise on and police appropriate usage.

Existing Media Relations

Although Citrus Australia's media relationships are generally positive, the approach to media has mostly been reactive. Again the exception has been the *Aussie Orange Farmers Fightback* campaign which required pitches to targeted media in every state except Tasmania and Northern Territory.

Another issue is the lack of coordination on media outreach between State and regional citrus industry organisations and Citrus Australia. This is largely a product of industry politics but the resolution of this issue would considerably mitigate the risks inherent in clashing or uncoordinated media outreach.

Note: *The use of a formal message development and documentation process as recommended above would also have a positive effect on media relations.*

Media Monitoring and Contacts

There is ongoing media monitoring in place for Citrus Australia's corporate communications via Google Alerts. Also incumbent product promotion agency Clemenger PR tracks the success of promotional campaigns through the services of Media Monitors.

There is also manual checking of regional print publications (done in-house). Key articles are then summarized and combined with selected stories from Google Alerts for inclusion in Citrus Australia's news digest e-mail to members, *Citrus World News*.

The approach to media monitoring became more proactive with the launch of the *Aussie Orange Farmers Fightback* campaign but there has been little change to overall media monitoring of ongoing corporate communications.

A list of past media contacts is manually maintained by Citrus Australia. However, because of database issues (see also Existing Web Site below) this list is not interactive, regularly updated or linked to useful data that can be mined to facilitate future media relations.

Executive Speaking Opportunities

The CEO of Citrus Australia has been regularly invited to participate in high level speaking opportunities, including the *Quarantine and Market Access Conference* in Canberra in 2001 and 2003; the *ABARE Outlook Conference* in 2007 and 2009; the *International Citrus Forum* in China in 2008, and the *PMA Fresh Connections Conference* in 2009. However, as with media relations there is no proactive, systematic speaking opportunities program in place.

Sponsorships

Citrus Australia has a history of actively promoting sponsorship of its Annual Conference. Paying sponsors are given varying degrees of visibility at the Conference and exhibition venue, on the corporate web site, in the event program, and in related editions of *Australian Citrus News*.

Paid advertisements are also included in non-conference editions of *Australian Citrus News*. However outside of this publication and the Annual Conference, there are currently no ongoing sponsorship or partnership initiatives in place.

Existing Web Site

The current Citrus Australia web site was last redesigned and relaunched March 2011. It was upgraded from a standard corporate site to a more interactive portal giving members access to news, media releases, publications, public affairs updates, levy information, industry and market reports, statistics, production information, events, and e-commerce tools to buy and update memberships.

Currently no audio or video downloads are available from the web site. Nor are there any blogs associated with the site.

There are ongoing performance issues with the database on which the web site is built. Until these issues are resolved, some database functions – including basic searches – need to be handled off-line. This is impacting the functionality of the web site as a portal for driving information out to members. Inbound traffic is healthy and growing, with an average of 600 unique visits per week.

Social Media

Citrus Australia currently does not utilise Twitter, Facebook, YouTube or any other social media for its corporate communications. However there is some manual tracking of Twitter conversations around the term 'Citrus Australia'.

Social media are used for orange and mandarin promotions featuring product ambassador Kim McCosker of *4 Ingredients*. She tweets under her own name and company name about her Citrus Australia promotional activities. Her recipes and cooking demonstrations – both promotional and under her own brand – are also available through Facebook and YouTube. Facebook pages have also been developed for *Aussie Oranges* and *Aussie Mandarins*.

Imagery

Digital images such as pictures of board members and senior managers and general orchard and packing shed shots are filed on the corporate server. However there is no process in place to name and date these images in a consistent manner, nor to file them by subject matter for easy searching.

Some images that are the property of Citrus Australia are also held in separate files by contractors who have used them for past publications, for example.

Human Resources and Skills

Human resources dedicated to Citrus Australia communications currently are:

- One full-time manager in house
- One contractor who works in-house 2 days per week on publications, some web site functions, and the Annual Conference
- One contractor who works part time on a bi-monthly cycle to edit and manage the production of the publication *Australian Citrus News*. This contractor is based in Melbourne.

This latter contractor is a trained journalist with an educational background and experience in horticulture and agriculture. She has a strong understanding of the industry and useful contacts for sourcing stories for the publication. She is currently making the transition from running the publication with minimal supervision, to working under the guidance of the new in-house Communications Manager.

The in-house contractor previously worked full-time for Citrus Australia from Q4 2006 to mid-2008 and then returned in a part-time capacity in September 2010. Since then she has worked 2 days per week in the Citrus Australia office, with some additional hours in peak periods – such as the lead-up to the Annual Conference. This contractor has experience with in-house PR and promotions, and has accumulated useful institutional knowledge as well as above-average understanding of the citrus industry and the key players in it.

There is one significant weakness in the skills profile of the communications team – web site management skills.

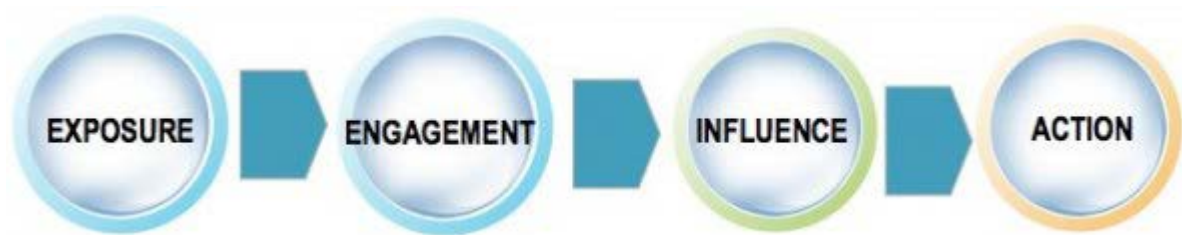
The General Manager – Business Services and Company Secretary is currently the only person in the Citrus Australia office fully trained on the back-end tools and applications of the new web site. The Business Services Coordinator is trained and experienced in some functions, and the in-house communications contractor has training in experience in other functions.

Apart from the on-going issues with the database on which the web site was built (see also comments under Existing Web Site, above), this lack of site management skills is holding back the full and effective utilisation of www.citrusaustralia.com.au as a communications tool. Training of the new Communications Manager and the in-house contractor should be made a priority. It would also be useful to train the newly hired Administration Officer as a back-up.

Measurement

Currently Horticulture Australia Ltd and Citrus Australia use Advertising Value Equivalency to measure the success of product promotion campaigns. While this measurement appeals to Boards and senior managers because it is expressed in dollar value of exposure received, AVE is based on a false premise, is inherently inaccurate and is easy to manipulate.

Also AVE is based on size of media coverage achieved, whereas it is rare nowadays for campaigns to utilise just one medium – or just traditional media without some Internet involvement. This means the communications model has become much more complex, with a greater focus on *engagement* with target audiences rather than just pushing information out to them:



This means multiple and more sophisticated measurements are now required to track factors beyond exposure – including audience engagement, how stakeholders are influenced and what actions are taken in response to communications received.

See Appendix II for an analysis of AVE issues, and list of alternative measurements.

Proposed Strategies

Issues and Opportunities

A scan of Citrus Australia's communications environment (see previous section) has revealed the following issues and opportunities that need to be addressed:

- Developing new approaches to communications that better meet the needs of stakeholders, while reinforcing Citrus Australia's role as peak industry body in Australia.
- Proliferation of print and electronic newsletters and web sites with significant overlap in audiences and content.
- A well-developed influence model spanning key stakeholders that can be further strengthened with the right communications.
- Lack of strategic corporate messaging.
- Predominantly reactive and opportunistic media relations, rather than a mix of strategic proactive and reactive.
- Missed opportunities in media monitoring – can be used to identify opportunities and also allow greater audience engagement.
- Lack of a disciplined executive speaking opportunities program.
- An enhanced web site not yet being used to its full capabilities due to database issues and a lack of site management skills.
- Need for more integrated approach to measurement of both media and audience engagement. There are also additional opportunities for feedback and measurement, including an annual member satisfaction survey and periodic focus groups on specific programs and campaigns.

Proposed Strategies

- 1. Citrus Australia should become a *curator* of information, rather than simply initiating it or acting as a conduit for gathering and distributing information.**

In order for Citrus Australia to fulfil its vision of transforming the industry to a unified new structure ensuring better value and returns to growers it must become a *custodian and interpreter* of information – whether anecdotal, statistical or factual, and in multiple formats that meet the needs of stakeholders and influencers.

The concept of content curation has evolved as modern consumers of information have become overwhelmed by multiple and sometimes conflicting sources of news and information in various formats. This particularly applies to the citrus industry where growers receive information from general and industry-specialised media, their colleagues and suppliers, Citrus Australia, State and regional citrus boards, and Government and regulatory authorities.

Proposed Strategies

Also, as noted earlier in the environmental scan section of this plan, there is already a significant overlap in content and audiences between the publications of Citrus Australia and the various State and regional industry organisations. Progressively removing this overlap would:

- (a) Free budget dollars for other purposes
- (b) Simplify lines of communication with growers
- (c) Clarify key messages and avoid potential confusion

By becoming a curator of content, Citrus Australia could:

- Locate and evaluate valuable content – from regions, innovative individuals, Government, regulators and even other industries
- Organise, connect and interpret content to ensure that it is as accessible and meaningful as possible
- Create and re-purpose content when it adds to the underlying value
- Build trusted relationships with stakeholders, influencers and other curators

Most importantly, by fulfilling this curatorial role Citrus Australia will reinforce its leadership and drive to unify the industry – and build bridges towards the eventual restructuring of State and regional boards.

2. Progressively consolidate State and regional content and publications into *Australian Citrus News* and the Citrus Australia web site.

Given the fact that there is likely to be political resistance at State and regional level to this proposal, begin the process by setting up a dedicated page in Australian Citrus News for each State or regional organisation that currently publishes its own newsletter.

First, request content for these pages from each organisation. If individual organisations decline to provide original content, simply lift (and attribute) content from their newsletters and run it in the Citrus Australia publication. Since there is attribution, this does not violate the copyright of the original publication.

The purpose of this strategy is to spread the value of regional information and opinion to growers throughout Australia – a task that only Citrus Australia is equipped to undertake. Also, over time as individual State and regional boards are wound down, it will ensure that Citrus Australia has already been established as a reliable source of information from all growing regions.

Over the longer term as the industry unifies, appoint a regional contact in each area to act as correspondent for Citrus Australia media.

3. Make Citrus Australia's communications more message-driven

Currently Citrus Australia's publications and web site appear to deliver useful information, but with little or no underlying messaging. This process should be reversed:

- (a) Establish in advance the need and timing for messaging
- (b) Match messaging with the real and perceived needs of target stakeholders and influencers
- (c) Develop the messages
- (d) Package content with messages in order to bring them to life and make them more palatable to target audiences

The needs of Australian citrus growers have already been clearly identified by the organisation:

- Understanding of what Citrus Australia is doing and why
- Reports and updates on citrus projects
- Information on current issues affecting the industry
- Information on domestic and export markets
- Advice on industry best practices
- Awareness and understanding of citrus industry services and activities
- Understanding of levy fund investment
- Awareness of industry production and marketing statistics

A messaging development workshop involving selected Board members and executives would result in a documented, well-justified set of core messages. These can then be fine-tuned, expressed and packaged with information in accordance with the above needs.

Other messages can be developed and packaged for specific issues and campaigns as they arise, as long as they fit underneath the standard 'umbrella' messages of Citrus Australia.

The other critical factor about messaging is that repetition is required. Citrus Australia media, communications channels and spokespeople must be prepared to repeat key messages consistently over long periods in order to develop widespread understanding and acceptance.

- 4. On the back of more strategic messaging, take a proactive and integrated approach to media relations, media monitoring and executive speaker management. Also reinforce this outreach with stronger visual branding through an updated corporate style guide.**

Once corporate key messages are in place and agreed by the Board and management, draw up a tactical plan to specifically:

- Target and cultivate key media
- Target key speaking opportunities for Citrus Australia's executives and technical specialists
- Pitch interview opportunities involving key executives, Board members and technical specialists
- Use media monitoring to uncover new opportunities, rather than just recording work already done, and open a channel for audience feedback via online comments and links with online forums

If budget permits, manual in-house and outsourced media monitoring can be replaced by a subscription to an online monitoring service such as Meltwater. (See Budget section below for costs).

- 5. Develop communications tools that build on the strengths and preferences already identified by growers – the Annual Conference, farm walks, field days, experience of colleagues in the industry, and other practical demonstrations and seminars.**

The rich content of the Citrus Australia Annual Conference is not being fully exploited outside a pre- and post-Conference edition of *Australian Citrus News*. While small numbers of growers experience the benefits of field days, demonstrations and seminars, the content of these – and the value added by participants sharing their experience – is not being captured and pushed out to other stakeholders.

This situation can easily be remedied by:

- The writing and distribution of written case studies in a standard 'problem, solution, results' format.
- The taping of audio case studies by digitally recording interviews with growers and key industry advisors.
- The creation of video case studies by digitally videotaping demonstrations, field days, presentations and interviews.

Similarly, the rich content of the Annual Conference can be captured and repackaged by:

- Digitally taping and videotaping keynote presentations, discussions and field trips. These can be edited down highlight the key points of the event or experience.
- Bundling copies of speeches or PowerPoint presentations with explanatory notes into post-event information kits.
- Adding commentary and suggestions from key industry figures and Citrus Australia executives to put the content in context.

The establishment of video and sound files as another communications channel marketed to members via email and available from the web site opens the way for a regular audio program. Tentatively titled *CEO's View* or *The Juice*, it can be a short, monthly editorial recorded by Judith Damiani – either for her own timely messages to members, or with her introducing another speaker who has particular expertise or knowledge to share.

6. Continue to develop Web-based communications channels to funnel enhanced messages and content to members.

The revamped Citrus Australia web site is capable of much more. On it, set up:

- A repository of written, audio- and videotaped case studies that can be accessed by members
- Similarly recorded content from field days and demonstrations
- Text, audio and streaming video downloads of Annual Conference content – along with a collaborative space that allows growers to leave questions and comments online, also to be answered online by the appropriate guest, presenter or staff member.
- Similarly recorded content from Regional Forums and the annual Export Forum.

If there is resistance from members to downloading audio or video files, or playing such files stored on the web site, an alternative would be to burn and distribute DVDs – however this would generate additional expense whereas the web-hosted content distribution is cheap and efficient.

If there is not sufficient functionality or bandwidth to permit digitally recorded material to be held on Citrus Australia servers, a link can be provided from the web site to a repository of material on linked Facebook and YouTube pages.

Proposed Strategies

Standard images of Board members, executives and industry theme pictures can also be stored and accessed in this manner at no cost beyond a minor update of the Citrus Australia site.

Tastes of content from events, field days, case studies and other content in the repositories can be pushed out to members via an email summary containing a live link back to the web site.

This can also be used as a marketing tool to recruit new members. Give the potential member a taste of the range of content and exposure to other growers, new ideas etc. available – then offer full and free access upon signing up.

Although email use is not common to all members, it is utilised by 98 percent of them. By using email as a marketing and delivery mechanism for content, we can encourage greater use of Web-based resources.

The use of the Internet to gather and deliver content, and solicit feedback, is already widespread among State and Federal Government ministries, departments and agencies – as well as across the private sector. While there may be some initial complaints, Citrus Australia can lead the industry to a richer variety of information and communications tools by making more strategic use of its web site.

9. Develop a standard measurement methodology to track the successful transmission of key corporate and campaign messages.

Reduce or eliminate the use of Advertising Value Equivalency (AVE) as a measurement of corporate communications. Adopt a methodology that better tracks the audience engagement inherent in the use of mixed traditional and online media. Report to the CEO on outcomes from communications programs monthly.

10. Maintain existing human resources but enhance skills through training – particularly on the back end of the corporate web site.

Considering the skills and industry knowledge of the outside contractor producing *Australian Citrus News*, and the fact that the industry is likely to at least partly restructure over the coming year, it makes sense to renew the existing contract arrangement (with appropriate amendments). This will allow flexibility of resources during a period of change and also provide some backup for the in-house contractor and Communications Manager in case of absence due to illness, maternity or other forms of leave.

Proposed Strategies

However, the next contract should set tighter conditions and more specific key performance indicators – with compensation tied to actual performance. There may even be scope for a bonus tied to productivity improvements, as opposed to an across-the-board increase in compensation.

Training on web site tools and management is essential for the in-house contractor and the Communications Manager. Without this training, the web site will not reach its full potential as a communications tool. The recently-hired Administration Officer could also receive training so she can act as back-up during periods of high communications workload. General human resources could also receive a periodic boost through the engagement of student interns from Sunraysia TAFE or the Mildura campus of La Trobe University.

Tactical Communications Plan

[illegible]

Tactical Communications Plan (continued)

ACTIVITIES	Week-Commencing Dates in Months 2011 - 2012																	
	July 2011	August 2011	September 2011	October 2011	November 2011	December 2011	January 2012	February 2012	March 2012	April 2012	May 2012	June 2012	July 2012	August 2012	September 2012	October 2012	November 2012	December 2012
Purchase digital video cam/software			5															
Purchase digital audio recorder			5															
Enhance web site for audio/video			12															
Write/tape case studies as opps occur			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Media training – Executives & Board			19															
National Conference – Tape content				23-26														
Communications survey at Conference				24														
Quarterly email/phone focus groups					x			x			x			x			x	
Edit & publish conference e-content					14													
Marketing email pushing conf e-content					14													
Pre-Conference Edition of <i>Citrus News</i>		15																
Post-Conference Edition of <i>Citrus News</i>					14													
Publish <i>Citrus News</i> bi-monthly							9		12		7		9		10		12	
National Export Forum								x										
Launch/distribute monthly <i>The Juice</i> audio						5	16	13	19	16	14	18	16	13	17	15	12	10
Regional forums								x	xx									
Monthly media/measurement reporting		29	26	24	28	19	30	27	26	23	28	25	23	27	24	29	26	17

Appendices

Reference List

- Agricultural Produce Commission WA, *Fruit West*
- Australian Citrus Growers Inc., 2005, *Corporate Style Guide 2005*.
- Australian Citrus Growers Inc., 2006, *Australian Citrus Industry Strategy 2006*.
- Australian Citrus Propagation Association, *Auscitrus*
- Citrus Australia Ltd, *Australian Citrus News*
- Citrus Australia Ltd., *Citrus eNews*
- Citrus Australia Ltd., *Citrus World News*
- Citrus Australia Ltd., 2009, *Corporate Style Guide*.
- Citrus Australia, *Season Update*
- Citrus Australia Ltd., 2010, *3 Year Strategy 2010-13*.
- de Vos, R 2009, *Australian Citrus Industry, Industry Development Needs Assessment & Recommendations*, Horticulture Australia Ltd.
- Horticulture Australia Ltd., *Hortlink*
- Murray Valley Citrus Board, *Citrep*.
- Murray Valley Citrus Board, *Murray Valley Citrus Board Weekly News*.
- Northern Territory Horticultural Association, *Northern Australia Grower*.
- NSW Dept of Primary Industry, *Coastal Fruitgrowers Newsletter*.
- Plant Health Australia, *Tendrils*.
- Riverina Citrus, *Riverina Citrus E-News*.
- SA Research & Development Institute, *Packer Newsletter*.
- South Australia Citrus Board, *South Australia Citrus Board Newsletter*.

Industry Publications and Their Content

Publication	Publisher	Frequency and Format	Content
<i>Auscitrus</i>	Australian Citrus Propagation Association	Quarterly online and print	<ul style="list-style-type: none"> • Technical information on propagation • Nursery biosecurity • Contains no advertising
<i>Australian Citrus News</i>	Australian Citrus	Bi-monthly print	<ul style="list-style-type: none"> • News and feature articles on: <ul style="list-style-type: none"> ○ National citrus industry issues ○ Recent and upcoming events ○ Industry personalities ○ Market development ○ Product marketing ○ Production and innovation ○ Biosecurity • Also contains advertising by industry sponsors and vendors along the supply chain.
<i>Citrus eNews</i>	Australian Citrus	Bi-weekly email	<ul style="list-style-type: none"> • As above, but limited to short news, timely news items. • Contains no advertising
<i>Citrep</i>	Murray Valley Citrus Board	Monthly print	<ul style="list-style-type: none"> • News and feature articles on: <ul style="list-style-type: none"> ○ Regional citrus industry issues ○ Recent and upcoming events ○ Industry personalities ○ Production and innovation ○ Biosecurity
<i>Citrus World News</i>	Australian Citrus	Weekly email	<ul style="list-style-type: none"> • Compilation of Australian and international news articles on the citrus industry • Contains no advertising
<i>Coastal Fruitgrowers Newsletter</i>	NSW Dept of Primary Industry	Quarterly (but recently irregular)	<ul style="list-style-type: none"> • Technical and production information on current season • Biosecurity • Contains no advertising

Industry Publications and Their Content (Continued)

Publication	Publisher	Frequency and Format	Content
<i>Fruit West</i>	Agricultural Produce Commission, WA	Quarterly print	<ul style="list-style-type: none"> News and information for WA apple, pear, citrus and stone fruit producers including: <ul style="list-style-type: none"> Industry issues Recent and upcoming events Industry personalities Production Product marketing Biosecurity Also contains a news digest of local and international media coverage of the fruit sector Also contains advertising by industry sponsors and vendors along the supply chain.
<i>Hortlink</i>	Horticulture Australia	Quarterly online and print	<ul style="list-style-type: none"> Updates on projects being conducted by HAL with industry
<i>Murray Valley Citrus Board Weekly News</i>	Murray Valley Citrus Board	Weekly email	<ul style="list-style-type: none"> News articles on Murray Valley-focused: <ul style="list-style-type: none"> Citrus industry issues Recent and upcoming events Product marketing Production Biosecurity Contains no advertising
<i>Northern Australia Grower</i>	Northern Territory Horticultural Association	Bimonthly online and print	<ul style="list-style-type: none"> News articles on northern Australia-focused: <ul style="list-style-type: none"> Citrus industry issues Recent and upcoming events Production Biosecurity Contains no advertising
<i>Packer Newsletter</i>	SA Research & Development Institute	Quarterly online	<ul style="list-style-type: none"> Technical and production information for citrus packers Biosecurity
<i>Riverina Citrus E-News</i> (Also known as <i>Riverina CitNews</i>)	Riverina Citrus	Bi-weekly email	<ul style="list-style-type: none"> News articles on Riverina-focused: <ul style="list-style-type: none"> Citrus industry issues Recent and upcoming events Production Biosecurity Contains no advertising

Industry Publications and Their Content (Continued)

Publication	Publisher	Frequency and Format	Content
<i>Season Update</i>	Citrus Australia	Bi-monthly web update with email alert	<ul style="list-style-type: none"> • Technical and production information on current season across all regions • Contains no advertising
<i>South Australia Citrus Board Newsletter</i>	South Australia Citrus Board	Weekly online and email	<ul style="list-style-type: none"> • News articles on South Australia-focused: <ul style="list-style-type: none"> ○ Citrus industry issues ○ Recent and upcoming events ○ Product marketing ○ Production ○ Biosecurity • Contains no advertising
<i>Tendrils</i>	Plant Health Australia	Weekly online and email	<ul style="list-style-type: none"> • Biosecurity news and information for Australia's agricultural producers

Alternatives to the Use of Advertising Value Equivalency (AVE) to Measure PR

Advertising Value Equivalency (AVE) is a method of evaluating public relations by placing a financial value on the total amount of editorial coverage achieved as if it were advertising. AVE is calculated by multiplying the number of column centimetres or inches of editorial coverage or seconds of broadcast airtime by each medium's advertising rate. A multiplier of three to nine times is often then applied in order to emphasise the greater credibility of editorial coverage.

The Australian, U.S. and U.K. peak bodies of the PR industry take the view that agencies which use AVE as a measurement of PR value are providing misleading information to their clients.

Why the Use of AVE is Misleading

1. Advertisements and editorial articles are perceived differently by readers, viewers and listeners. Advertising is blatantly sponsored media exposure whereas editorial coverage has earned, not paid, its way into the media.
2. Advertising and PR work synergistically, whereas AVE treats them as equals or alternatives. Neither is the case. Also, the use of AVE ignores other marketing communications strategies and tactics such as events, speaking opportunities, newsletters, awards, sponsorships, etc.
3. Editorial publicity can be positive, negative or neutral – or a story could only mention a client or product, or mention it along with competitors. And even if it is positive, a story might appear in a publication that does not reach the target audience – or it could be poorly positioned so potential readers don't even see it. On the other hand, a story in a highly influential column or publication could have an extremely positive impact – much more positive than advertising.

AVE does not take any of this into account. It is based only on the total volume of coverage, not the quality.

4. AVE calculations are often based on casual advertising rates which are much higher than the rates calculated for advertising campaigns. This artificially inflates the so-called value of publicity.

There are also other practical problems related to the use of advertising rates. In some cases no rates are available, or PR agencies fail to keep their rate data up to date and simply estimate the media costs. Audience numbers for broadcast media are also often estimates, and traffic numbers for Web sites are often exaggerated by the site owners. In each case, this flawed data will make the final AVE number statistically unreliable

5. AVE calculates only the cost of buying equivalent media space or time for advertising but makes no effort to measure the impact or effectiveness of the content. Advertisers routinely evaluate factors like reach, share of voice, message recall and other outcomes such as enquiries, leads or sales – yet AVE measures only outputs, not outcomes.
6. There is absolutely no research that supports the use of AVE multipliers of 3, 9, or more that boost the 'ad value' of coverage achieved through PR. These are made-up numbers with no scientific basis.

7. AVE measures only media publicity, not the many other aspects of public relations and marketing communications activities. It also fails to take into account that one key role of PR is to keep certain information out of the media, or to influence the content and tone of stories – regardless of their size.

What Professional Bodies Say About AVE

The professional bodies that dictate standards and ethics in the global public relations industry have condemned the use of AVE:

UK Institute of Public Relations

“...advertising value equivalents (AVEs) are flawed by the fact that advertising and PR use quite different methodologies. Valid comparison is therefore difficult, if not impossible.”

US Institute for Public Relations

“Most reputable researchers contend that ‘advertising equivalency’ computations are of questionable validity.

“Some organizations artificially multiply the estimated value of a possible editorial placement in comparison to advertising by a factor of 2,3,5,8 or whatever other inflated number they come up with... Most reputable researchers (also) view such arbitrary ‘weighting’ systems... as unethical, dishonest, and not at all supported by the research literature.”

Public Relations Institute of Australia

“The PRIA does not recognise Advertising Value Equivalents (AVEs) of editorial media coverage as a reliable or valid evaluation methodology. Editorial and advertising cannot be directly compared.”

Alternative Measurements



<ul style="list-style-type: none"> • Message inclusion • Right media and audience targeting • Impressions or Opportunity to View • Comment sentiment • Share of positive online discussion • Change in awareness 	<ul style="list-style-type: none"> • Message recall and retention • Repeat visitors and re-commenters • Duration (time spent) • Links, referrals and subscriptions 	<ul style="list-style-type: none"> • Purchase consideration • Tell a friend or colleague • Likelihood to recommend (Net Promoter Index) • Change in attitude 	<ul style="list-style-type: none"> • Buy product • Visit store (online or bricks & mortar) • Attend event • Take a requested action e.g. write to politician
--	--	--	--

Briefing note

Client: Citrus Australia
To: Judith Damiani
From: Fiona Davis, Gabrielle Sheehan
Re: **Communications Review**
Date: 1 January 2013

Hello Judith

Please find following a review of Citrus Australia's key communications activities and recommendations for future activities.

We are very happy to discuss further.

Best wishes

Gabrielle Sheehan
Senior Consultant



Currie has reviewed Citrus Australia's key communications activities, drawing upon recent grower research, interviews with Citrus Australia staff and our own observations from working with Citrus Australia.

We provide here a snapshot of activities, performance, our observations and recommendations for the future.

Objectives

Citrus Australia's primary communications objectives are:

Media coverage

1. To increase the volume and quality of positive media coverage of Citrus Australia activities in citrus-growing regions
2. To increase the volume and quality of Australian media coverage of Citrus Australia activities
3. To increase website hits
4. To increase email open rates for e-news
5. To increase email action rates for e-news

These also support Citrus Australia's general and business objectives.

General objectives

6. To develop support for the organisation's new structure
7. To see growers changing their practices as a result of Citrus Australia advice

Business objectives

8. To increase market share in Japan, China, Thailand and South Korea
9. To open up new markets
10. To increase consumer demand for Australian citrus domestically
11. To increase consumer demand for Australian citrus internationally
12. To help growers run profitable business in the long term



Target audiences

Citrus Australia has a variety of target audiences, but its primary audience is growers. They divide growers into segments, to help target particular regions with the information most relevant to them, and to ensure that all growers are included.

The larger citrus growing regions that we target include:

- Central Burnett (mandarins, fungicide)
- Riverland
- Riverina (juice)
- Murray Valley (early and late navels, quality standards)

Broader regions that we also communicate with include:

- Queensland
- NSW
- Victoria
- WA (exports)

Citrus Australia's secondary audiences include:

- Horticulture Australia Limited (HAL)
- Government
- Domestic consumers
- International consumers
- Exporters
- Marketers
- Importers
- Retailers
- Citrus Australia board
- Citrus Australia staff

Media relations

The media plays an important role in shaping growers' perceptions and in communicating Citrus Australia's research and recommendations.

In the past, Citrus Australia's approach to media has been ad hoc and largely reactive. There has been both positive and negative coverage.

Examples of coverage include:

Trade changes to help citrus exporters	Weekly Times Now	21/12/12 13:02	AUSTRALIA'S half-a-billion dollar citrus industry will soon be able to build its own trade relations directly with US markets, under changes to fruit export regulations.	Positive	Export Efficiency Powers
Citrus export shake-up	Weekly Times Now	19/12/12 04:36	Citrus Australia chief executive Judith Damiani said talks had begun between Citrus Australia and Senator Ludwig to establish how industry would like to proceed. "He has presented two options following the review outcome," Ms Damiani said.	Neutral	Export Efficiency Powers



In the last few months, Citrus Australia strengthened the resourcing of media relations activity.

Positive relationships exist with key media including:

- Darren Gray, The Age
- 2UE
- 2GB
- ABC Riverland
- Emily Tinker, Area News Griffith
- Sue Harris, Central and North Burnett Times
- Tom Bicknell and John Hay, Asiafruit Magazine

Citrus Australia has less positive relationships with:

- The Weekly Times
- A Current Affair
- Today Tonight
- Sarina Locke, ABC

Citrus Australia's media efforts aim to target the most influential media for the sector. Priority media are identified as:

ABC Rural Radio - The Country Hour
ABC1 - Landline
Asiafruit Magazine
Good Fruit and Vegetables
The Land
Produce Plus Magazine
Queensland Country Life
WA Countryman
Rural Weekly (North Central Queensland)
The Weekly Times
Murray Pioneer
SA Grower
Marketplace News
Retail World
Sunraysia Daily

Citrus Australia is also striving to target print, radio and television (as appropriate) in these regions:

Town	State	Town	State
Mildura	Vic	Emerald	QLD
Bourke	NSW	Mareeba	QLD
Gosford	NSW	Riverland (Murray Pioneer)	SA



Town	State	Town	State
Lismore	NSW	Bunbury	WA
Murray Valley	NSW	Carnarvon	WA
Narromine	NSW	Gingin/Chittering	WA
North Coast	NSW	Harvey	WA
Riverina	NSW	Kununurra	WA
Darwin	NT	Northampton	WA
Katherine	NT	Perth Hills	WA
Bundaberg	QLD	Central Burnett	QLD

A media pack for spokespeople is under development for completion in early November 2012. It includes:

- General advice on media
- Internal protocols
- What to do when the media calls
- When and how to be proactive
- How to handle a media interview
- Talking points on key issues
- 'Do's and don'ts' for handling the media

Observations

Relationships

It is important to foster relationships with the key horticulture writers and reporters in the primary citrus growing regions. Citrus Australia must keep striving to build positive relationships with media. This is done through being accessible, providing consistent messages and having a good understanding of what drives the media.

Remaining open and positive will mean Citrus Australia is better placed to deal with negative issues and media will be more likely to run the positive stories. This approach will yield the best results over the long term.

Recommendation 1. Continue to build relationships with priority media

Proactive media

Citrus Australia has many potential good stories to 'pitch in' to priority media. Creating a story bank will increase Citrus Australia's ability to be proactive with media, supplying seasonal and other timely stories, and to keep track of evolving stories.

So as to maintain Citrus Australia's reputation with the media for being a source of good quality information and NEWS, all stories offered should be newsworthy, with the emphasis on quality of coverage, rather than quantity.

Recommendation 2. Build a story bank

Recommendation 3. Progress development of 'media pack'

Recommendation 4. Distribute media releases only when stories are newsworthy



Paid coverage

Citrus Australia can ensure it has a significant presence in the local press through regular, paid columns in key regional newspapers in citrus-growing areas. Paid 'advertorials' would complement other media activity, and allow Citrus Australia to include specific information in the press, and to control the message. Copy would be adapted from text generated for other activities.

Recommendation 5. Investigate the feasibility of regular columns in regional press

Preparedness

Media training would benefit the regional representatives. It would build their capacity to represent Citrus Australia in the media and assist them to stay "on message".

Messaging training can assist even experienced media spokespeople to perform better, particularly when responding to significant issues. It can help them to stay on message and to maximise opportunities from media interviews.

Recommendation 6. Undertake media training for regional representatives

Recommendation 7. Undertake messaging training for key spokespeople on significant issues

Audio visual resources

Citrus Australia would also benefit from providing better audio visual material to support its media efforts. Citrus Australia has potential to get television coverage, particularly regional television coverage. It is useful to have vision ready that can be offered to television stations, for examples of fruit on trees, harvesting and fruit in storage.

It may also be useful to develop 'radio grabs' for use on the Citrus Australia website and to send to targeted radio where the issue is very regionally specific.

Recommendation 8. Invest in vision of fruit on trees, harvesting and fruit in storage for provision to television networks

Recommendation 9. Consider development of 'radio grabs' for use on the Citrus Australia website and to send to targeted radio where the issue is very regionally specific.

Issues management

Citrus Australia deals with a wide range of issues. It has prepared an issues management framework identifying issues likely to be of interest to the media and stakeholders. Key messages and talking points are being prepared for each topic. Talking points provide the detail below the key messages and help to inform interviews and other communications. They can also help negotiate difficult issues.

One recent example where the talking points have been used is communicating on the oversupply of navel oranges. This issue came to light before the 2012 national conference. When there was negative coverage, the pre-prepared talking points were referenced by media spokespeople in their responses.

Talking points under development include:



- Export markets
- Domestic markets
- Structural changes
- Policy and advocacy
- Biosecurity

Recommendation 10. Continue with development of talking points on key issues

Recommendation 11. Seek external advice on how to respond to issues when needed

Website

Citrus Australia's website at www.citrusaustralia.com.au was established in September 2010. The website is vibrant, accessible and user-friendly, with strong branding evident.

It is a critical communications tool for use with growers and other stakeholders. Citrus growers are regular users of the internet. Research in 2009 indicated that over half of growers accessed the web "regularly throughout the day" or "once or twice a day".

Overall, visits to the website are trending upwards with peak visits experienced in August 2012, coinciding with the regular provision of materials in the harvesting season.

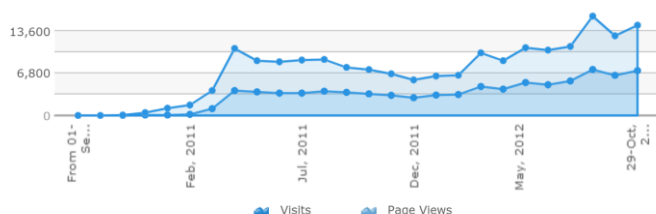


FIGURE 1. WEB STATISTICS SINCE THE ESTABLISHMENT OF THE NEW WEBSITE IN SEPTEMBER 2012

Observations

It is noticeable that people are entering the Citrus Australia site from a variety different locations, other than search engines, which indicates the power of links embedded in other sites. This could be further enhanced with a targeted link campaign with stakeholder organisations to request links are set up on their sites. Search Engine Optimisation measures could also be considered.

R&D investment represents a significant proportion of Citrus Australia's funding and is of tremendous value to growers, however there is not much information on the website around research results. The website is under-utilised as a channel to disseminate research results to growers and facilitate uptake of new developments.

Case studies and photographs illustrating the benefits to farmers of adopting research results would also assist. These can be sourced from publications such as *Australian Citrus*



News. This would also strengthen the message that Citrus Australia works closely with growers and is their organisation.

Recommendation 12. Undertake a targeted link campaign to increase website visits

Recommendation 13. Develop a new section on the website focussed on research results to facilitate innovation and practice change

Recommendation 14. Develop a suite of case studies, particularly farmer case studies, with photographs for the website

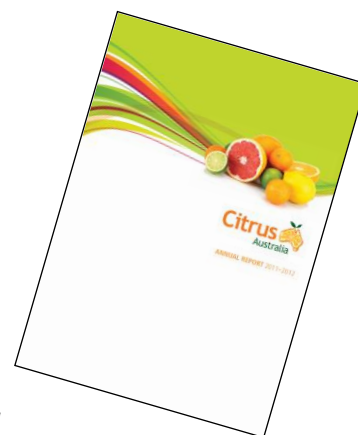
Recommendation 15. Revisit website content to ensure it reflects Citrus Australia's priorities

Annual Report

Citrus Australia has produced full Annual Reports to showcase its activities, governance and financial reports. The 2011-12 report was distributed recently at the Annual Conference, to a mailing list of stakeholders and is available online. The Annual Reports include a detailed overview of all projects.

Recommendation 16. Review Annual Report mailing list annually and ensure all influential stakeholders are included

Recommendation 17. Include case studies in Annual Report which demonstrate how Citrus Australia's work has benefited individual growers



Australian Citrus News

Australian Citrus News is a bi-monthly 36-page magazine which aims to provide citrus growers with indepth articles on the issues that matter to them.

It very well regarded by growers with 85% considering the publication "somewhat" or "extremely" useful in providing information on production related matters (IDNA report, 2009). It was also named as a priority source of non-production related information about the industry, markets and government policy by 76% of growers. Supply chain participants also rated *Australian Citrus News* highly.



Observations

Although in recent months efforts to promote the content to the media have increased, in general the content of *Australian Citrus News* is not well leveraged. It could be more widely utilised in the media and on the website. For example, the lead story (or multiple teasers) could go up on the website.

Six editions a year is very frequent for a grower publication, especially as they receive a considerable amount communications material from other sources. With the introduction of the regular e-newsletter as channel for getting information to growers, it may be timely to



review the frequency of the magazine. Less frequent publication will ensure that content is always of a very high quality and that the magazine retains its value to growers. It will also reduce production costs.

Considering the high internet usage reported by growers, it may be useful to ask them if they would prefer to receive Australian Citrus News electronically, via e-book. This would also reduce production costs.

Recommendation 18. Increase efforts to promote and use content of Australian Citrus News more widely

Recommendation 19. Consider reducing the frequency of Australian Citrus News to quarterly

Recommendation 20. Consider ask growers if they would prefer electronic delivery of Australian Citrus News, via e-book to reduce the print run

E-newsletter

This was launched in 2011 but was not produced regularly until August 2012. It is a useful tool for promoting Citrus Australia's work directly to target audiences in a timely manner.

Recommendation 21. Continue regular production of the Citrus Australia e-newsletter

Citrus World News

Citrus Australia issued a fortnightly email news summary covering international citrus news from April 2011. Due to limited resources this became more ad hoc then ceased mid-year. Given that the resourcing issue continues, it is recommended that this activity does not resume but rather that information on critical international developments be incorporated into other communications activities.

Recommendation 22. Do not continue production of Citrus World News summary

Email updates

From time to time, Citrus Australia puts out email updates around its activities and advice to growers. This is a useful, timely resource for growers that shows clearly the value that Citrus Australia can provide. Updates have been distributed on topics such as:

- Forums and events
- Standards updates
- R&D plan
- Annual conference
- Annual general meeting

Observations

These updates are now incorporated through the regular e-newsletter. At times these could have benefited from better structure, further editing and pitching to media. They may still be very occasionally warranted, but their use should be minimised as far as possible.



Recommendation 23. Incorporate ad hoc email updates into the e-newsletter

Season Update

Citrus Australia issues a monthly season update. This confidential information tool for growers is emailed out as a PDF file and is accessible via the website. In the past, there has been some complaints about the difficulty of getting the season update through the member login area.

Observations

There may be ways to provide feedback or templates to authors to limit editing time and to ensure entries are pitched correctly, but overall this operates well.

Recommendation 24. Continue Season Update as is, but consider updating template used by authors

Future directions

Citrus Australia is looking to increase and improve its communications to growers.

The industry is currently in a period of significant change with the move away from a traditional, federated structure for grower representation to a more streamlined industry body. While this offers many benefits to growers, including reduced duplication, lower levy fees and a unified voice for citrus, it also means a gradual wind up of state organisations. There is naturally a great deal of sensitivity around this process.

Aside from the structural changes, Citrus Australia is seeking behavioural change from many growers, encouraging them to adopt more rigorous methods of gauging when fruit is ready and plant new varieties if current options are unsuitable. This change can be expensive and many growers are reluctant to alter their current methods.

Citrus Australia is also actively trying to increase its market share in its biggest importer – Japan – and in increasing its market share in emerging markets, including China and South Korea.

To retain and increase grower support for Citrus Australia during this time of change, the organisation needs to demonstrate the good work it is doing for growers and the industry as a whole.

In particular, it needs to highlight its activities in:

- Domestic markets
- Export markets
- New varieties
- Research and development
- Policy advocacy



Summary of recommendations

Recommendation 1. Continue to build relationships with target media

Recommendation 2. Build a story bank

Recommendation 3. Progress development of 'media pack'

Recommendation 4. Distribute media releases only when stories are newsworthy

Recommendation 5. Investigate the feasibility of regular columns in regional press

Recommendation 6. Undertake media training for regional representatives

Recommendation 7. Undertake messaging training for key spokespeople on significant issues

Recommendation 8. Invest in vision of fruit on trees, harvesting and fruit in storage for provision to television networks

Recommendation 9. Consider development of 'radio grabs' for use on the Citrus Australia website and to send to targeted radio where the issue is very regionally specific.

Recommendation 10. Continue with development of talking points on key issues

Recommendation 11. Seek external advice on how to respond to issues when needed

Recommendation 12. Undertake a targeted link campaign to increase website visits

Recommendation 13. Develop a new section on the website focussed on research results to facilitate innovation and practice change

Recommendation 14. Develop a suite of case studies, particularly farmer case studies, with photographs for the website

Recommendation 15. Revisit website content to ensure it reflects Citrus Australia's priorities

Recommendation 16. Review Annual Report mailing list annually and ensure all influential stakeholders are included

Recommendation 17. Include case studies in Annual Report which demonstrate how Citrus Australia's work has benefited individual growers

Recommendation 18. Increase efforts to promote and use content of Australian Citrus News more widely

Recommendation 19. Consider reducing the frequency of Australian Citrus News to quarterly



Recommendation 20. Consider ask growers if they would prefer electronic delivery of Australian Citrus News, via e-book to reduce the print run

Recommendation 21. Continue regular production of the Citrus Australia e-newsletter

Recommendation 22. Do not continue production of Citrus World News summary

Recommendation 23. Incorporate ad hoc email updates into the e-newsletter

Recommendation 24. Continue Season Update as is, but consider updating template used by authors



COMMUNICATIONS EVALUATION – MAY 2013
PREPARED BY FIONA DAVIS, CURRIE COMMUNICATIONS

Website trends	Page 3
Citrus eNews and season update statistics	Page 5
Media coverage	Page 9

Overview

During May, Currie Communications developed two Citrus eNews and one media release for Citrus Australia. We also edited the monthly season update.

The most popular story via eNews this month was about taste panels. It was closely followed by the Pat Barkley Foundation scholarship story. Export stories also continue to be popular.

China continues to be the most popular location that visitors are coming from, followed by Australia.

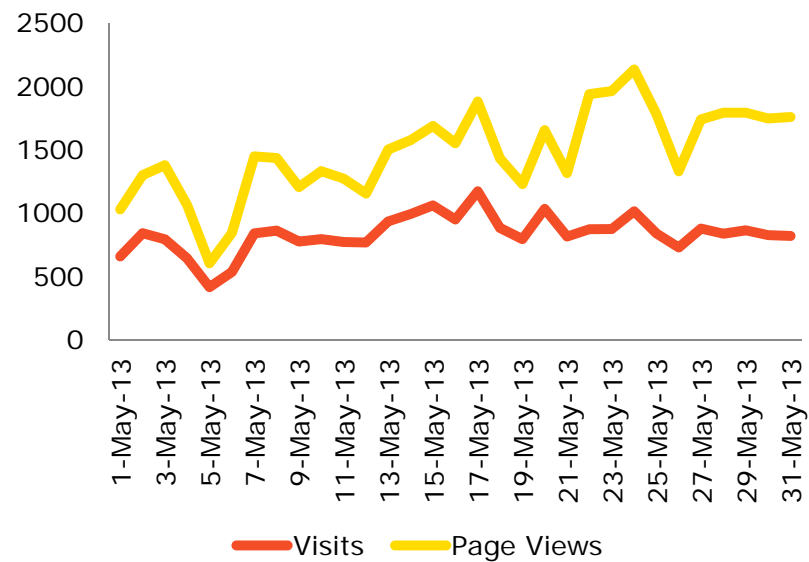
Recommendations for next month:

- As discussed with Judith, we will try to include at least one story each edition that shows how Citrus Australia spends its levies (i.e. research, lobbying government)
- We have updated the media pack and talking points for distribution – the talking points can also be used by Board and all staff to inform conversations regarding Citrus Australia activities, not just with media.
- Continue to focus on export stories – there is significant interest in these

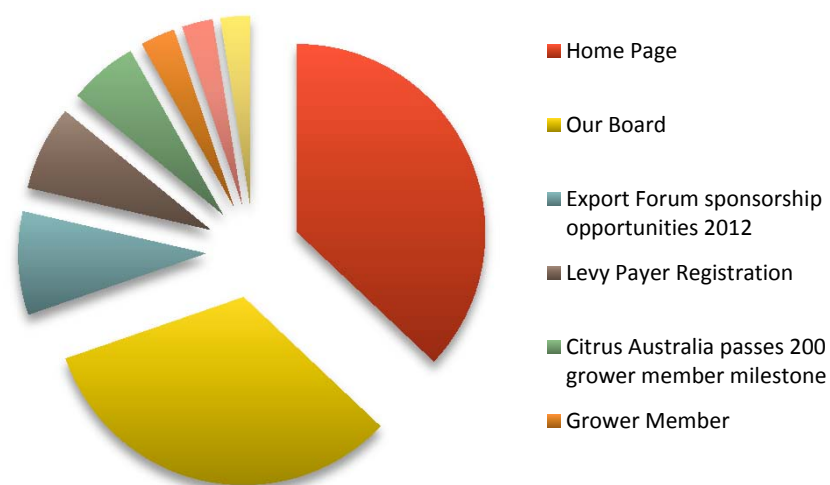


WEBSITE TRENDS

Visitor numbers



Most popular pages



Top 10 visitor locations

	February March	April	May
1	CHINA	CHINA	CHINA
2	AUSTRALIA	AUSTRALIA	AUSTRALIA
3	UNITED STATES	UNITED STATES	UNITED STATES
4	UNITED KINGDOM	JAPAN	JAPAN
5	JAPAN	LITHUANIA	LITHUANIA
6	UKRAINE	UNITED KINGDOM	UNITED KINGDOM
7	RUSSIAN FEDERATION	POLAND	MAURITIUS
8	POLAND	RUSSIAN FEDERATION	RUSSIAN FEDERATION
9	INDIA	UKRAINE	UKRAINE
10	CANADA	NETHERLANDS	FRANCE



CITRUS ENEWS AND SEASON UPDATE STATISTICS

Screen grab



A word from the CEO

With the 2013 season now underway Citrus Australia has commenced its Australian Citrus Quality Standard testing reports and crop distribution weekly report (InfoCitrus). These important projects assist industry in its marketing efforts.

On the export front HAL's Oranges to China and Citrus to USA Committees have set important minimum starting prices for those markets. Citrus Australia supports coordinated efforts into markets as a means to supporting sustainable grower returns. We are also looking into facilitating a voluntary Japan export group and Mandarin export group to extend the export market cover.

News from Indonesia following our recent visit is encouraging. Last year Indonesia was our fourth highest valued export market and provides opportunity for growth.

Examples of exciting regional investments being undertaken to capture some of these opportunities will appear in the April/May edition of *Australian Citrus News* and include new orchard development in Berrigan NSW; new packinghouse in WA and new cold treatment facilities and NIR technology in Mildura VIC.

Look out for your copy in the mail soon.

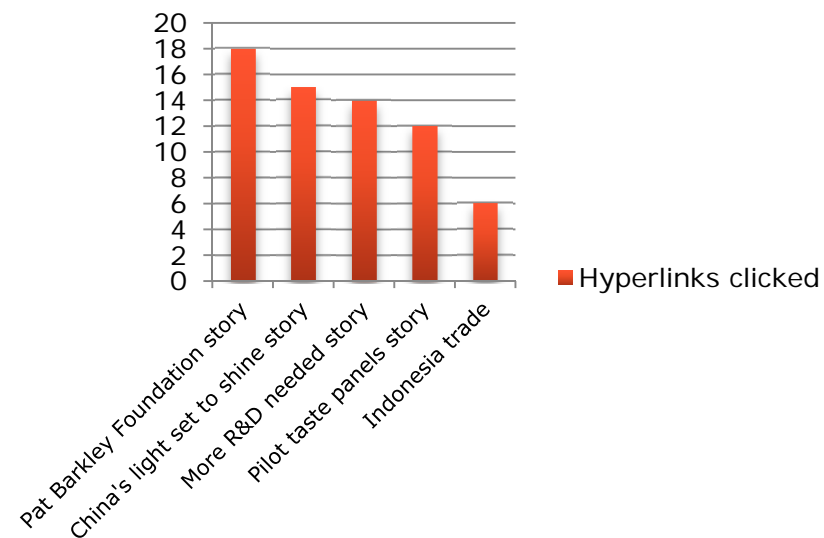
Regards

Judith Damiani
Citrus Australia Chief Executive Officer

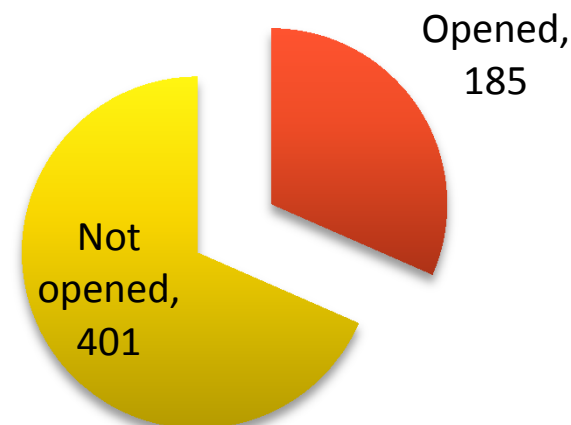
Season's first quality standards reports are revealing

This season's first quality standards tests indicate the Queensland Imperial season is sweeter in 2013 with less incidence of very low Brix.

Downloads/click throughs



Open rate



Screen grab



A word from the CEO

Leading Federal MPs heard about the issues most pressing to horticulture when Citrus Australia Chief Executive Officer Judith Damiani headed up a Horticulture Taskforce in Canberra this week.

As Chair of the Taskforce, Judith joined representatives from AUSVEG, Avocados, Bananas and Nursery to put horticulture's priority issues to representatives including: Senators for South Australia, Nick Xenophon and Anne Ruston; Shadow Minister for Agriculture John Cobb; Greens Senator Rachel Siewart; and Leader of the Nationals, Warren Truss.

Here is what Judith has to say about the experience:

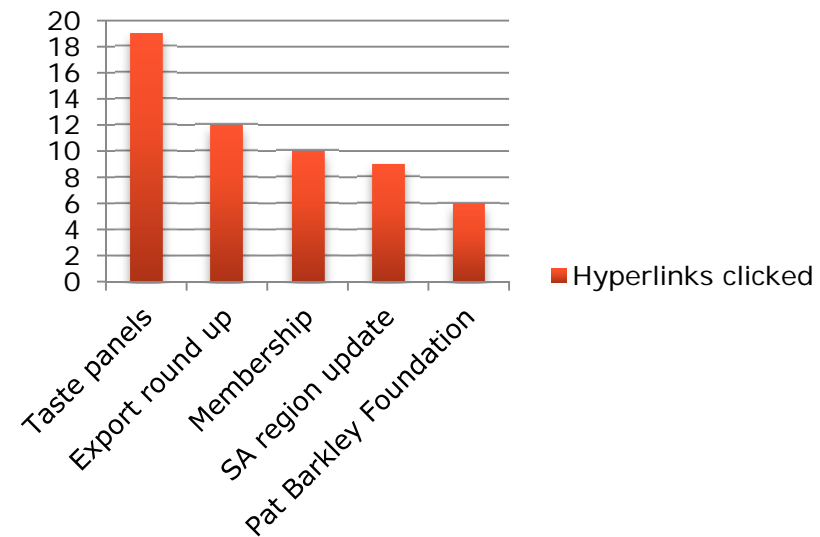
I have spent the last few days in Canberra as Chair of the Horticulture Task Force and to understand the federal budget implications for agriculture.

It is important briefing Ministers, Senators and Members of Parliament about the importance of horticulture and its policy issues. Horticulture is now the second largest agricultural industry in Australia, valued at \$10 billion, exporting over \$500 million worth of fresh produce and employing 30,000 people mainly in regional Australia.

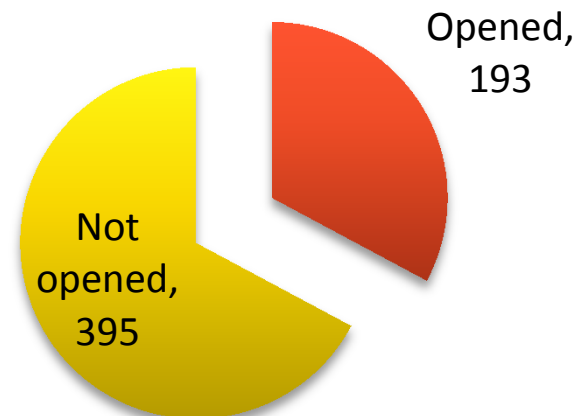
The top six policy issues affecting horticulture are: labour/industrial relations, trade and market access, R&D, biosecurity, agri-chemical regulations and country of origin labelling. We also focused on the need to address increasing costs and compliance burdens as growers compete in a global market with a high dollar.

In terms of budget and programs for agriculture in 2013/14 the main focus for the Federal Labor Government includes drought reform and biosecurity. The drought reform includes farm household allowance which will be available for any farmer experiencing hardship (not just drought). A trial domestic produce/food chemical monitoring program will also be developed as part of the Agvet chemical reforms,

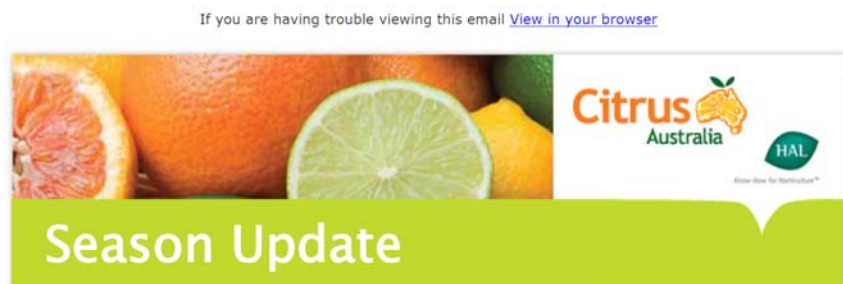
Downloads/click throughs



Open rate



Screen grab



May 2013

15 May 2013

The May edition of Season Update is now available. [Click here](#) to download or go to our [website](#).

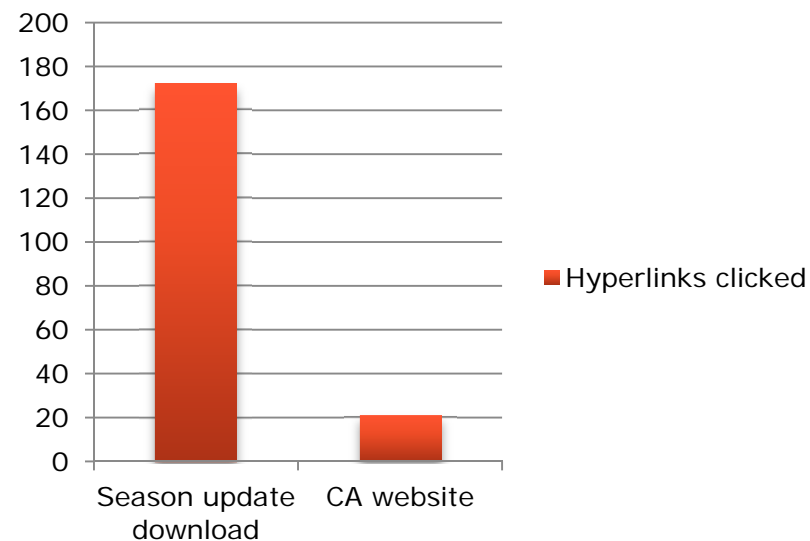
This month's edition includes summaries on Western Australia, Queensland, Riverland, Murray Valley and Riverina as well as a juice update.

Season Update provides a monthly summary on the major citrus growing regions around Australia on a range of topics including:

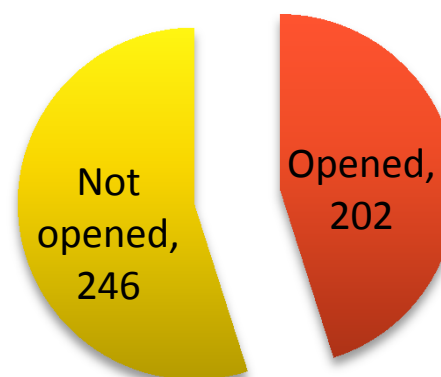
- Climate summary
- Phenology
- Internal maturity
- Management
- Pests and diseases

Season Update, facilitated by HAL in partnership with Citrus Australia is funded by the national citrus research and development (R&D) levy. The Australian Government provides matched funds for all HAL's R&D activities.

Downloads/click throughs



Open rate





MEDIA RELEASE

Screen grab



Citrus Australia welcomes National Food Plan

28 May 2013

Citrus Australia has welcomed the launch of the National Food Plan, which was held in the Brisbane Markets last Saturday.

Citrus Australia CEO Judith Damiani, who attended the launch, said the National Food Plan provided a sound long term direction for securing the future of the Australian food industry and has welcomed the focus on growing exports, as well as co-ordinating policy and activities from trade, industry, education, health, environment and agriculture departments.

Citrus Australia is keen to partner with the Federal Government in fast tracking export market access and building trade in new Asian markets.

"Our submissions and input into the National Food Plan has focused on growing exports so we are pleased to see extra funding initiatives for overseas agricultural specialists and market access liaison officers to better engage with industry," said Judith.

Reducing costs and red tape to become more internationally competitive is also important.

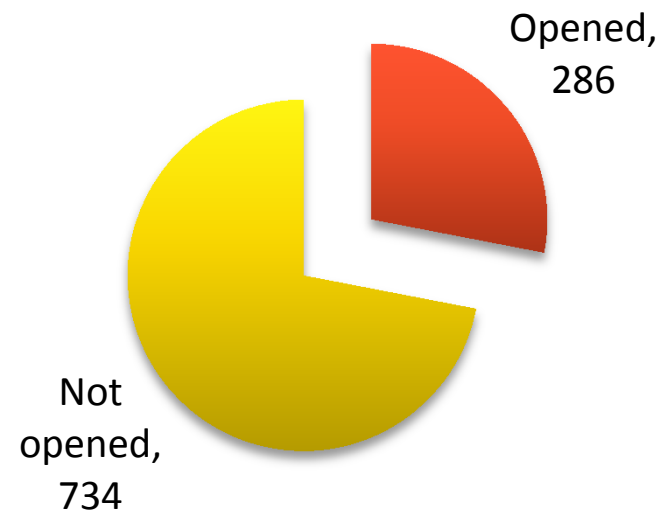
"The introduction of the carbon tax in an example of power costs unnecessarily increasing by up to 25%, right through the cold chain, and more to come with the removal of heavy transport support next year," said Judith.

"Let's get on with transforming the mining boom into the dining boom."

Ends



Open rate





MEDIA COVERAGE

Summary

There were 18 online media clips in May, spread across a range of topics. Coverage was largely positive.

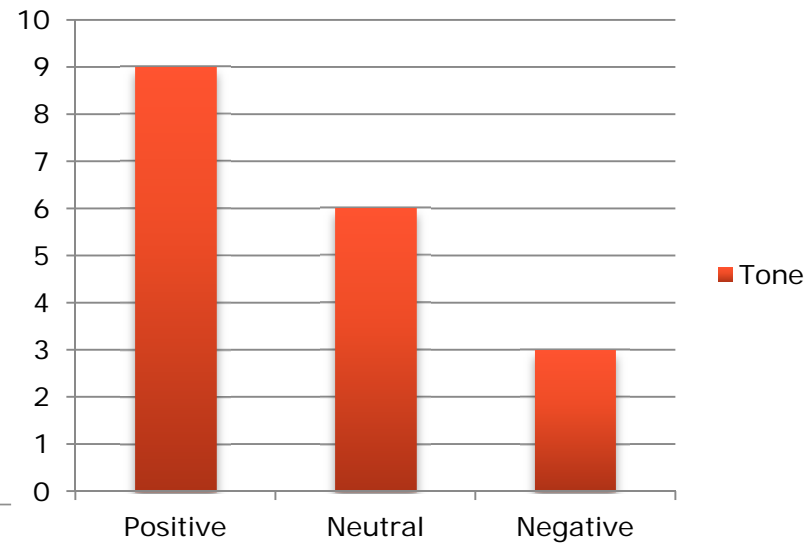
The National Food Plan achieved the most coverage, when Citrus Australia distributed a media release supporting the plan.

Citrus Australia Director Ben Cant's concern around AQIS fees was syndicated across ABC Rural's local pages.

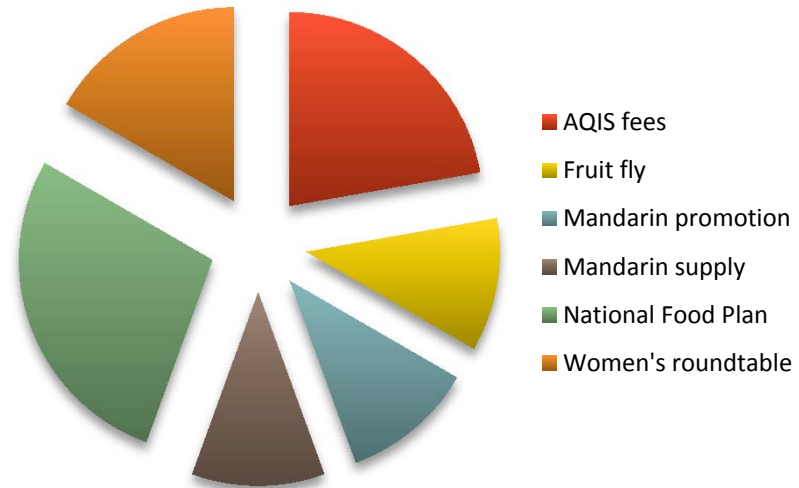
A simulated fruit fly outbreak in SA captured media interest in mid-May.



Tone of coverage



Topic share of coverage



NSW fruit growers told to pay their share

Updated Mon Apr 1, 2013 12:08pm AEDT

The New South Wales Department of Primary Industries says it wants growers to pay their fair share to manage fruit fly.

Citrus Australia, which represents growers in the Riverina region, is accusing the State Government of planning to cut funding to its fruit fly eradication program from July 1, leaving growers to cover the cost.

Many are concerned that it would



PHOTO: The NSW Government wants fruit growers to help pay the costs of the fruit fly eradication program. (ABC: Laurissa Smith)

Outlet/ Publication	Unique Visitors	Potential Viewership	Date	Headline	Hit sentence	Url	Rating	Topic
The Irrigator	279	279	31/05/13 21:13	Food bowls focus - Federal government plan welcomed	CITRUS Australia chief executive officer Judith Damiani said the National Food Plan provided a sound long-term direction for securing the future of the Australian food industry.	http://www.irrigator.com.au/story/1538859/food-bowls-focus-federal-government-plan-welcomed/	Positive	National Food Plan
Get Farming	2990	2990	31/05/13 10:27	Members of womens roundtable announced	...National Rural Advisory Council, from Bendigo; Tania Chapman Chair of Citrus Australia and 2012 Victorian Rural Woman of the Year, from Red Cliffs	http://www.getfarming.com.au/pages/farming/news_view.php?nid=13050163	Neutral	Women's roundtable
Liberal Victoria	16428	16428	30/05/13 19:03	Members of new women's roundtable announced	...National Rural Advisory Council, from Bendigo; Tania Chapman Chair of Citrus Australia and 2012 Victorian Rural Woman of the Year, from Red Cliffs	http://vic.liberal.org.au/News/MediaReleases.aspx?id=6172&title=Members%20of%20new%20women%E2%80%99s%20roundtable%20announced	Neutral	Women's roundtable
Peter Walsh	1609	1609	30/05/13 14:52	Members of new womens roundtable announced	...National Rural Advisory Council, from Bendigo; Tania Chapman Chair of Citrus Australia and 2012 Victorian Rural Woman of the Year, from Red Cliffs	http://www.peterwalsh.org.au/_blog/Media_Releases/post/members-of-new-womens-roundtable-announced/	Neutral	Women's roundtable

Outlet/ Publication	Unique Visitors	Potential Viewership	Date	Headline	Hit sentence	Url	Rating	Topic
Fruitnet.com	956	956	30/05/13 13:48	Citrus Australia welcomes food plan	Citrus Australia CEO Judith Damiani has welcomed the launch of Australia's National Food Plan	http://www.fruitnet.com/asiafruit/article/158456/citrus-australia-welcomes-national-food-plan	Positive	National Food Plan
Mildura Weekly	948	948	29/05/13 09:46	Citrus industry welcomes food plan	Citrus Australia chief executive, Judith Damiani, who attended the launch of the plan in Brisbane last weekend, said it contained several positives for the citrus industry.	http://www.milduraweekly.com.au/2013/05/29/citrus-industry-welcomes-food-plan/	Positive	National Food Plan
Fresh Fruit Portal	5596	5596	29/05/13 02:03	Citrus Australia backs National Food Plan	Citrus Australia has issued its support for a National Food Plan that brings a sound...	http://www.freshfruitportal.com/2013/05/28/citrus-australia-backs-national-food-plan/	Positive	National Food Plan
Fresh Plaza	27860	83580	28/05/13 23:44	Citrus Australia welcomes National Food Plan	Citrus Australia has welcomed the launch of the National Food Plan	http://www.freshplaza.com/news_detail.asp?id=109659	Positive	National Food Plan
ABC [Western Victoria]	4195235	4195235	28/05/13 12:28	Riverland growers worried about AQIS fee rises	Riverland grower and packer, and Citrus Australia board member, Ben Cant, says any rises in fees charged by the Australian Quarantine Inspection Service will be passed on to growers.	http://www.abc.net.au/news/2013-05-28/riverland-producer-worried-about-aqis-fees/4717234	Neutral	AQIS fees

Outlet/ Publication	Unique Visitors	Potential Viewership	Date	Headline	Hit sentence	Url	Rating	Topic
ABC [Swan Hill]	4195235	4195235	28/05/13 12:28	Exporters worried about AQIS inspection rises	Riverland grower and packer, and Citrus Australia board member, Ben Cant, says he's worried about the next invoice he'll receive from AQIS.	http://www.abc.net.au/news/2013-05-28/growers-worried-about-aqis-fee-rises/4716664?	Negative	AQIS fees
ABC [Riverland]	4195235	8390470	28/05/13 12:28	Exporters worried about AQIS inspection rises	Riverland grower and packer, and Citrus Australia board member, Ben Cant, says he's worried about the next invoice he'll receive from AQIS.	http://www.abc.net.au/news/2013-05-28/growers-worried-about-aqis-fee-rises/4716664	Negative	AQIS fees
ABC [Rural]	4195235	12585705	28/05/13 08:03	Riverland and Mildura-Swan Hill Rural Report for Tuesday 28th of May, 2013.	Riverland grower and packer, and Citrus Australia board member, Ben Cant, says he's worried about the next invoice he'll receive from AQIS.	http://www.abc.net.au/rural/regions/content/201305/3768659.htm	Negative	AQIS fees
ABC [Rural]	4195235	12585705	17/05/13 15:24	NSW Country Hour podcast 17/5/13	Despite Citrus Australia forecasting a 12 per cent increase on last year's national...	http://www.abc.net.au/rural/nsw/content/2013/05/3761643.htm	Positive	Mandarin supply
ABC [Rural]	4195235	12585705	17/05/13 12:55	Goulburn Murray and Riverina Rural Report: Friday May 17 2013	...started to come off the trees in the Riverina this week. Despite Citrus Australia forecasting a 12 per cent increase on last year's national...	http://www.abc.net.au/rural/regions/content/201305/3761208.htm	Positive	Mandarin supply

Outlet/ Publication	Unique Visitors	Potential Viewership	Date	Headline	Hit sentence	Url	Rating	Topic
Fresh Plaza	27860	83580	16/05/13 23:39	AU: Fruit fly response to be tested	Citrus Australia's State committee says a spate of fruit fly outbreaks in Adelaide and reduced control measures across the border have put South Australia at greater risk.	http://www.freshplaza.com/news_detail.asp?id=109207	Neutral	Fruit fly
ABC [Riverland]	4195235	8390470	15/05/13 13:02	Fruit fly response to be tested	Citrus Australia's state committee says a spate of fruit fly outbreaks in Adelaide and reduced control measures across the border have put South Australia at greater risk.	http://www.abc.net.au/news/2013-05-15/fruit-fly-response-to-be-tested/4691086	Neutral	Fruit fly
Australian Food News	16758	16758	13/05/13 15:45	Citrus industry unveils its mandarin recipes	"Aussie mandarins are a wonderful snack ...," said Ms McCosker, who is also Citrus Australia's mandarin ambassador.	http://www.ausfoodnews.com.au/2013/05/13/citrus-industry-unveils-its-mandarin-recipes.html	Positive	Mandarin promotion
Fresh Plaza	27860	83580	07/05/13 23:52	Kim McCosker unveils sweet Aussie mandarin treats	Author of Australia's number one selling cookbooks, 4 Ingredients, and Citrus Australia mandarin ambassador, Kim McCosker, has unveiled a range of delicious Aussie mandarin recipes	http://www.freshplaza.com/news_detail.asp?id=108844	Positive	Mandarin promotion