

Horticulture Innovation Australia

Final Report

Communications Project for the Banana Industry

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Australian Banana Grower's Council

Project Number: BA13003

BA13003

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Summary

The aim of the Banana Industry Communications Project (BA13003) was to assist the industry to achieve the vision, mission and objectives identified in the National Banana Industry Strategic Plan.

BA13003 began on 13 March 2014 and was completed on 30 June 2016.

<i>Role of BA13003, Communications project for the banana industry</i>
Enhancing the mission and objectives of the Banana Industry Strategic Plan
<ul style="list-style-type: none">• Utilising communications to ensure growers in all production regions are informed about industry issues so as to build industry capacity, productivity and profitability.• Effective and timely communication of industry messages to external stakeholders, including supply chain, media, communities in banana growing regions and special-interest groups.• Communications activities to assist with extension of research and development projects, and other information, to assist growers making decisions on production• Ensuring external stakeholders associated with the supply chain, and who are part of banana-growing regions, are informed about industry initiatives
<ul style="list-style-type: none">• Creating and shaping positive perceptions about the banana industry and its economic and social contributions• Enhancing the industry's value by building reputation and relationships• Ensuring the industry retains its "social licence to operate" and has the support of stakeholder groups, including the general community and community members in banana-growing regions• Ensuring the industry is perceived as an environmentally-responsible and sustainable industry• Ensuring the industry is a cohesive and unified group with a clear, common understanding of the banana industry's values, mission and objectives

Keywords

Communication; research; development; adoption; banana; growers; media; stakeholders; collaboration; information; engagement.

Introduction

BA13003 was delivered by ABGC on behalf of Horticulture Innovation Australia. Its aim was to assist the industry to achieve the vision, mission and objectives identified in the National Banana Industry Strategic Plan.

Through media releases, e-bulletins, online content, social media, magazines and responsive media collaboration the role of the project was to communicate the latest research and development, to update growers and stakeholders on industry issues, and to engage with the broader community on those issues impacting banana growers.

Through BA15002, a mid-term review of BA13003 by an independent consultant, GHD, recommended that most outputs being delivered were either in line with or beyond the project brief and all respondents held the project in high regard. GHD reported that “the growers believe that over the last few years they have gained enormous access to R&D information through the Communications project, especially on critical issues for the industry.”

Methodology

The project utilized diverse methods of communication in its focus to continue broad and inclusive engagement to all relevant stakeholders. During its duration it adapted its output to provide multi-pronged information tools to best reach banana growers and industry stakeholders to the most effective means.

During crises, such as the outbreak of Panama TR4 this meant that greater numbers of E-Bulletins were sent so that our members could receive breaking news as efficiently as possible. Information updates were then consolidated to provide greater depth on research and biosecurity measures, via long form articles in the Australian Bananas magazine:

Australian Bananas Magazine

The ABGC produced three magazine's per year, with the inclusion of the latest research and development information, issues updates and grower profiles. The Communication's Manager continued to monitor distribution to ensure both growers and industry service providers were included in distribution lists, thus ensuring that all relevant research had the broadest possible reach. Number of magazines distributed remained relatively static, in reflection of the number of growers, and averaged 1228 during the duration of the project. Previous copies of the Magazine can be found online:

<http://abgc.org.au/pub-type/magazine/>

Newsletter (Australian Banana News):

The print form newsletter was distributed to 836 people on our database, including media, growers and researchers. Averaging eight pages in size, it was distributed every two months; however ceased to be used at the mid-point of the project following an independent review. The decision to cease this form of information distribution was made based on its duplicative purpose to other communication tools. The last newsletter was printed and distributed on August 2015. Copies of the newsletter can be found here:

<http://abgc.org.au/pub-type/national-newsletter/>

E-bulletins:

- The project continues to distribute e-bulletins as a stand-out feature of its information dissemination; The e-bulletin is seen as a stand-out because of its immediacy, and it's ability to be responsive to issues.
- Distribution reached 837 total recipient, largely in the domestic industry. Though the ABGC also has a small international subscriber list to the e-Bulletins.
- E-bulletins contained industry updates, issues updates, event notices and broader content including education opportunities.
- While the aim is to send our two e-bulletins per month, in times of significant issue response, they are sent out on an 'as needs' basis.
- All e-bulletins can be found on our website here: <http://abgc.org.au/pub-type/growers-e-bulletin/>

Website:

- The ABGC website (www.abgc.org.au) was updated regularly with content, including project updates, media releases, meeting notices and general industry information.
- During the time of this project usage increased by 64.58 per cent (please see attached audience overview.)

Media relations:

- The project released an average of two media releases per month, to an updated list of journalists and editors around the country. This list was constantly updated but sat at an average of 140 media recipients on the email/release distribution list.
- In the responsive nature of media relations, the ABGC Communication's staff also continued to liaise with journalists covering issues in the industry in an ongoing 'as needs' basis.

SMS/Phone calls to growers:

- The project continued to use the SMS notification system to 546 for urgent matters, and to draw their attention to where to find more information e.g. via an e-bulletin.
- Additional phone calls were made to growers during urgent industry updates, such as the outbreak of Panama TR4 Disease and Banana Freckle disease.

Facebook page:

- Social media was introduced into the project in 2015 in direct response to the urgent need for updates post-TR4 outbreak. It was used to value add to traditional communication outputs.

Videos:

'Raise awareness videos' were seen as an opportunity to provide useful content that were then embedded on YouTube, and promoted through our website.

See below for a full list of videos posted on the ABGC YouTube site.

- **July 8, 2016** – Banana Exhibit and Banana Packing Championships at the Innisfail Show – Coverage of the banana exhibit and Banana Packing Championships at the Innisfail and District Show. <https://www.youtube.com/watch?v=i-BYhaCX-RQ>
- **July 8, 2015** – Australian Banana Packing Championships - All the action from the Australian Banana Packing Championships at the Innisfail & District Show. https://www.youtube.com/watch?v=KQ_YoRYQ890
- **July 29, 2015** – Australian Banana Imports – a video from the Australian Banana industry on imports. <https://www.youtube.com/watch?v=mSZoAnir72o>
- **July 29, 2015** – Australian Banana Industry Overview – An overview of the Australian Banana Industry. <https://www.youtube.com/watch?v=oQKEwaeTfr4>
- **July 29, 2015** - Skin in the Game - The economic contribution of the Australian banana industry. <https://www.youtube.com/watch?v=xYjclxNZdNI>

- **July 29, 2015** – In this together – The Australian Banana Growers' Council – a video about Australian Banana Growers' Council. <https://www.youtube.com/watch?v=QjAArgbq0mA>
- **July 29, 2015** – Pride and Passion – The Australian Banana Industry - Why Australia's banana growers love growing bananas. <https://www.youtube.com/watch?v=JtjHBvZRFJ8>
- **July 29, 2015** – Australian Banana Industry Research and Development – Research and development being undertaken in the Australian banana industry. <https://www.youtube.com/watch?v=aNNs33yhmKY>
- **July 29, 2015** - Australian Banana Industry Levy - An explanation of the Australian banana industry levy which raised funds for banana research and development and marketing. <https://www.youtube.com/watch?v=NGLbDnjg7Yc>
- **July 29, 2015** – Tully Show banana exhibit and weigh in – Weigh in at the Tully Show Banana Exhibit. <https://www.youtube.com/watch?v=5Ai2YxnJ7Q0>
- **August 4, 2015** – ABGC Mort Johnston Professional Development Award – Liam Riedy receives the Mort Johnston Professional Development Award at the 2015 Banana Industry Congress. <https://www.youtube.com/watch?v=wzNAouwdjpA>
- **August 5, 2015** – Australian Banana Industry Awards of honour – The Australian Banana Industry 2015 Awards of honour ceremony. https://www.youtube.com/watch?v=JYTzAB-q_ts
- **August 5, 2015** – Australian Banana Industry Congress; Panama TR4 Session 1 – A Panama TR4 presentation from Prof Altus Viljoen and a panel discussion held at the 2015 Australian Banana Industry Congress. <https://www.youtube.com/watch?v=YzsyGlqthQ82015>
- **September 6, 2015** – Australian Banana Industry Congress Highlights – Highlights package from the 11th Banana Industry Congress. <https://www.youtube.com/watch?v=HOYsqGlub9w>
- **September 7, 2015** - Environmentally sustainable practices in Australian banana growing – Banana growers in North Queensland using environmentally-sustainable farming practices to reduce the impacts on local waterways and the Great Barrier Reef. <https://www.youtube.com/watch?v=FFZnjI6wc6o>
-
- **April 19, 2016** – Australia's National Banana Freckle Eradication program – Covers the eradication program which is working to have Australia declared free of Banana Freckle fungus affecting Cavendish bananas in the Northern Territory. <https://www.youtube.com/watch?v=bMMY5PCc4xQ>
- **June 6, 2016** – ABGC Fertigation – Training video on fertigation in the Wet Tropics. . <https://www.youtube.com/watch?v=GIA25IGe5IM>
- **June 6, 2016** – ABGC Irrigation – Latest extension and training in irrigation techniques for banana growers in the Wet Tropics. <https://www.youtube.com/watch?v=IG0DEoSC-uE>

- The videos allow the transfer of information which was not suited to static formats like the printed publications eg R&D learnings/outcomes in action.

Outputs

Table 0-1 Assessment of delivery of outputs *Updated information from the original report presented as part of the GHD review

Outputs	Assessment	Findings and comments
Legend		
<i>Delivered as per BA13003 project brief</i>		
<i>Delivered beyond BA13003 project brief</i>		
<i>Gaps in delivery</i>		
Planning documents		
<i>Produce a Communications Strategy</i>		<p>Two Annual Operating Plans – AOP 2014 and AOP 2015 were prepared for the period covered under this review.</p> <p>While these AOPs exist, and would normally provide adequate details, given there is an absence of an overarching Communication Strategy document, they are lacking in the strategic framework to support them.</p>
Produce an annual operating plan – including plans for internal and external stakeholder engagement (growers, industry, media, community, special interest groups and	With improvements required	The development of the Annual Operating Plan was supported by inputs from the ABGC Board, ABGC CEO, and the experience and intelligence gained from the previous Communications Project BA09066.

others)		
An effective ability to monitor distribution of electronic updates.		<p>The stakeholder and communications distribution tracking database is in place called YourConnection (previously Zulu EDM) system. A total of 1805 contacts are included in the database. The database allows maintaining of a number of sub-categories of stakeholders.</p> <p>Importantly, it has functionality to act as an electronic direct mail system for the distribution and tracking of email alerts and bulletins and SMS alerts. It allows ABGC to create mailing lists for the hardcopy publications as well.</p> <p>ABGC's database shows systematic categorisation of stakeholders into the following broad categories - tropical and subtropical growers, supply chain partners, science and research groups, attendees of 2014 and 2015 congress, media, government and special issues stakeholders such as those associated with TR4.</p>
Database of stakeholders with facility to segment stakeholders and track communications		<p>A stakeholder and communications distribution tracking database is in place called the YourConnection (previously Zulu EDM) system. A total of 1805 contacts are included in the database. The database allows maintaining of a number of sub-categories of stakeholders.</p> <p>Importantly, it has functionality to act as an electronic direct mail system for the distribution and tracking of email alerts and bulletins and SMS alerts. It allows ABGC to create mailing lists for the hardcopy publications as well.</p> <p>ABGC's database shows systematic categorisation of stakeholders into following broad categories - tropical and subtropical growers, supply chain partners, science and research groups, attendees of 2014 and 2015 congress, media, government and special issues stakeholders such as those associated with Panama TR4.</p> <p>This is a solid system that provides efficient and targeted distribution and tracking of communication.</p>

<i>Banana growers e-bulletins (monthly)</i>		<p>A total of 82 e-bulletin issues were produced during the time of this project. Approximately 800 copies of the e-bulletin are distributed per issue. Note, the e-bulletin distribution increased to bi-monthly, from monthly release as of September 2015, when the print form newsletter was ceased; It is also used in an 'as-needs' basis for urgent information updates.</p>
<i>Banana growers newsletter</i>		<p>This printed communication form was previously published and circulated once per month. The newsletter was ceased in September 2015 during the time of the review, because it was thought to be duplicating other information processes.</p> <p>Approximately 1118 copies of the newsletter were distributed per issue.</p>
<i>Australian Bananas</i>		<p>Eight magazines were produced over the review period (noting the 2.5 year cut off the project as opposed to the full three year timeframe).</p> <p>Due to the need to communicate more in-depth information on industry issues such as biosecurity, case studies, feature pieces and profiles, the publication was expanded to 52 pages in August 2014 and to 47 pages in August 2015, an increase from its usual size of 36 – 44 pages. The additional size of the editions also meant there was a greater focus on magazine production during the respective production periods.</p> <p>Approximately 1430 copies of the magazine are distributed per issue.</p>
<i>Social media</i>		<p>Facebook</p> <p>ABGC Facebook page was activated in March 2015, coinciding with the TR4 outbreak. The Facebook page facilitates the sharing of timely information and increases the potential network of growers and industry partners involved in the industry.</p> <p>Regular research information, industry updates and events and opportunities information is posted. At the time of review there were 487 followers on the ABGC Facebook page.</p> <p>Other digital content – video</p>

		<p>A total of 13 high-quality videos were prepared under the project, focusing on showcasing case studies, regional stories, reporting on events and outreach activities. In addition, 10 videos contributed by the banana industry's Banana Development and Extension Project and other banana industry projects are also displayed on the website providing a wider coverage for these activities. The videos are displayed on the ABGC website and some are embedded on the Facebook page.</p>
<i>SMS alerts</i>		<p>An SMS alert system was set up in March 2015. Timely alerts providing notice of important industry announcements and events and information on "next actions" required is circulated via SMSs.</p> <p>42 SMS alerts have been issued to 410 subscribers (recipients) since March 2015.</p>
<i>Media releases/special notices</i>		<p>Media releases totaling 133 were distributed to a national list of media recipients (currently 130 on the distribution list.)</p> <p>Additional notices included the production of factsheets, industry projects and extension and research material. The communications project provides an important role to the extension program by disseminating information.</p>
<i>External stakeholder materials (fact sheets, industry projects, frequently asked questions, media and information kits, stakeholder letters and material)</i>		<p>The review identified that communications delivered under BA13003 was the key to providing coverage, publicity and information about upcoming industry events, including the promotion of the extension program and events available to growers.</p> <p>Notification of upcoming events, reporting updates during events and follow up stories and lessons learnt are widely covered by a number of outputs predominantly the website, e-bulletins and the magazine.</p> <p>The communications manager also contributed to the program planning and implementation of the Biannual Banana Congress and roadshows.</p>
<i>Stakeholder communications activities – actions enabling completion of special projects,</i>		<p>As part BA13003 ABGC conducted media monitoring via iSentia (print and broadcast media) and Meltwater (online media) and reports were provided daily or generated for specific date ranges or word searches.</p> <p>Google searches were also set up so notifications are received for news media mentions of designated</p>

<p><i>events and announcements</i></p>		<p>keywords. This allowed the communications manager to be kept aware of relevant industry issues, coverage of industry perspectives and take-up of industry media materials.</p> <p>The project monitors the usage of its own digital outputs (e-bulletins) via Zulu EDM system and Google Analytics (website). The Zulu EDM system provided detailed reports to monitor response to the communication sent via the electronic system. It provided reports showing readership of each communication.</p> <p>ABGC uses other informal methods to gain feedback from the growers and industry participants, such as feedback via direct telephone calls from the growers and via face to face interaction with stakeholders at industry events.</p>
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Outcomes

Through this project banana growers and other key industry stakeholders received timely information about industry issues, events and research via varied materials.

Activities and outputs supported the objectives of the Banana Industry Strategic Investment Plan by assisting growers with information on essential initiatives, such as research and development adoption.

The project produced, managed and distributed electronic and printed publications and other materials and provided services to communicate industry work and achievements. The project also assisted with public comment required on industry issues and assisted with convening major industry events, such as the Australian Banana Industry Congress.

The project's major printed publication was the Australian banana industry's flagship publication, Australian Bananas magazine. It also produced other news-focused publications, such as the Banana Growers' e-Bulletin, electronic alerts and information materials such as industry videos, and fact sheets. The project also provided content and management for the industry website and facilitated the posting and management of online content for extension-focused industry projects.

During a review of the effectiveness of the project in 2015, stakeholder surveys found that the communication project achieved strong levels of satisfaction. (See attached review by GHD)

In general, when asked about each of the key features of the communications project (publications, website, SMS, Facebook page, videos etc) stakeholders were mostly positive regarding the usefulness, relevance, variety, quality and frequency of information which is further evidence of grower and industry stakeholder satisfaction.

However, audience feedback and GHD's assessment based on each communication output has identified opportunities for improvement to build on the already strong project.

These findings and recommendations are centred on cost efficiency and effectiveness of the overall Australian banana industry communications project, addressing gaps in the strategic planning and evaluation, and finding opportunities for future leveraging the outputs to improve integration, reach and maximising the return on investment.

Evaluation and Discussion

In September 2015, on behalf of Horticulture Innovation Australia (Hort Innovation), consultants GHD were commissioned to undertake an independent mid-term review of the Australian banana industry communication project (BA13003), with a focus on activities occurring from the commencement of the project in March 2014 through to September 2015.

The scope of the review sought to assess the delivery of project outputs against the project plan, assess the effectiveness of the communication tools and activities against a range of relevant leading communication industry practice criterion, and identify any resultant recommendations to continue to build a strong return on investment.

Key findings

From the perspective of the audiences involved in the GHD review, the communication project achieved strong levels of satisfaction.

Stakeholders noted positivity when questioned on usefulness, relevance, variety, quality and frequency of information which is further evidence of grower and industry stakeholder satisfaction.

During the review process it was suggested additional staff would benefit the project greatly, as would an updated web capacity, and an increased use of social media.

Suggested improvements to the outputs of the project included the construction of an overarching strategic plan, working with a Project Reference Committee, and working to a set terms of reference.

Recommendations

*The following is based on the mid-point Review of this project undertaken by GHD.

1. *Develop a strategic framework with clear links to specific and measurable communication objectives by drafting a strategy roadmap diagram*

- Developing a strategy roadmap will reinforce the purpose and interconnection of each output and how success will be evaluated. If the project is not effectively tracked and measured against articulated communication objectives, it is more difficult for ABGC to monitor and report on the project's successes or opportunities for improvement in an efficient manner.

2. *Make a range of minor changes to the existing blend of outputs to continue to meet the needs of the audiences and build on the current return on investment, with the following specific recommendations:*

Australian Banana Magazine:

- Continue to produce the magazine as a highly valued output, with the same frequency, quality of production, mix of content.

E-bulletins:

- Continue to distribute e-bulletins as a feature of any future communications project, given the strong return on investment (ie low cost per output), and the positive feedback received from stakeholders on its timeliness and relevant of content.
- Expand the reach of the e-bulletins by promoting them on the other printed and digital platforms.

Website:

- Amend the ABGC website to ensure the best use of the homepage real-estate by relocating media releases to a sidebar.
- Promote the Facebook page, videos and e-bulletins on the homepage.

SMS/Phone calls to growers:

- Continue to use the SMS notification system to contact growers for urgent matters, and to draw their attention to where to find more information eg via an e-bulletin.
- Continue to make phone calls to urgently contact growers, should immediate action be required.

Facebook page:

- Further leverage the Facebook page to build a platform to connect growers-with-growers and growers-with-industry partners to share information that can occur without the need for ABGC to facilitate the communication.
- Recommended content for Facebook includes: the promotion of informal events, video content, sharing of grower-generated content such as photos of farming practices, media coverage achieved by ABGC's media releases, anything that is about a day in the life of a grower etc.

Facebook also provides the option to set up event invitations and push notifications to followers much like an SMS.

3. *Develop a set of KPIs against which to monitor and track success in achieving the communication objectives and other strategies adopted for the remainder of this year.*

Apart from the outputs-based communication requirements of the project, currently, there is no evidence of any specific and measurable indicators of success (KPIs) against which to track and evaluate success to terms of achieving its set objectives.

Recommendations include:

- Undertake an annual independent stakeholder satisfaction survey to benchmark satisfaction levels and then measure and track satisfaction.

Recommendations to further leverage access to the latest R&D knowledge include:

- Seek further synergies between other sources of R&D information such as from Hort Innovation and DAFF research information (websites) particularly access to final reports from other projects and initiatives, by ensuring this information is provided to ABGC to include in the various communication outputs.

Recommendations to improve cost effectiveness, responsiveness and transparency include:

Cost effective:

- To gain improvements in cost per output results, it is important to build on the current reach and. This can be achieved by improving the integration of each output by cross-promoting each of them to drive a more connected set of tools. This is particularly important for the digital channels such as the Facebook, video content, e-Bulletin and YouTube channel with other traditional channels, to help ensure extended reach.

Scientific Refereed Publications

<Provide a list of all **refereed scientific publications** published during the project that can be attributed or partly-attributed to the project. Use the format described below for journal publications, books and chapters in a book. Enter 'None to report' if there are no refereed scientific publications to report. Other publications such as magazine articles should be included in the Outputs.

None to report

Intellectual Property/Commercialisation

All content created within this project remain the Intellectual Property of the Australian Banana Grower's Council and Horticulture Innovation Australia.

Appendices

Australian Banana Industry Communication's Project Review (BA13003), Mid Term Review Report.

Google Analytics – Audience Overview.



Horticulture Innovation Australia

Australian Banana Industry Communications Project Review
(BA13003)

Mid-term Review Report

17 February 2016

Executive summary

Background and purpose of review report

In September 2015, on behalf of Horticulture Innovation Australia (Hort Innovation), GHD was commissioned to undertake an independent mid-term review of the Australian banana industry communication project (BA13003), with a focus on activities occurring from the commencement of the project in March 2014 through to September 2015.

The purpose of this report is to present the review methodology, including the assessment and analysis tools used, and provide Hort Innovation with clear and concise findings and recommendations to inform decision-making regarding any necessary variations to the current project and in shaping future communication investments.

The scope of the review sought to assess the delivery of current project outputs against the project plan, assess the effectiveness of the communication tools and activities against a range of relevant leading communication industry practice criterion, and identify any resultant recommendations to continue to build a strong return on investment.

Ultimately, outcomes of the review will help provide a deeper and informed understanding of the most effective and efficient communication tools for the banana industry.

Key findings

From the perspective of the audiences involved in the review, the communication project is currently achieving strong levels of satisfaction.

In general, when asked about each of the key features of the communications project (publications, website, SMS, Facebook page, videos etc) stakeholders were mostly positive regarding the usefulness, relevance, variety, quality and frequency of information which is further evidence of grower and industry stakeholder satisfaction.

However, audience feedback and GHD's assessment based on each communication output has also identified opportunities for improvement to build on the already strong project.

These findings and recommendations are centred on cost efficiency and effectiveness of the overall Australian banana industry communications project, addressing gaps in the strategic planning and evaluation, and finding opportunities for future leveraging the outputs to improve integration, reach and maximising the return on investment.

Key recommendations

1. *Develop a strategic framework with clear links to specific and measurable communication objectives by drafting a strategy roadmap diagram*

- Developing a strategy roadmap will reinforce the purpose and interconnection of each output and how success will be evaluated. If the project is not effectively tracked and measured against articulated communication objectives, it is more difficult for ABGC to monitor and report on the project's successes or opportunities for improvement in an efficient manner.

2. *Make a range of minor changes to the existing blend of outputs to continue to meet the needs of the audiences and build on the current return on investment, with the following specific recommendations:*

Australian Banana Magazine:

- Continue to produce the magazine as a highly valued output, with the same frequency, quality of production, mix of content.
- Digitise the content and develop an index of key topics to allow for an easy search function given this is such a valued resource.

Newsletter (Australian Banana News):

- Remove the Newsletter from the project given its duplicative purpose/audience/content. This represents a potential saving of \$82,554 (six editions x \$13,759 budgeted cost).

E-bulletins:

- Continue to distribute e-bulletins as a feature of any future communications project, given the strong return on investment (ie low cost per output), and the positive feedback received from stakeholders on its timeliness and relevance of content.
- Expand the reach of the e-bulletins by promoting them on the other printed and digital platforms.

Website:

- Amend the ABGC website to ensure the best use of the homepage real-estate by relocating media releases to a sidebar.
- Promote the Facebook page, videos and e-bulletins on the homepage.
- Investigate the value of a microsite for the Extension program with links from the ABGC website so it is easy to find this content.

Media relations:

- Develop a proactive media schedule / bank of newsworthy stories to further improve the reputation and positioning of the Australian banana industry.

SMS/Phone calls to growers:

- Continue to use the SMS notification system to contact growers for urgent matters, and to draw their attention to where to find more information eg via an e-bulletin.
- Continue to make phone calls to urgently contact growers, should immediate action be required.

Facebook page:

- Further leverage the Facebook page to build a platform to connect growers-with-growers and growers-with-industry partners to share information that can occur without the need for ABGC to facilitate the communication.
- Recommended content for Facebook includes: the promotion of informal events, video content, sharing of grower-generated content such as photos of farming practices, media coverage achieved by ABGC's media releases, anything that is about a day in the life of a grower etc. Facebook also provides the option to set up event invitations and push notifications to followers much like an SMS.

Videos:

- Raise awareness of the videos which present an opportunity to provide useful content that can be viewed and shared on the other platforms such as the ABGC website (and other industry websites), Facebook and links within the e-bulletins. The videos allow the transfer of

information which is not suited to static formats like the printed publications eg R&D learnings/outcomes in action.

- In addition, if stronger and more engaging grower-generated content was encouraged and then posted on the Facebook page (as highlighted in the recommendations above), it could drive further followers to the Facebook page given people are more likely to share content generated by themselves. It should also raise awareness of the other existing videos embedded on YouTube.

3. Develop a set of KPIs against which to monitor and track success in achieving the communication objectives and other strategies adopted for the remainder of this year.

Apart from the outputs-based communication requirements of the project, currently, there is no evidence of any specific and measurable indicators of success (KPIs) against which to track and evaluate success to terms of achieving its set objectives.

Recommendations include:

- Develop a metrics dashboard featuring agreed KPIs/indicators of success that are directly linked to communication objectives around effectiveness of investment and uptake of R&D (see first recommendation regarding the development of a Strategy Roadmap which would articulate the objectives and associated measures of success).
- Link chosen KPIs with the Extension Project's KPIs as they are closely aligned.
- Undertake an annual independent stakeholder satisfaction survey to benchmark satisfaction levels and then measure and track satisfaction.

Recommendations to further leverage access to the latest R&D knowledge include:

- Seek further synergies between other sources of R&D information such as from Hort Innovation and DAFF research information (websites) particularly access to final reports from other projects and initiatives, by ensuring this information is provided to ABGC to include in the various communication outputs.
- Consider dedicating a section on the ABGC website which has a one-page summary of the relevant R&D project outcomes with links to relevant additional information and videos where applicable.
- There was appetite for research information from other parts of the world and on additional topics. To explore this further, it is recommended that targeted engagement with growers be carried out to identify specific areas of interest.

Recommendations to improve cost effectiveness, responsiveness and transparency include:

Cost effective:

- To gain improvements in cost per output results, it is important to build on the current reach and. This can be achieved by improving the integration of each output by cross-promoting each of them to drive a more connected set of tools. This is particularly important for the digital channels such as the Facebook, video content, e-Bulletin and YouTube channel with other traditional channels, to help ensure extended reach.
- In terms of project output cost efficiencies, it is recommended that three quotes are always sought to ensure value for money is offered by external suppliers such as graphic designers, print houses, and public relations consultancy support. It is understood that this does not currently occur.

Responsive:

- Continue to involve Rhyll Cronin who is a highly professional Communications Manager. Her responsiveness to industry communication needs has resulted in her being well-liked and respected by her stakeholder groups as someone who listens to the needs of the audience.
- Continue to embed the BA13003 Communications Manager within the ABGC as it provides an established network of growers and industry representatives to be at the centre of the latest news and developments and to craft the most relevant content which would be difficult to replicate elsewhere.
- Provide strategic support to the Communications Manager, in the form of periodic communication peer review, to assist with finding opportunities for continual improvement and further leveraging and evaluation of the various communication outputs and metrics.

Transparent:

- To provide avenues for growers who are not members of the ABGC to access an independent platform to connect growers-with-growers and growers-with-industry partners, it will be important to build on the Facebook page to share information that can occur without the need for ABGC to directly facilitate the communication.

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- Appendix B Stakeholder contact lists
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Appendix E ABGC interview agenda

Appendix F Online survey questions

Appendix G Survey participation emails to growers and industry stakeholders

Appendix H Survey Monkey data analysis report – grower survey

Appendix I Survey Monkey data analysis report – industry stakeholder survey

Appendix J ABGC Website Google Analytics Report

1. Introduction

1.1 Purpose of this report

In September 2015, on behalf of Horticulture Innovation Australia (Hort Innovation), GHD was commissioned to undertake an independent mid-term review of the Australian banana industry communication project (BA13003), with a focus on activities occurring from the commencement of the project in March 2014 through to September 2015.

The purpose of this Report is to present the review methodology, including the assessment and analysis tools used, and provide Hort Innovation with clear and concise findings and recommendations to inform decision-making regarding any necessary variations to the current project and in shaping future communication investments.

The scope of the review sought to assess the delivery of current project outputs against the project plan, assess the effectiveness of the communication tools and activities against a range of relevant leading communication industry practice criterion, and identify any resultant recommendations to continue to build a strong return on investment.

Ultimately, outcomes of the review will help provide a deeper and informed understanding of the most effective and efficient communication tools for the banana industry.

1.2 Context and background for the review

The Australian banana industry communications project, BA13003 is currently delivered by the Australian Banana Growers' Council (ABGC) on behalf of Hort Innovation.

As outlined in Hort Innovation's RFQ document (27 August 2015), *"the aim of the project is to assist the industry to achieve the vision, mission and objectives identified in the National Banana Industry Strategic Plan"*.

In addition, the project is designed to:

- Use a range of communications tools to ensure growers in all production regions are informed about industry issues so as to build industry capacity, productivity and profitability
- Ensure effective and timely communication of industry messages to external stakeholders, including supply chain, media, communities in banana-growing regions and special-interest groups
- Use communications activities to assist with extension of research and development projects to assist growers making decisions on production
- Ensure external stakeholders associated with the supply chain, and who are part of banana-growing regions, are informed about and involved in industry initiative.

1.3 Review framework

The GHD used these industry goals and communication drivers to help provide a platform and framework for the review assessment. Therefore, the areas of focus for the review were to investigate the:

- Effectiveness of the communications project in extending research and development (R&D) findings to the farm-gate
- Role the project plays in increasing industry knowledge and changing on-farm practices
- Perceived value of each of the communication tools/materials
- Current communication program's strengths and weaknesses
- Preferred information sources growers use to seek information on R&D and other industry news
- If the information currently being communicated meets growers' expectations
- Views on what a future industry communications program should look like.

Based on the analysis undertaken and GHD's experience working within the communication and engagement industry, findings have been provided to highlight the:

- Effectiveness and efficiency of each communication output based on key features of success including:
 - A strategic framework to guide the outputs
 - Cost per output based on reach
 - Perceived value by the audiences, and if they are meeting growers expectations
 - Audience needs/preferences for consumption of information
 - Quality of product and content – suitability to audience, depth, readability/usability, integration with other channels, format, production
 - Ability to track and evaluate success.
- Effectiveness of the communications project in extending research and development (R&D) findings to the farm-gate to improve industry knowledge and changing on-farm practices.

Based on the above, a summary of the implications of these findings have been provided as an overall set of strengths, weaknesses, opportunities and threats (SWOT) to inform the recommendations.

1.4 Structure of the report

The report sections are as follows:

- Section 1: Provides an introduction to the review and objectives that BA13003 set out of achieve.
- Section 2: Describes the methodology undertaken to research, relevant information for the review, and tools applied for the analysis and assessment.
- Section 3: Presents analysis undertaken to review the BA13003 outputs including alignment of service delivery against the BA13003 scope, a cost per output analysis, and a summary of the perceived value of each output.
- Section 4: Provides key findings from the assessment and a summary of the strengths, weaknesses, opportunities and threats.
- Section 5: The final section of the report consolidates the review recommendations.

1.5 Scope and limitations

This report has been prepared by GHD for Horticulture Innovation Australia and may only be used and relied on by Horticulture Innovation Australia for the purpose agreed between GHD and the Horticulture Innovation Australia as set out in Section 1.1 of this report.

GHD otherwise disclaims responsibility to any person other than Horticulture Innovation Australia arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible. The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

2. Review methodology

2.1.1 Planning phase

The following activities were undertaken to plan for a thorough review process:

- Participated in an inception meeting with Sharyn Casey, R&D Manager, on Tuesday 15 September 2015
- Developed a milestone planner excel spreadsheet to confirm review methodology, timeframes and roles and responsibilities within the GHD team (See Appendix A)
- Confirmed the stakeholder contacts lists provided by Hort Innovation and ABGC early in the project (See Appendix B and Section 2.1.3)
- Obtained relevant documents from Hort Innovation and ABGC
- Drafted key messages to form the basis of interview scripts and the e-survey introduction (See Appendix C and Figure 2-1).

2.1.2 Desktop review

Key documents

Key documents reviewed include:

- All outputs produced during the review period (both print and digital outputs)
- Project milestone reports applicable to the review period
- Banana Industry Strategic Plan
- The final milestone report from the previous communications project BA09066.

All additional information and documents provided by the ABGC and Hort Innovation as requested by GHD throughout the review are available at Appendix D.

Hort Innovation and ABGC involvement

Following initial planning and reporting documents provided by Hort Innovation in mid-September, GHD made contact with ABGC's Communications Manager, Rhyll Cronin, to access key documents such as the Milestone Report 102-104, ahead of a face to face interview which took place at Rocklea on Tuesday 29 September.

The interview with ABGC also included Jim Pekin as CEO. This was a structured interview with the Agenda provided in advance to ABGC (See Appendix E for a copy of the agenda and outcomes notes). A follow up phone interview was also conducted with the Communications Manager at a later date (5 November, 2015) to close out on any gaps in information prior to completion of the review report.

It should be noted that ABGC has been highly responsive and cooperative throughout the review process and responded to GHD's requests in short timeframes.

The following activities were also undertaken prior to commencing stakeholder engagement with the communications project target audiences:

- Set up document log and early findings and recommendations log
- Reviewed the National Banana Industry Strategic Plan to identify linkages with BA13003
- Sought out evidence of specific objectives the communications project should achieve and any set KPIs/measures of success and evaluation that exist
- Sourced and reviewed the Milestone reports provided by ABGC
- Sourced and reviewed all provided communications tools and outputs and seek further samples as required
- Reviewed budget data regarding project costs and distribution/reach per communications tool to help determine cost per output by reach
- Reviewed any evaluation and monitoring tools available - stakeholder satisfaction surveys, media coverage reports, website Google Analytics, e-bulletin reach and download rates, social media usage rates
- Undertook an initial gap analysis to identify priorities to be addressed during the stakeholder engagement phase
- Sourced other stakeholder contacts to include in the online survey eg supply chain partners (provided by ABGC's Jim Pekin).

2.1.3 Stakeholder engagement activities undertaken

The key stakeholders identified for involvement in this review, and the method of engagement is summarised below at Table 2-1.

Table 2-1 Stakeholder groups involved in the review

Stakeholder group	Engagement method
Banana growers	<p>This review presented an important opportunity for banana growers, as the primary audience (Levy payers), to directly participate in the review by highlighting their views on the current strengths and/or areas for improvement. Engagement included:</p> <ul style="list-style-type: none"> • Interviews • Online survey • Email feedback <p>A contact list of 20 banana growers was provided to GHD who would be the primary stakeholder targets (See Appendix B).</p>
Australian Banana Growers Council (as the deliverer of the communications project)	<ul style="list-style-type: none"> • Phone conversations • Email correspondence • Formal structured interviews on 29 September and 5 November 2015.
Industry supply chain partners and researchers	<p>Similarly, supply chain partners and government stakeholders were also invited to participate via an online survey.</p>

Interview questions and online survey

Interviews and an online survey were used as the key data collection methods to obtain views from banana growers and industry representatives to inform the communication project review.

In early October, interview / online survey questions (See Appendix F) were drafted by GHD for growers and industry stakeholders. A snap shot of the online survey is included in Figure 2-1. A test link was sent to Sharyn Casey, Hort Innovation, to confirm acceptance prior to distribution to growers via email.

The email to growers to participate in the review was sent on Monday 12 October 2015 and Friday 16 October 2015 respectively (See Appendix G).

Phone calls to growers then took place from Tuesday 13 October with a number of messages left or follow up phone calls made to ensure the team was able to make direct contact with growers, rather than relying on the online survey to be completed.

In general, most growers were happy to participate however some growers could not be reached after several attempts.

The figure displays two side-by-side screenshots of an online survey titled "Australian Banana Industry - Communications Review".

The left screenshot shows the "Introduction" section. It includes the GHD logo and text explaining that Hort Innovation is undertaking an independent review of the Australian banana industry communication project (BA13003) and is seeking feedback from banana growers on the effectiveness of the project's communication tools, methods, materials and publications, style of content, delivery methods and appropriate KPIs and evaluation methods. It states that the survey/interview is designed to assist GHD to gain insights for the review process and that all information collected will be confidential and used only for the purpose of the review. It also mentions that the review presents an important opportunity for banana growers across all regions to provide information on what they believe are the current strengths and/or areas for improvement and provide valuable input on what future industry communications could focus on and how it could be best delivered to suit needs and preferences. Outcomes of the review will allow industry to refine its approach to communication delivery now and in the future, to meet growers' needs and expectations. The review will focus on:

- o The effectiveness of the communications project in extending R&D findings to the farm-gate
- o The role the project plays in increasing industry knowledge and changing on-farm practices
- o The perceived value of each of the communication tools/materials
- o The current communication program's strengths and weaknesses
- o The preferred information sources growers use to seek information on R&D and other industry news
- o Whether the information currently being communicated meets growers' expectations
- o Growers' views on what a future industry communications program should look like.

Feedback from this review will assist in making any necessary variations to the current project and in shaping and improving future communication investments.

The right screenshot shows the "Banana Growers' e-Bulletin" section. It includes the GHD logo and text stating that the bulletin is circulated monthly with additional editions as required to assist with the timely dissemination of news and information. Question 5 asks growers to indicate if they are aware of, or have received/read a copy of the Banana Growers' e-Bulletin in the last 6 - 12 months. The options are: ☐ Aware, ☐ Not aware, ☐ unsure, and ☐ Other (please specify). Question 6 asks how often they read/use the Banana Growers' e-Bulletin. The options are: ☐ Regularly, ☐ Usually, ☐ Rarely, ☐ Never, and ☐ Other (please specify). Question 7 asks how they would rate the usefulness of the Banana Growers' e-Bulletin. The options are: ☐ Very useful, ☐ Somewhat useful, ☐ Not very useful, ☐ Not aware/familiar with this communication tool, and ☐ Other (please specify).

Figure 2-1 Online survey example screen grabs (Survey Monkey)

2.1.4 Analysis and reporting phase

The following analysis activities have been undertaken to inform this review report:

- Populated a communications tools/outputs matrix based on desktop and stakeholder feedback
- Collated and synthesised banana grower and industry stakeholders survey findings (quantitative and qualitative feedback) (See Appendix H and Appendix I)
- Confirmed findings regarding cost per output (by reach) for each communications tool

- Confirmed recommendations regarding appropriate KPIs/measures of success
- Undertake an overall SWOT of the project based on the analysis of findings.

A Draft Findings and Recommendations Report was developed and provided to Hort Innovation for an initial review before updating and providing the Final Report in both hard and soft copy.

3. Service delivery against the scope

To understand if outputs produced by the project align with the requirement set out in the BA13003 scope document (see Hort Innovation document at Appendix D), the below table illustrates where outputs are:

- Delivered in line with the BA13003 project brief
- Delivered beyond the BA13003 project brief
- Not delivered in line with the BA13003 project brief (ie there is a gap).

Table 3-1 Assessment of delivery of outputs

Outputs	Assessment	Findings and comments
Legend		
<i>Delivered as per BA13003 project brief</i>		
<i>Delivered beyond BA13003 project brief</i>		
<i>Gaps in delivery</i>		
Planning documents		
<i>Produce a Communications Strategy</i>		<p>While the Milestone Reports 102-104 and an Annual Operating Plan provide some detail of the planned communication activities, the review has identified that the project requires development of an overarching communications strategy.</p> <p>A communications strategy will need to be developed to guide the implementation of the project over the second half of the project period.</p> <p>A strategy would traditionally have stipulated specific and measurable indicators of success (KPIs) against which to track and evaluate success ie the projects ability to achieve its set objectives.</p> <p>Further details are provided in the recommendations section.</p>

Produce an annual operating plan – including plans for internal and external stakeholder engagement (growers, industry, media, community, special interest groups and others)	With improvements required	<p>Two Annual Operating Plans – AOP 2014 and AOP 2015 were prepared for the period covered under this review.</p> <p>While these AOPs exist, and would normally provide adequate details, given there is an absence of an overarching Communication Strategy document, they are lacking in the strategic framework to support them.</p>
A process for the development materials (workshop reports and survey material)		<p>The development of the Annual Operations Plan was supported by inputs from the ABGC Board, ABGC CEO, and the experience and intelligence gained from the previous Communications Project BA09066.</p>
Database of stakeholders with facility to segment stakeholders and track communications		<p>A stakeholder and communications distribution tracking database is in place called the Zulu EDM system. A total of 1805 contacts are included in the database. The database allows maintaining of a number of sub-categories of stakeholders.</p> <p>Importantly, it has functionality to act as an electronic direct mail system for the distribution and tracking of email alerts and bulletins and SMS alerts. It allows ABGC to create mailing lists for the hardcopy publications as well.</p> <p>ABGC's database shows systematic categorisation of stakeholders into following broad categories - tropical and subtropical growers, supply chain partners, science and research groups, attendees of 2014 and 2015 congress, media, government and special issues stakeholders such as those associated with Panama TR4.</p> <p>This is a solid system that provides efficient and targeted distribution and tracking of communication.</p>

Produce communications materials		
<i>Updated website to include materials as per the communications strategy</i>		<p>The ABGC website has been maintained and updated as new content was posted on the various pages such as e-bulletin PDFs, media releases, video content etc.</p> <p>The Australian Banana Industry Strategic Plan, relevant research information and industry information is easily accessible in reader/viewer friendly format.</p> <p>In March 2015, a special TR4 page was created and contains resources for growers including factsheets, a TR4 video, statements, details of grower meetings, template for on-farm biosecurity signage and other biosecurity information is included on the website.</p>
<i>Banana growers e-bulletins (monthly)</i>		<p>A total of 60 e-bulletin issues were produced between March 2014 and September 2015. Three times more e-bulletins were produced over the period to provide a quick response to critical issues such as bio-diversity risks and other issues.</p> <p>Approximately 800 copies of the e-bulletin are distributed per issue.</p>
<i>Banana News (printed newsletter bi-monthly – distributed in hard copy and via email)</i>		<p>Six issues were produced between March 2014 and September 2015, when the target was to produce approximately nine issues during the period. However, ABGC made a conscious decision to produce one less newsletter to allow for more frequent Banana Growers' e-Bulletins in order to respond to urgent industry issues.</p> <p>Approximately 1118 copies of the newsletter are distributed per issue.</p>
<i>Australian Bananas Magazine (three editions annually – four over the review period)</i>		<p>Five magazines were produced over the review period.</p> <p>Due to the need to communicate more in-depth information on industry issues such as biosecurity, case studies, features pieces and profiles, the publication was expanded to 52 pages in August 2014 and to 47 pages in August 2015, an increase from its usual size of 36 – 44 pages. The additional size of the edition also meant there was a greater focus on magazine production during the period.</p> <p>Approximately 1430 copies of the magazine are distributed per issue.</p>

<p><i>Other web-based information resources (Facebook, emails, videos - industry information, strategic plan, research material, publications)</i></p>		<p>Facebook</p> <p>ABGC Facebook page was activated in March 2015, coinciding with the TR4 outbreak. The Facebook page facilitates the sharing of timely information and increases the potential network of growers and industry partners involved in the industry.</p> <p>Regular research information, industry updates and events and opportunities information is posted. At the time of review there were 487 followers on the ABGC Facebook page.</p> <p>At the time of the review, there is no data available to comment on the growth of followers over time and no digital or social media plan that coordinates the delivery of an online strategy (which would traditionally be part of an overarching Communication Strategy).</p> <p>Other digital content – video</p> <p>A total of 13 high-quality videos were prepared under the project, focusing on showcasing case studies, regional stories, reporting on events and outreach activities. In addition, 10 videos contributed by the banana industry's Banana Development and Extension Project and other banana industry projects are also displayed on the website providing a wider coverage for these activities. The videos are displayed on the ABGC website and some are embedded on the Facebook page.</p>
<p><i>SMS alerts</i></p>		<p>An SMS alert system was set up in March 2015. Timely alerts providing notice of important industry announcements and events and information on “next actions” required is circulated via SMSs.</p> <p>13 SMS alerts have been issued to 410 subscribers (recipients) since March 2015.</p>
<p><i>Media releases/special notices</i></p>		<p>90 media releases/special notices were issued between March 2014 and April 2015.</p> <p>According to ABGC, “Media relations activities are conducted to add reach and scope of banana industry communications with targets including growers as well as other stakeholders.</p> <p>Media targets include media outlets in banana-growing locations as well as metropolitan and national media.</p> <p>The communications project has a database of news media contacts and media contacts are also included in</p>

		the Zulu EDM system.”
<i>External stakeholder materials (fact sheets, industry projects, frequently asked questions, media and information kits, stakeholder letters and material)</i>		<p>The review identified that production of factsheets, industry projects and extension and research material sits within the realm of the extension project BA13004. The communications project provides an important role to the extension program by disseminating information. The communications manager also formats and publishes the online and hardcopy material.</p>
<i>Stakeholder communications activities – actions enabling completion of special projects, events and announcements</i>		<p>The review identified that communications delivered under BA13003 is the key to providing coverage, publicity and information about upcoming industry events, including the promotion of the extension program and events available to growers.</p> <p>Notification of upcoming events, reporting updates during events and follow up stories and lessons learnt are widely covered by a number of outputs predominantly the website, e-bulletins and the magazine.</p> <p>The communications manager also contributes to the program planning and implementation of the Biannual Banana Congress and roadshows.</p>
<i>Monitoring and review materials (media monitoring, stakeholder survey's, monitoring of use of online material)</i>	With improvements required	<p>As part BA13003 ABGC conducts media monitoring via iSentia (print and broadcast media) and Meltwater (online media) and reports are provided daily or generated for specific date ranges or word searches.</p> <p>Google searches have also been set up so notifications are received for news media mentions of designated keywords. This allows the communications manager to be kept aware of relevant industry issues, coverage of industry perspectives and take-up of industry media materials.</p> <p>The project monitors the usage of its own digital outputs (e-bulletins) via Zulu EDM system and Google Analytics (website). The Zulu EDM system provides detailed reports to monitor response to the communication sent via the electronic system. It provides reports showing readership of each communication.</p>

The review identified that ABGC has analysed Zulu monitoring information to understand the appetite of its various stakeholders/audiences, reasons for high or low success rates and specific periods of high or low success rates, such monitoring intelligence has been used to target appropriate audiences and time periods with suitable information. For example, monitoring has revealed that e-bulletins with a larger readership are the ones which focus on growers rather than those focused on other industry stakeholders/news. Further details are provided in the following sections of the report.

There is a low appetite for other monitoring tools such as surveys given the team has experienced low participation rates in the past, and possibly due to lack of time. Over the review period, ABGC circulated two surveys via the e-bulletin and the newsletter, with both surveys met with a very low response rate. This could have been due to the format of the survey ie being missed within the wider publication.

ABGC uses other informal methods to gain feedback from the growers and industry participants, such as feedback via direct telephone calls from the growers and via face to face interaction with stakeholders at industry events.

The need for a formal set of measureable objectives is absent which has not allowed GHD to make an assessment on what the team was seeking to achieve, beyond the number of outputs.

Therefore, this review has identified the need to develop a formal process to gain and document regular stakeholder feedback, against set criterion/KPIs, to continually monitor and where/when necessary improve the communications efforts.

Further details are provided in the recommendations section.

4. Cost per output analysis

An analysis of the reach and resulting cost per output (including a cost per person consuming the output), and perceived value of the output to the audiences, is outlined within this section.

4.1 Cost per output analysis

Table 4-1 below provides a summary of the purely quantitative results of the main communications outputs to help define the return on investment.

ABGC provided GHD with the budgeted and actual costs to date per output. While it does not include salary costs for the Communications Manager (as far as we are aware) and only provides the design and production related costs, it does provide a useful snapshot of the cost of each output according to its reach.

The cost per output has been further broken down to an approximate per person cost based on the known reach. Reach has been derived based on the known distribution multiplied by the number of editions and multiplied again by an assumption of two readers per household for the hardcopy publications.

The cost per output per person results provides interesting insights when compared with what people said they were willing to pay which is highlighted in the next section.

Table 4-1 Cost per output analysis

Item/output	Editions issued in review period	Reach	Cost per output (editions issued / actual cost to date)	Cost per output per person
Website	N/A	31,500 unique users to website from March 2014-Sept 2015	N/A	$31,500 / \$23,526 = \1.30
Magazine	5	$1430 \times 5 \text{ editions} \times 2 \text{ per household} = 14,300$	$\$105,760 / 5 = \$21,152$	$\$21,152 / 14,300 = \1.50
Newsletter	6	$1118 \times 6 \text{ editions} \times 2 \text{ per household} = 13,416$	$\$76,320 / 6 = \$12,720$	$\$12,720 / 13,416 = \0.95
E-bulletins	60	$800 \times 60 \text{ editions} \times 2 \text{ per household} = 96,000$	$\$39,834 / 60 = \664	$\$664 / 96,000 = \0.007
Videos	13	Based on YouTube views as at 9 November = 605 views across all videos	$\$52,559 / 13 = \$4,043$	$\$4,043 / 605 \text{ viewers} = \311 per view

5. Perceived value of outputs

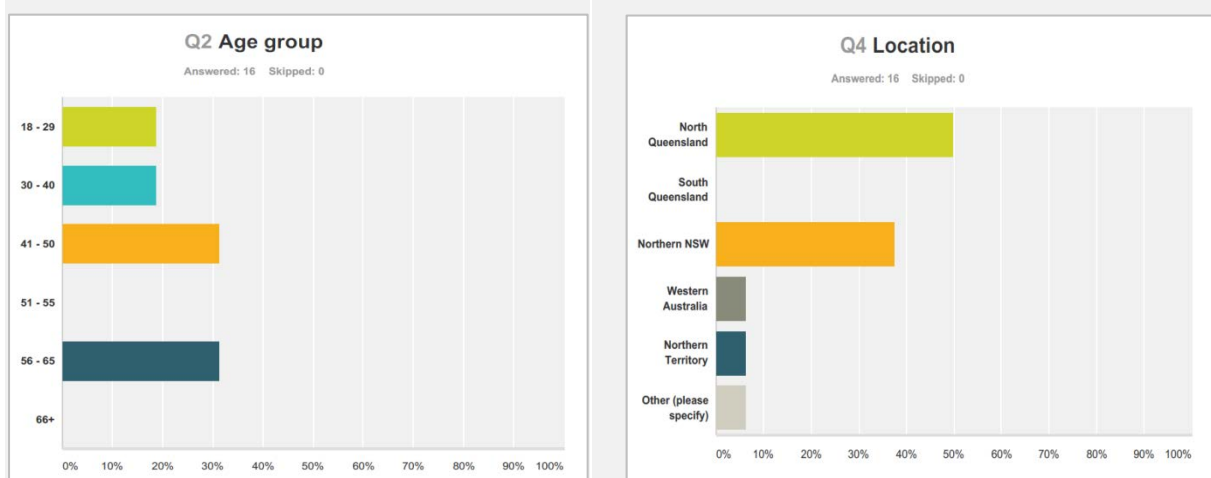
In addition to an assessment based on known reach and actual costs to date, the review also considered the value of the outputs as perceived by the target audiences, with growers being considered the most important stakeholder group as the primary audience for the project.

5.1 Review participants

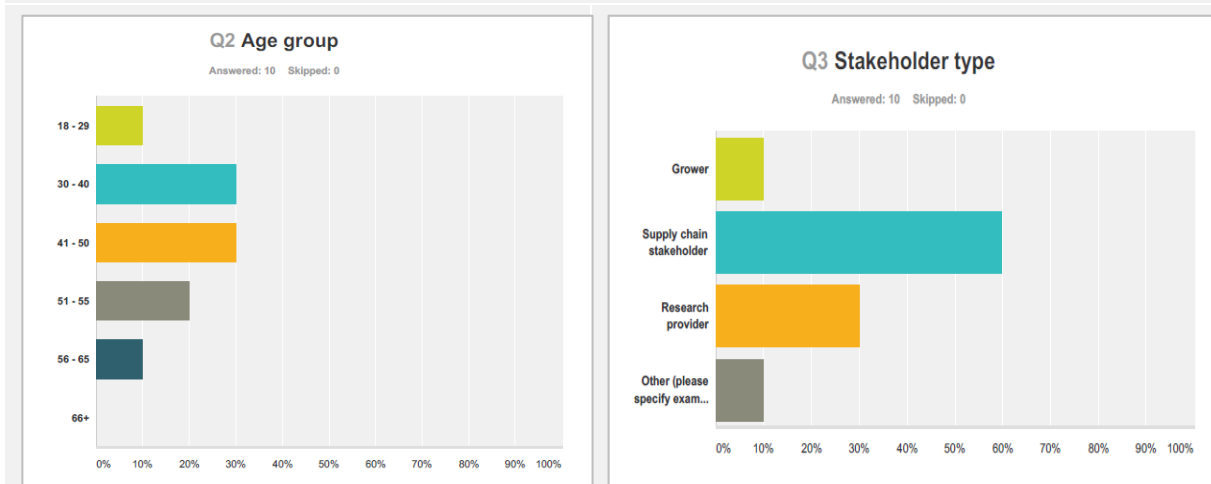
Feedback was gathered by GHD via telephone interviews and comments were also provided by participants as part of the online survey responses.

The breakdown of age, location and stakeholder type of the 16 growers and the 10 industry representatives who participated is summarised below:

Banana growers – 16 in total (others uncontactable), two referrals from other growers



Industry representatives – 10 in total



5.2 Perceived value according to output

The following section summarises the feedback from the various audiences (mostly growers) which provides insights into what they like or dislike about each output, including the:

- Website
- Facebook page (a new item commencing March 2015)
- Australian Bananas Magazine
- Banana growers e-bulletins
- Newsletter and
- Videos.

5.2.1 Website (<http://abgc.org.au/>)

Costs

- Budget per year – \$41,672
- Actual cost – \$23,526 to date

Reach

- Regions covered - Banana growing regions of North Queensland, South East Queensland, Far Northern NSW, Mid North Coast NSW, WA; metropolitan locations relating to industry partners.
- Website data shows that visitors were from the following regions:
 - 38.5% from Queensland
 - 15% from New South Wales
 - 8% from Victoria
 - 3% from Western Australia
 - 2.5% from South Australia
 - 2% from Canberra.
- 31,500 unique users had one visit to the website during the review period.

Google Analytics results

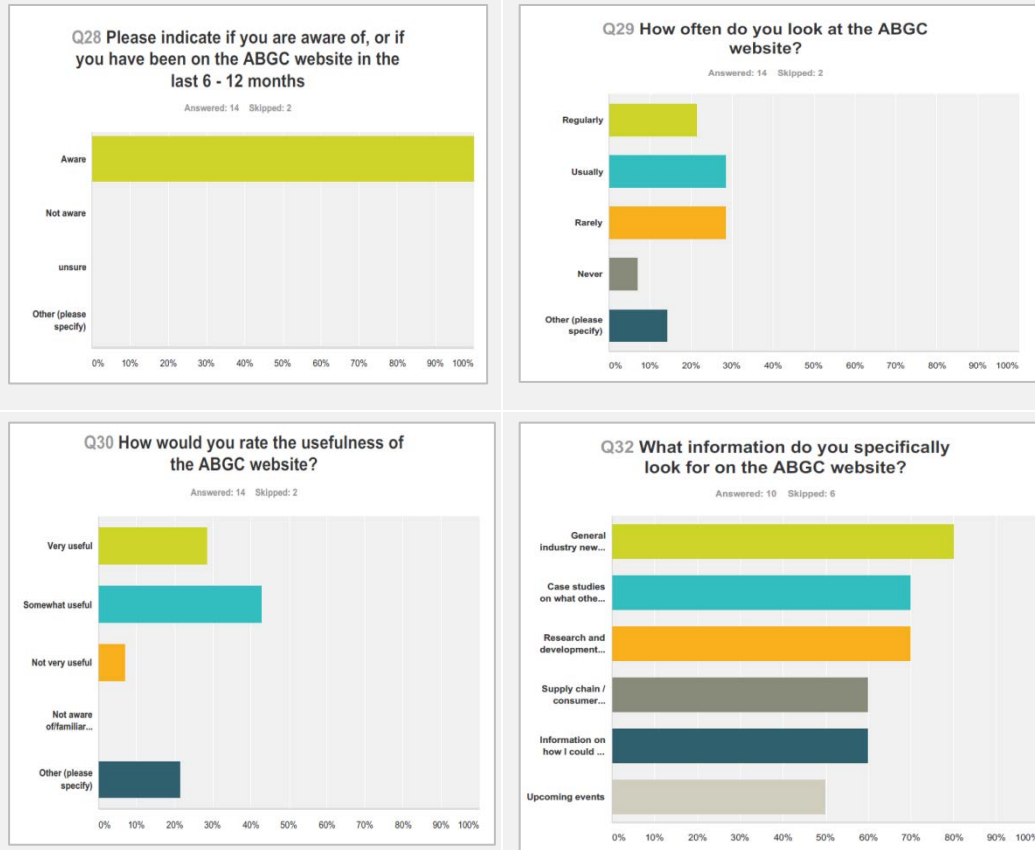
A review of ABGC's website Google Analytics shows that (also refer to Appendix J):

- The visitation increased by 56% over the review period (March 2014 – September 2015) compared to a similar previous period (March 2013 – September 2014). This is a considerable increase in a 12 month period – it is very likely that this increase is due to the spike in visitation recorded in March 2015. This is when the website experienced increased web traffic from the TR4 outbreak and the increased biosecurity information provided on the website. This indicates that the website is a 'go-to' source for urgent information.
- Approximately 3% of the visitors over the same period as mentioned above were new visitors.

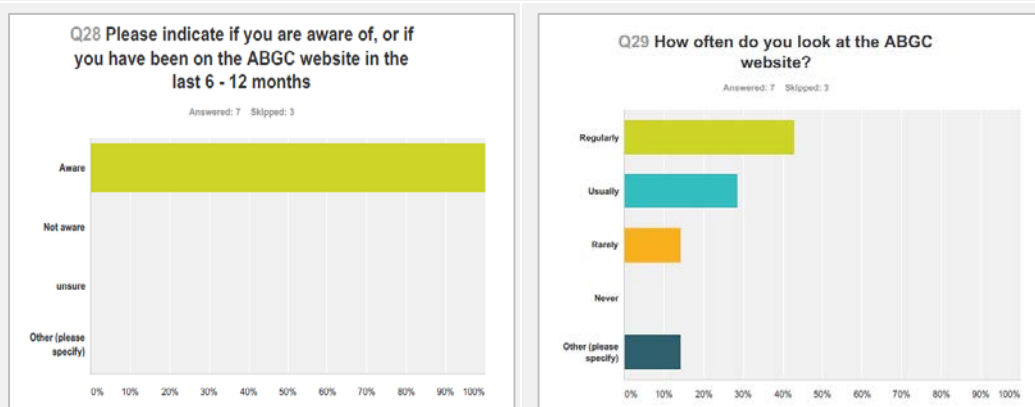
- The number of pages viewed increased by 38% over the same period as mentioned above.
- The time spent on the website by the visitors during each session dropped by 22%. The increase in visitation numbers and reduced time spent on the website could be an indication of the visitors finding relevant information quickly than before.

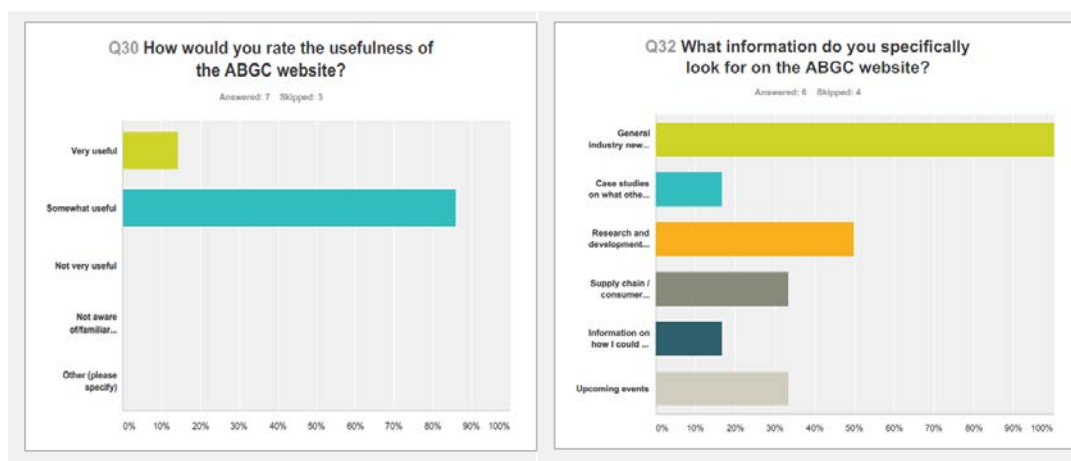
Audience feedback

Banana growers (low sample size and not statistically valid, only provided for snapshot insights)



Industry representatives (low sample size and not statistically valid, only provided for snapshot insights)





Summary of feedback – website

Results/perceptions of growers and industry stakeholders gathered from the survey conducted for this review indicate the following:

- The website is a 'go to' resource for the majority of the growers and industry stakeholders. However the review identified that the website is more tailored for the growers than industry stakeholders.
- Use of the website by growers is limited by their ability to access the internet given their location and some growers from the older demographic group have preference for printed material over digital material.
- According to the survey results, the majority of growers and industry stakeholders confirmed the website is:
 - Highly relevant for their needs
 - It provided them with high quality, in-depth, up-to-date and variety of information
 - Able to assist them in making decisions about their production and to plan their activities.
 - The majority of growers 'liked' the website format and layout, while a higher percentage of industry stakeholders 'disliked' the same. It is likely that industry did not find the website as useful or engaging due to the fact that it designed to be a resource for growers.
- The key reasons why stakeholders access the website are to view:
 - General industry news, issues
 - Case studies on what other growers are doing
 - Research and development news to inform farming practices and productivity
 - Supply chain / consumer related matters
 - Information on how I could get involved in the extension activities.

Testimonials from survey participants include:

- *“This is specific information I go looking for so it is usually very relevant. The ABGC website is better maintained and easier to navigate than the State Governments or HIA’s (websites). This makes information much more accessible for the banana industry, when it comes to specific topics. General banana statistics are also useful as I know I can find them on the website” (Industry stakeholder).*
- *“I feel the website has the potential to be more organised however feel it is a very useful tool to make information and resources accessible to growers. The extension project has a dropdown menu page where videos, presentations and factsheets are made available to growers” (Industry stakeholder).*
- *“More set up for grower type audience” (Industry stakeholder).*
- *“I don’t go to the website all the time, but I know it is there and I can access it when I need it” (Grower).*
- *“It is a critical tool for the industry. It is a go to source. Impartial information. Very helpful” (Grower).*
- *“Very useful. It is very professionally done. The lay out and format is simple and there is enough detail there for us to use it as a reliable source of information. I know that when I jump on the site I will find what I am looking for” (Grower).*
- *“It is the most useful, reliable, impartial go to source of information for the industry. It provides timely information” (Grower).*

5.2.2 ABGC Facebook page (<https://www.facebook.com/Australian-Banana-Growers-Council>)

Costs

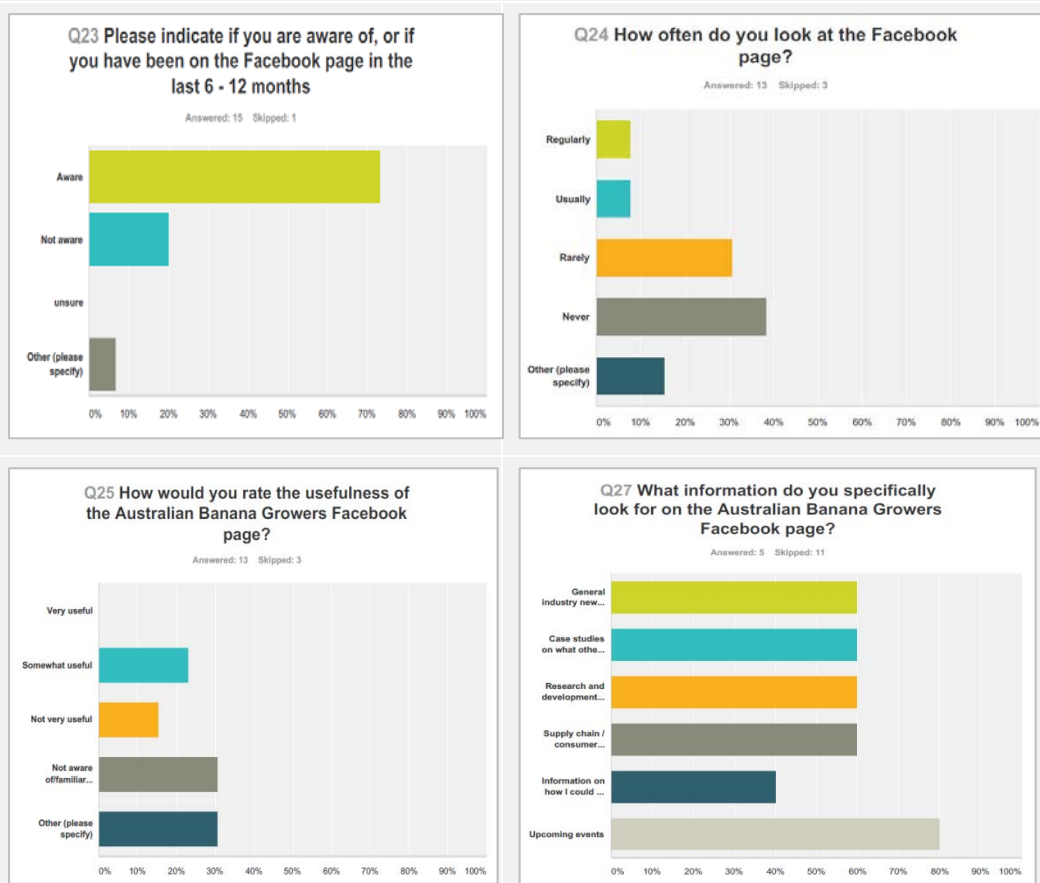
- SMS alerts and Facebook are also funded from the website budget, but have not been itemised in the actual costs per year provided by ABGC.

Reach

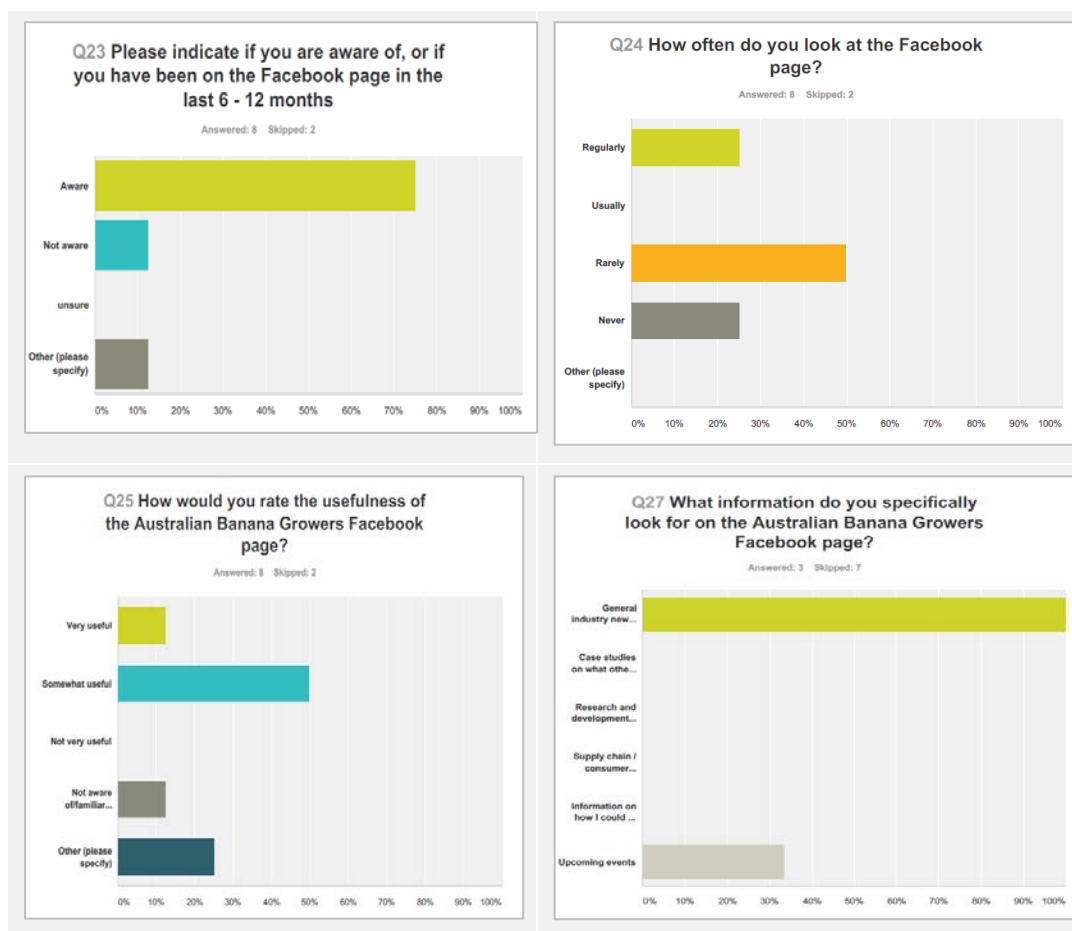
- Available to anyone with an internet connection
- 487 followers as at November 2015 – there is no tracking performed of the number of people who have joined the Facebook page over time
- Currently, there are limited shares and likes of the different posts uploaded. No other analysis is available.

Audience feedback

Banana growers *(low sample size and not statistically valid, only provided for snapshot insights)*



Industry representatives *(low sample size and not statistically valid, only provided for snapshot insights)*



Summary of feedback – Facebook

Results/perceptions of growers and industry stakeholders gathered from the survey conducted for this review indicate the following:

- The review survey of growers and industry stakeholders identified that the Facebook page was more popular among the industry stakeholders as compared to the growers.
- The growers found it less useful however they recognised that it was an important tool for new generation of growers and for timely dissemination of information.
- The use of Facebook was limited by the access to internet due to the location of the growers. Though it is an under used resource at the moment, it has the potential for wider use in the future.
- The growers who were aware of the Facebook page said they looked for a variety of information. However the industry representatives were seeking just general industry news and information on upcoming events that is, the more informal content.

Testimonials from survey participants include:

- *"I think the best part of the Facebook page is it puts our consumers in touch with the industry. This is more the angle I see this (Facebook) working rather than delivering information to the growers/industry" (Industry stakeholder).*

- *“There has to be an avenue for growers/supply chain members who have a different view to that communicated by ABGC to get their views to the wider industry. Maybe this is where Facebook can help but E-Bulletins, Newsletters and the Magazine are not an avenue for any non-ABGC views (Grower)”.*
- *“Facebook is imp for new generation growers. It is professionally set up and only has information that needs to be there” (Grower).*
- *“The nature of a Facebook page is to direct people to further information or keep them updated on specific topical issues. I feel the Facebook page certainly has more potential to be used by our young growers and perhaps it could be more active”*

5.2.3 Australian Bananas Magazine

Cost

- \$30,419 per edition = \$105,760 per year
- \$21,152.53 per edition – 1430 copies are printed and distributed per edition.

Reach

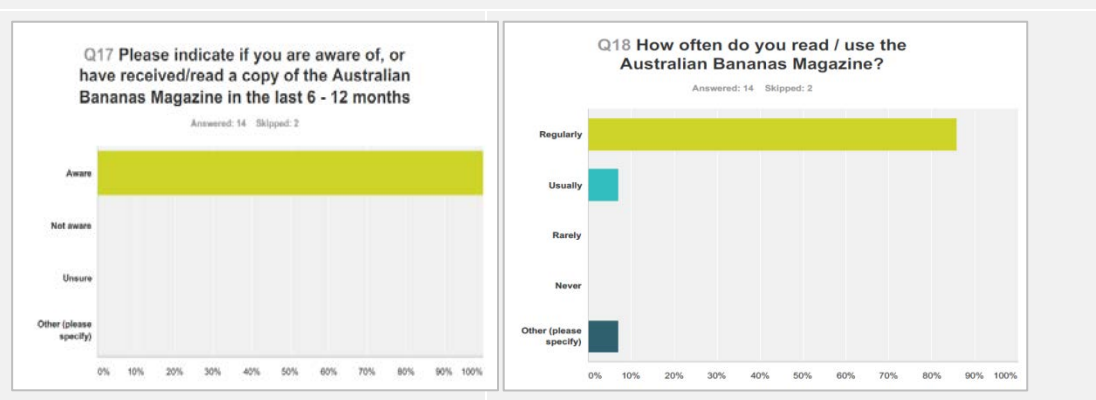
- Distribution – 1430 copies per edition.
- Covers all banana growing regions of North Queensland, South East Queensland, Far Northern NSW, Mid North Coast NSW, WA; metropolitan locations relating to industry partners.
- Based on audience feedback, the magazine has an extended shelf life, with some keeping their copies for many years.
- On average, around two people per household will look at the Magazine.

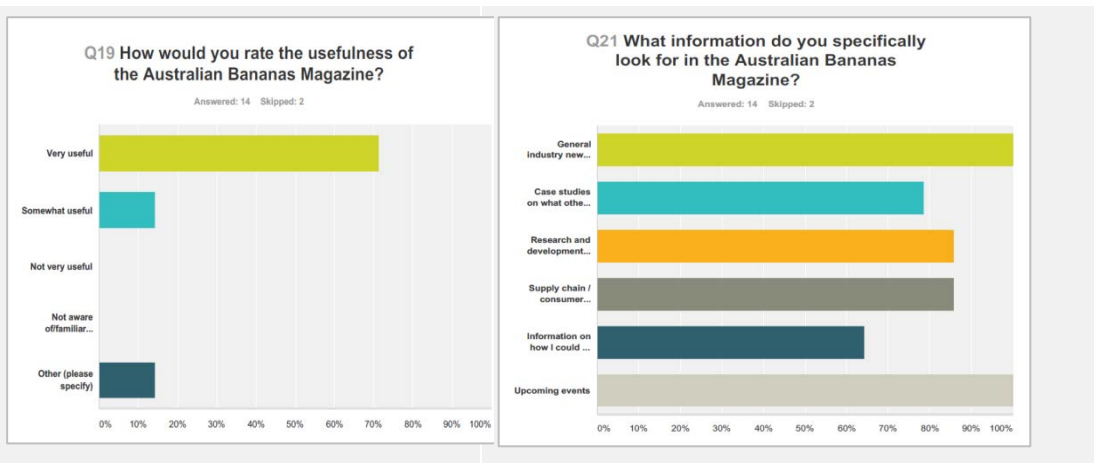
What would people pay if it was not already provided free?

Stakeholder group	Amount/responses
Growers	<ul style="list-style-type: none">• I value it, but am not willing to pay for it• \$20 per issue• \$10.00 per issue• \$9.90 per issue• \$5.00 per issue• \$5.00 per issue• \$0.00
Industry	<ul style="list-style-type: none">• Whatever it takes• \$30 annually• \$50 annually (shared with colleagues)• \$5.00 per issue

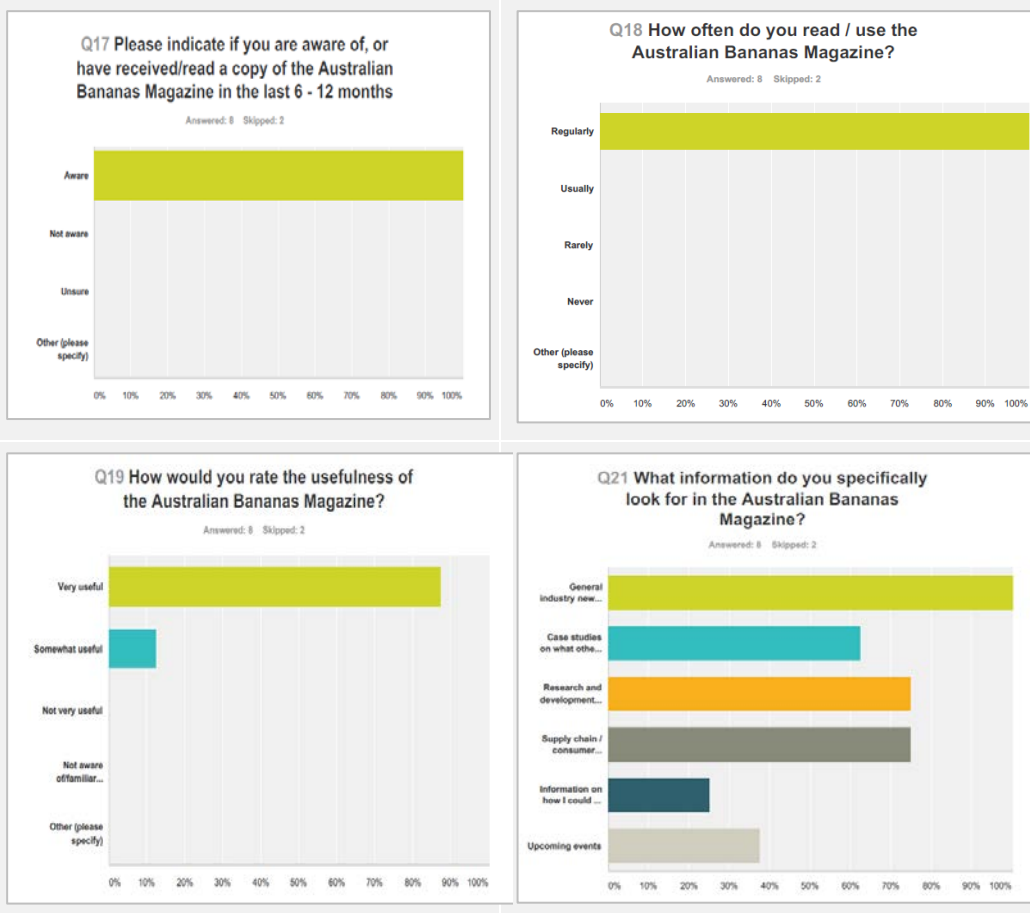
Audience feedback

Banana growers *(low sample size and not statistically valid, only provided for snapshot insights)*





Industry representatives *(low sample size and not statistically valid, only provided for snapshot insights)*



Summary of feedback - magazine

Results/perceptions of growers and industry stakeholders gathered from the survey conducted for this review indicate the following:

- The majority of the respondents highly valued the magazine and were proud of the fact that such a good and high quality publication represented their industry in the 'outside' world

- The value the respondents attached to the magazine was evident from their willingness to pay a subscription for the magazine as per above table.
- The magazine is the most popular output according to the rating scale in the survey. The majority (all) of growers and industry stakeholders regularly read the magazine and find it very useful.
- Majority of the growers and industry stakeholders found the magazine to satisfy a number of needs such as:
 - It provided them with up-to-date, variety of relevant, high quality and in-depth information
 - All readers enjoyed the format, layout and interesting articles
 - Information in the magazine assisted all of the survey respondents to make decisions about production and plan their activities
 - The frequency of the publication was considered to be right and allowed the growers enough time to read and action ideas they may have gathered from the magazine before the next issue came along.
- The key reasons stakeholders use the magazine are:
 - General industry new and issues
 - Case studies on what other growers are doing
 - Research and development news to inform farming practices and productivity
 - Supply chain / consumer related matters
 - Information on how to get involved in extension activities.

Testimonials from survey participants include:

- *"I find this a great publication. Allows in-depth information, so perfect for case studies, showcasing practices, etc" (Industry stakeholder).*
- *"I like the magazine. All publications are useful and have their place. Different demographics use different media." (Grower)*
- *"I find the stories in the magazine very interesting. My father and brother receive their own copies of the magazine. I keep every issues until the new one arrives. I see who is the go to person one certain articles and then contact those people directly. I like the case studies on what other growers are doing. I can remember a case study that was in the magazine, I called them and compared notes and implemented that on my farm (Grower)*
- *"Publication has been the primary source of information back to growers for sometime now. In recent times it has essentially become a propaganda tool of the ABGC. The ABGC has too much influence over editorial content which is often not in line with what growers feel. When this has been questioned in the past ABGC have placed importance of image ie perceptions amongst stakeholders like Govt and community. The reality is that the ABGC as a PIB contribute very little to overall communication funds yet disproportionately effect direction, content and delivery of comms" (Grower)*
- *"For me I sell directly and the publications are still important to confirm that my strategies are right and fit with what is out there. I don't have internet, so I collect copies of research and use the magazine a lot. I can see from the magazine what was going to happen and I could adapt. I think the communications*

program is good and effective. If I could say how Aus Veg produces the Veggies Australia magazine, we could learn from them and how they r formatted and how they are meeting the consumer” (Grower).

5.2.4 Banana growers e-bulletins (monthly or as required)

Cost

- Budget \$29,155 per year
- Actual cost – \$39,834 to date (over budget)
- ABGC confirmed the actual cost for e-bulletins is higher due to an increase in the number of e-bulletins produced compared with the budgeted amount - 60 for the period March 2014 to September 2015 compared with the 19 budgeted editions (mostly due to the urgent sharing of information regarding biosecurity issues).

Reach

- Distribution – 803 e-bulletins distributed per issue
- Regions covered - Banana growing regions of North Queensland, South East Queensland, Far Northern NSW, Mid North Coast NSW, WA; metropolitan locations relating to industry partners.

Readership rates/use

- Readership for each e-bulletin is tracked by the Zulu EMD system.
- The actual readership of e-bulletins varies from issue to issue from about 63% to 30% (over the review period), depending on the target audience and issues discussed.
- Issues targeted to growers have higher readership rates than others.
- The National Extension and Development Program use the e-bulletin to keep growers aware of upcoming extension activities and timely provision of information on critical issues.

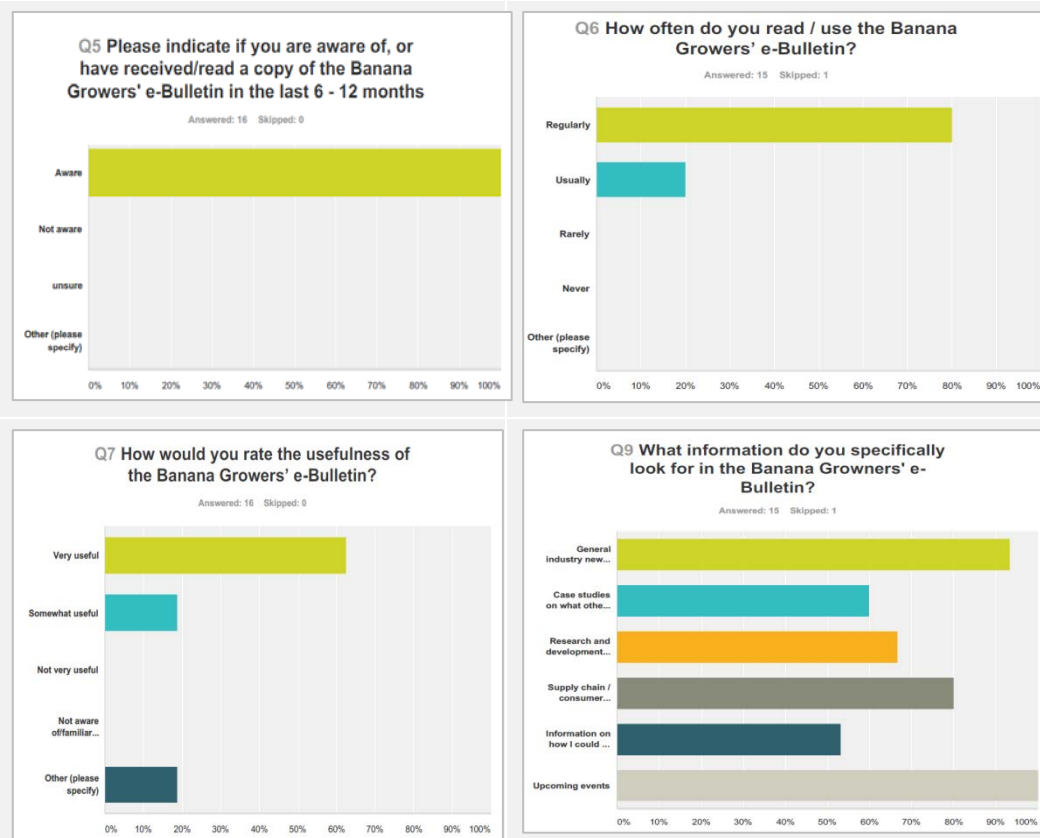
What would people pay if it was not already provided free?

Stakeholder group	Amount/responses
Growers	<ul style="list-style-type: none">• I highly value this publication, but if you ask me to pay for it I will not be willing to pay for it.• \$0 x 2• I would probably not pay and wait for Aust. Bananas Magazine to be produced, which would be a little out of date and in some cases irrelevant.• \$5.00• \$2.50• Difficult question. As a small grower out of the major producing area probably quite a bit to keep informed - say \$10 per month.• \$5-10 per issue.
Industry	<ul style="list-style-type: none">• \$0 x 2• Should be part of the levy cost• \$10 per year• Would share amongst colleagues the cost• Not sure• Depends on how frequently it was produced and

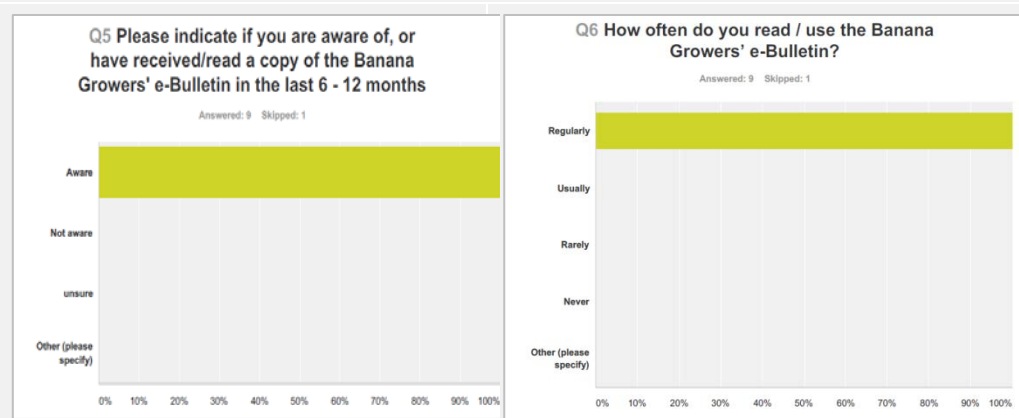
whether I could get that information elsewhere eg. social media.

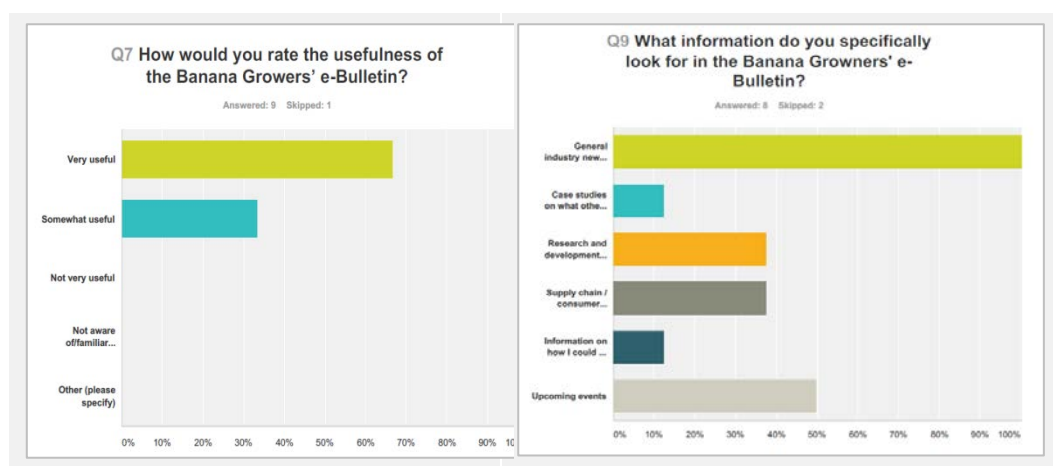
Audience feedback

Banana growers (low sample size and not statistically valid, only provided for snapshot insights)



Industry representatives (low sample size and not statistically valid, only provided for snapshot insights)





Summary of feedback – e-bulletin

Results/perceptions of growers and industry stakeholders gathered from the survey conducted for this review indicate the following:

- The e-bulletin is considered to be the quick and timely communication tool to both growers and industry stakeholders.
- It is used by growers and industry alike, however its use is limited by the ability of the growers to access the internet given their location and some growers from the older demographic group have a preference for printed material over digital material.
- The majority of the growers and industry stakeholders found the e-bulletin to be:
 - Highly relevant for their needs
 - It provided them with high quality, in-depth, up-to-date and variety of information
 - Assists in making decisions about production and to plan their activities
 - Majority of the growers 'liked' the format and layout, while a smaller percentage of industry stakeholders 'liked' the same.
- The key reasons why stakeholders access the e-bulletin are:
 - General industry news, issues
 - Supply chain / consumer related matters
 - Upcoming events, information on how to get involved in the extension activities
 - Case studies on what other growers are doing
 - Research and development news to inform farming practices and productivity.

Testimonials from survey participants include:

- *"Shares wide range of growth of industry, spreads and covers a large area tropical to sub tropical has diverse range of info. All these communication tools are a big part of the industry moving forward. They are guiding us into the future. The professional lay out and scientific detail make it easy and important to read them. They send a good message about the industry outside the growers as well"*
- *"The e-bulletin is a great way to keep growers regularly updated. Evidence of this is with the detection of Panama Disease Tropical Race 4 and how growers were regularly kept up to date via the e-bulletin. I have recently spent some time talking to growers about how they access information and one of the*

comments was that they like that the e-bulletin contains links to other resources on the ABGC website or other websites” (Industry stakeholder).

- *“It is perfect. Shared view of our industry its impartial and transparent” (Grower).*
- *“Does not directly help me with the production type decisions but helps me confirm what I already know or find someone in there who can confirm it for me” (Grower).*
- *“Can’t complain re the content. Current relevant topics are very important and need more of them. Very in-depth. I do prefer the hard copies so I can cut out info I need and file it as I need it” (Grower).*

5.2.5 Printed newsletter (bi-monthly – distributed in hard copy and via email)

Cost

- Budget \$13,759 **per edition**
- Actual cost \$12,720 **per edition**

Reach

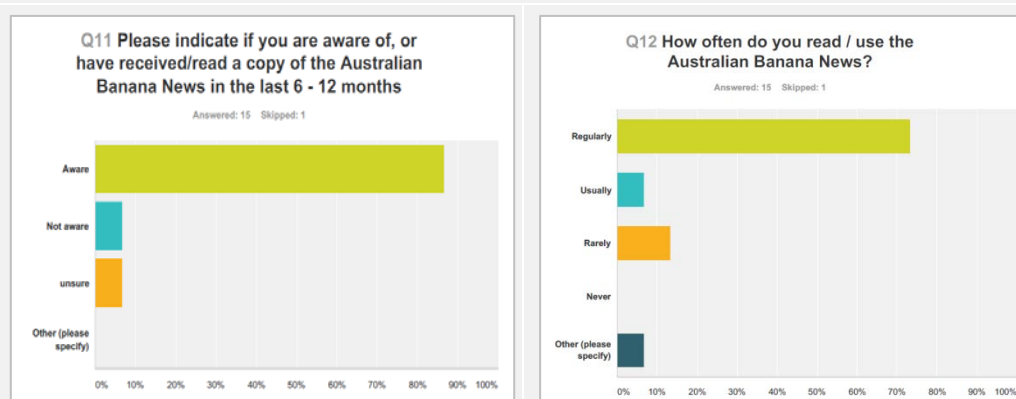
- Distribution – 1118 newsletters are mailed per edition
- Six issues were produced between March 2014 and September 2015, when the target was to produce approximately nine issues during the period. The number of issues was reduced due to the high number of e-bulletins to disseminated urgent information to growers.
- Regions covered - Banana growing regions of North Queensland, South East Queensland, Far Northern NSW, Mid North Coast NSW, WA; metropolitan locations relating to industry partners.

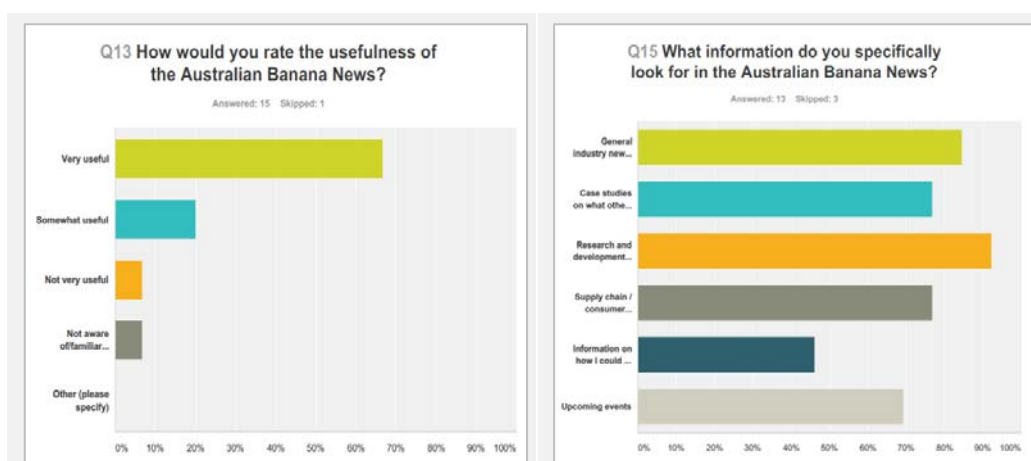
What would people pay if it was not already provided free?

Stakeholder group	Amount/responses
Growers	<ul style="list-style-type: none">• \$0 (x 4)• \$5.00• \$3.50• I value it highly but will not pay for it• I have no problems if the Newsletter was discontinued but I know some growers would rather have it than the E-Bulletin
Industry	<ul style="list-style-type: none">• \$10 annually• \$20 annually (cost shared among colleagues)• \$10 annually

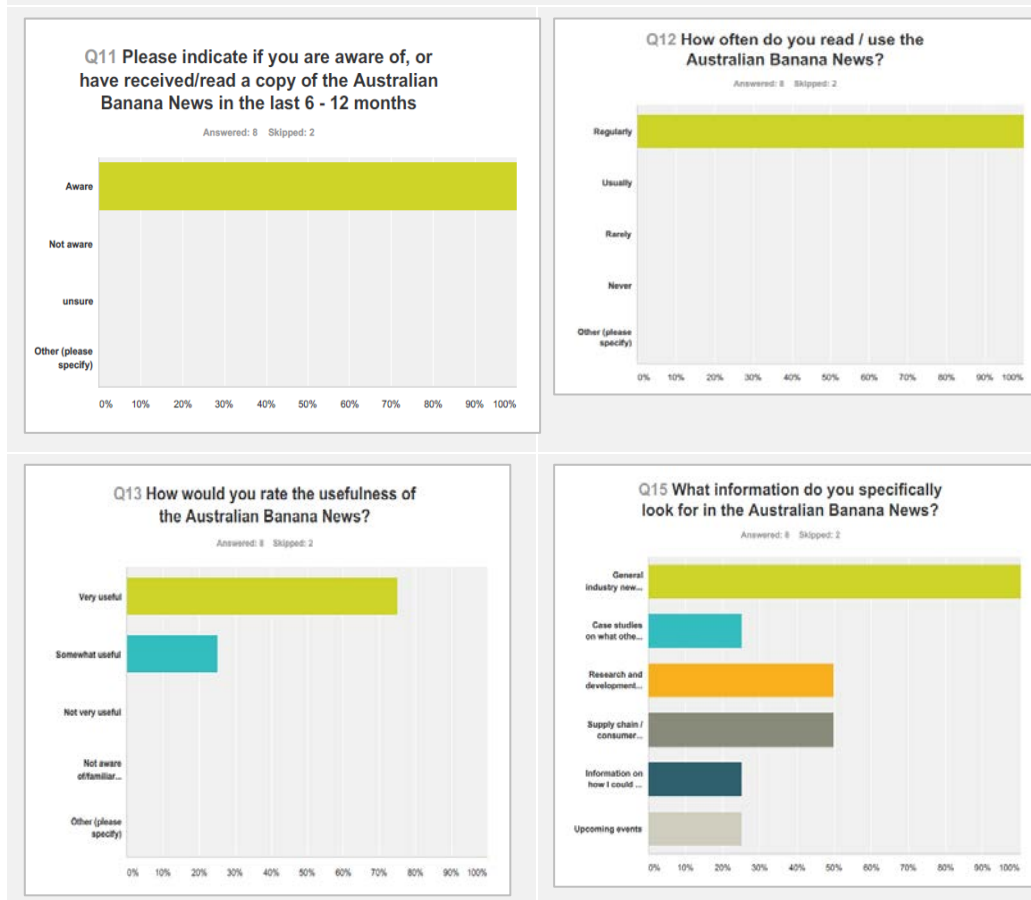
Audience feedback

Banana growers *(low sample size and not statistically valid, only provided for snapshot insights)*





Industry representatives *(low sample size and not statistically valid, only provided for snapshot insights)*



Summary of feedback – newsletter

Results/perceptions of growers and industry stakeholders gathered from the survey conducted for this review indicate the following:

- The review found out that the Banana News (newsletter) was the least popular publication among the growers and industry stakeholders alike.

- However, it was a source of information that substituted the e-bulletin for those growers who had limited internet access due to their location or those who were of the older demography and preferred printed material over digital material.
- The newsletter was considered to be a repetition of the e-bulletin and due to its infrequency the timeliness of the information it contained was seen to be questionable.

Testimonials from survey participants include:

- *"It is a repetition of what is in the e-bulletin and magazine" (Grower).*
- *"Publication needs to be axed and duplicates information in e-news. 3 publications don't work and i see this being culled first" (Grower).*

5.2.6 Videos

Cost

- Budget \$34,690 per year
- Actual cost \$52,559 per year
- The actual cost is higher as the budgeted figure did not allow for time required by Communications Manager to assist on video scripting and production

Reach

In the six month they have been posted, based on the ABGC YouTube channel, 605 views as at 9 November.

While the cost per output analysis shows improvement is needed in terms of the reach to drive a stronger return on investment, interviews with the growers indicated that the videos posted on the website and Facebook were considered an easy to understand and digest way of communicating stories or R&D practices.

Other stakeholder feedback

The following testimonials are all from industry stakeholders:

- *I have recently spent some time talking to growers about how they access information and one of the comments was that **they like that the e-bulletins contain links to other resources on the ABGC website or other websites (e.g. videos, further information etc)***
- *I feel the website has the potential to be more organised however feel it is a very useful tool to make information and resources accessible to growers. The extension project has a dropdown menu page where we can make **video's**, presentations and factsheets available to growers.*
- *Online material is increased when something important like a disease incursion happens. The electronic media can respond faster than print to keep industry aware. The print media is right, both Newsletter and Magazine. **More YouTube videos, or even Banana Research Snapchats to show things are happening would be good.***
- *I would like **more YouTube videos** but not interested in Facebook.*

6. R&D knowledge transfer

Interviews with the growers and completed surveys indicate that the growers believe that over the last few years they have gained enormous access to R&D information through the communications project, especially on critical issues for the industry.

Outputs from the project are considered as ready references, reliable and timely sources of research information. Interviews with the growers have confirmed that the R&D information received via the project has provided them with reliable knowledge to guide or confirm their production decisions or to further investigate details applicable to their unique situation.

Comments from the Manager of the Extension Project BA13004 and Communication Manager suggest that the two projects share strong synergies and that the success of the extension project has been amplified by the efforts of the communication project in delivering R&D knowledge to the growers.

As such the growers said that while the R&D knowledge shared may not change their practices, it confirms what they are doing is correct.

Sources of R&D information

During interviews, growers stated they primarily rely on ABGC as a source of information, with other sources of information including inter-generational/traditional knowledge, other growers, their own experience, Growcom (Queensland), DPI and DAFF websites, Google, and their local extension office.

However it was evident from all grower/stakeholder interviews that the primary source of R&D information was the ABGC and its various communications channels, and the respondents had to think hard when they were asked to provide other sources of information that they access and said that they would access other sources only for specific needs or if the information was not available with the ABGC.

However, the review identified that there was more appetite for research information from other parts of the world and on additional topics.

Project management satisfaction

The review has found that the management and delivery of the communications project by the ABGC is complimented by the growers and industry stakeholder. The role of the communication manager is valued and recognised by the stakeholders.

Along with the project communication material, the stakeholders also value the relationship they have developed with the ABGC and the project.

While this review has identified areas for improvements outlined in the recommendations, a review of the previous communications project's (BA09066) final milestone report indicates that the current project has built on the legacy and systems that were created as part of the previous project are providing improvement in the delivery of communications.

In addition, being embedded within the ABGC provides the existing Communications Manager with an established network of growers and industry representatives to be at the centre of the latest news and developments in order to craft the most relevant content.

Stakeholder testimonials include:

- *“ABGC are the glue that binds everyone together and links everyone together. If they didn't do it no one else would do it” (Grower).*
- *“More support to the existing project officer who does a fantastic job but is seriously overcommitted in her role” (Industry stakeholder).*
- *“As the leader of the National Banana and Extension Project I have a good working relationship with the communications project and its leader. The success of my project would be diminished if this communications project was not running as effective as it is” (Industry stakeholder).*
- *Don't fix something that is not broken. Don't try to fix something that is not broke. The ABGC communications work really well, don't touch it. Don't change it. (Grower).*
- *“All publications play their role, different people have different needs and like different ways of communication and the ABGC makes sure everyone's needs are met” (Grower).*
- *“The communications are good and they have a good reach. Addresses all our issues and needs...I like to know what is going on in other regions in the country, where I can't get to the communications program works, don't see flaws in it” (Grower).*

7. Key findings

Based on the analysis undertaken and GHD's experience working within the communication and engagement industry, findings have been provided to highlight the:

- Effectiveness and efficiency of each communication output based on key features of success including:
 - A strategic framework to guide the outputs
 - Cost per output based on reach
 - Perceived value by the audiences, and if they are meeting growers expectations
 - Audience needs/preferences for consumption of information
 - Quality of product and content – suitability to audience, depth, readability/usability, integration with other channels, format, production
 - Ability to track and evaluate success.
- Effectiveness of the communications project in extending research and development (R&D) findings to the farm-gate to improve industry knowledge and changing on-farm practices.

Based on the above, a summary of the implications of these findings have been provided as an overall set of strengths, weaknesses, opportunities and threats (SWOT) to inform the recommendations.

7.1.1 Strategic framework

Key findings:

In terms of if each output is being delivered in line with the BA13003 Project Plan, it can be stated that the communications project outputs reviewed by GHD have either met or exceeded the output requirement.

However, a key missing component is an overarching communication strategy with clearly articulated communication objectives and associated measures of success.

While the Milestone 102-104 Reports and the Annual Operating Plan outlined elements of a strategic framework, there was no document that drew this all together under one strategic framework with clearly articulated communication objective and associated measures of success (KPIs).

No strategic framework document means it is difficult to effectively plan and report on the project's successes or opportunities for improvement in an efficient manner to Hort Innovation because there are no clearly stated overarching objectives for the strategies to align to and no associated and specific metrics to evaluate success. This is an issue that must be addressed. This mid-term review provides an opportunity to rectify this gap in delivery and has been address in the recommendations.

7.1.2 KPIs to measure success

Key findings:

- Over the review period, ABGC circulated two surveys via the e-bulletin and the newsletter, with both surveys being met with a low response rate. This could have been due to the format of the survey ie being missed within the wider publication.
- ABGC uses informal methods to gain feedback from the growers and industry participants, such as feedback via direct telephone calls from the growers and via face to face interaction with stakeholders at industry events (such as the congress, workshops, field visits, roadshows).
- GHD's survey/interviews with growers identified that the growers appreciate the direct one on one contact with the project's communications manager or other ABGC members to provide their informal feedback at ad hoc times.
- Regardless of this, the need for a formal set of measureable objectives is absent which has not allowed GHD to make an assessment on what the team was seeking to achieve, beyond the number of outputs produced. Typically, objectives would be about what they want their stakeholders to think, feel or do, and the outputs are a way to bring the strategy to life.
- Therefore, this review has identified the need to develop a formal process to gain and document regular stakeholder feedback, against set criterion/KPIs.

7.1.3 Website

Key findings:

- The website architecture is simple and easy to navigate and provides links to industry resources including the extension program.
- The website is viewed as a simple source of useful content and a trusted single source of truth – the 'go-to' when required.
- Appropriately, the design/look and feel of the website has a strong focus on banana growers as the primary audience, featuring a simple use of content with very clutter or unnecessary content with a good use of 'people shots' ie real growers.
- There is promotion of the events and face to face opportunities but no links to the ABGC Facebook page which is a missed opportunity.
- Important homepage 'real-estate' is taken up with Media Releases which could be better located off on the side navigation bar, with this central location populated with rotating colour stories and features and latest news.
- The website, given the wealth of information on it, and the potential growth in audience and reach with limited additional costs associated with expanding this reach, presents a strong return on investment.
- There is opportunity to further integrate the digital channels with the website such as Facebook, video content, e-Bulletin and YouTube channel.

7.1.4 Facebook

Key findings:

- Grower feedback indicates that the younger generations place more value on the digital platforms such as the Facebook page and the website.
- There is a potential for this tool to become a go to tool for the growers and industry to share information and views by providing a platform for two-way dialogue to occur (rather than it being a one-way 'push' communication tool like the publications and website).
- The Facebook page could better leverage digital content, including the 13 videos already produced and hosted on the ABGC YouTube channel.
- The current level of Followers of the page is growing. However, to increase this to a wider audience outside of the grower and industry stakeholders, and maximise its potential, it will be important to increase shares of posts (including video content) and to encourage others to share their 'daily life' style of posts by tagging the ABGC Facebook page into their own posts.
- There appears to be little cross-promotion and integration of the communication tools with Facebook such as website content, media releases, video content and the publications.

7.1.5 Australian Bananas Magazine

Key findings:

- The magazine, when taking into consideration the quality and depth of the content, usability of the format and quality of production, presents the industry with a strong product.
- This is the publication that people were hypothetically willing to pay the most for – prices ranged from \$20 to \$5.00 per edition. Industry stakeholders also valued it highly with prices ranging from \$50-\$30 for an annual subscription.
- In terms of perceived value, the magazine is the most valued by growers. The magazine also stays in people's homes for a number of years with many collecting clippings to refer to at a later date which adds to its value and shelf-life.
- The magazine provides an important option to those who cannot access the internet and/or have a preference for printed materials.
- It has a good balance of R&D outcomes, people profiles, and industry news, with articles being of appropriate depth and length.
- The format is simple and takes a plain English approach to the tone and readability.
- There is good use of images and photography from the field to support the written content.
- There is an opportunity to further leverage the magazine as a highly valued and trusted resource eg digitise it and index key topics.

7.1.6 E-bulletins

Key findings:

- E-bulletins provided the greatest return on investment with each costing less than 1 cent which, in industry terms, is a strong return.

- The e-bulletins are also highly valued by stakeholders. This tool demonstrates excellent return on investment considering the highly positive comments provided by the stakeholder groups, and the low cost per output, given the digital format ie no printing cost and highly flexible content.
- The format provides another option to those who prefer digital content more frequently.
- The platform lends itself to shorter stories that link to a larger story on the website or Facebook page and expanded in the magazine if suitable.
- The layout of the e-bulletin is clean and simple with consist headings and restricted to around five paragraphs per story and a good use of the Highlights menu in the top left corner.
- The digital format has the added advantage of allowing for real-time monitoring and tracking of who is opening the email and which stories people are clicking through to read.

7.1.7 Printed Newsletter

Key findings:

- While the format and content is appropriate, it is repetitive given the audiences consuming the Newsletters are almost certainly the same as those also consuming the magazine.
- The cost per output is around the same as the magazine.
- According to the feedback received, the Newsletter was the least valued output with some perceiving it to be duplicative with the magazine and/or e-bulletins, with some suggesting there was an opportunity to consider removing it from the project.

7.1.8 Videos

Key findings:

- It is encouraging that the project now includes videos (an addition compared with the previous communications project) which 'brings the industry to life' in terms of being able to provide content that can be viewed and shared online.
- In general, the videos are of high production quality and are an appropriate length (ie not too long). In terms of the video content, there is an appropriate blend of industry policy, research and development outcomes, and interesting/more informal videos which provide a great insight to the behind the scenes (eg. Australian Banana Packing Competition).
- Videos provide another highly visual way to share information, practical R&D outcomes, and current practices to improve methods, as an alternative to the printed materials.
- However, while they are a good concept, they are not reaching a wide audience. In the six month they have been posted, based on the current YouTube views as at 9 November (<https://www.youtube.com/channel/UCnK75qFFcevlurhPJWGcV8A>), there are a total of 605 views across all of the videos posted on the ABGC YouTube channel.

7.1.9 Other tools

Key findings:

- The use of SMS Notifications provides an excellent cost per output result. It is highly valued by many growers who are time poor and quite often out in the field. Almost all growers can receive an SMS message given it does not rely on internet access.
- Media releases are mostly adopted by the ABGC to engage media in response to an issue rather than for the promotion of proactive news stories. There is opportunity to potentially be more strategic with the leveraging of media relations to drive greater and more valuable media coverage centred on human interest and profiling stories.

7.1.10 Overall integration of the tools, mix of tools, use and purpose

Key findings:

- There is opportunity to improve the integration and cross-promotion of the outputs to drive a more connected set of communication tools which would improve reach, efficiency and effectiveness. For example, there appears to be little cross-promotion and integration of the communication tools with Facebook such as website content, media releases, video content and the publications.
- In terms of the blend of printed and digital tools provided, there is an appropriate balance that appears to match the needs and preferences of the audience ie some do not have access to the internet.
- In terms of its dual purpose in also supporting the needs of the banana extension program, the communication project successfully promotes the events and workshop opportunities within all outputs.

7.1.11 Strengths, weaknesses, opportunities and threats

Key findings:

Strengths	Weaknesses
<ul style="list-style-type: none">• Most of the communication outputs have been delivered in line with the Plan, with the exception of an overarching strategy and evaluation tools.• Strong awareness and take-up of most communication outputs.• Overall, there is a strong return on investment based on the known reach and cost per output, with the e-bulletin performing the best in terms of cost per output.• Most outputs are highly valued by	<ul style="list-style-type: none">• While an Annual Operating Plan and Milestone Reports exist, there is no communication strategy that guides the implementation of the project.• Apart from the outputs-based communication requirements of the project, currently, there is no evidence of any specific and measurable indicators of success (KPIs) against which to track and evaluate success to terms of achieving its set objectives.• Similarly, while there are some monitoring capabilities in place, such as Zulu, Google Analytics, media monitoring (iSentia),

<p>stakeholders for a variety of stated reasons.</p> <ul style="list-style-type: none"> • Growers confirmed that they considered the information contained in the outputs as highly reliable to assist them in make productivity and profitability related decisions. • There is an appropriate blend of tools to meet the consumption needs of various audiences ie print, online, direct (SMS, phone, email), informal, face to face. • Zulu is a highly efficient stakeholder management database allowing for effective distribution and tracking of communications. • Enhances the success of the National Banana Extension Project BA13004 to its target audiences. • Offers platforms for connectivity between various partners in the industry. • Management and rollout of the project via ABGC and its dedicated communications manager has played a pivotal role in the success of the delivery. 	<p>these tools are not actively used to measure the achievement of specific communication objectives over time.</p> <ul style="list-style-type: none"> • The Newsletter appears to have a similar audience/reach as the Magazine, and is therefore duplicative and should be removed from the project. • Some growers expressed concern that the content may be perceived as being focussed on the views of the ABGC rather than the needs of the banana growers, and that there is a need to provide avenues to express other views of growers and industry stakeholders who are not members of the ABGC (see opportunities regarding Facebook page to link growers with growers).
Opportunities	Threats
<ul style="list-style-type: none"> • There may be the opportunity to build a more strategic framework with clearly articulated communication objectives and KPIs. • There is an opportunity to further integrate the digital channels such as the Facebook, video content, e-Bulletin and YouTube channel with traditional channels, to ensure extended reach. • There may be opportunity to remove the Newsletter given its duplicative purpose/audience/content and redirect or save on project funds. • There is an opportunity to further 	<ul style="list-style-type: none"> • Balancing high demand and need for digital resources verses print resources for audiences that prefer printed material or for those who have limited access to internet due to their location. • Balancing the varying content needs of the different geographic locations. • Balancing the needs of the extension program to ensure transfer of R&D knowledge given the already high demand for services within the scope of BA13003. • Deflecting any potential concerns regarding the transparency and independence of the information presented

<p>leverage the Magazine as a highly valued and trusted resource eg digitise and index key topics.</p> <ul style="list-style-type: none"> • The videos, while not currently reaching a wide audience, present an opportunity to improve on the current return on investment by raising awareness of them and leveraging them through the other communication channels, including Hort Innovation and other key industry stakeholder bodies. • The Facebook page presents an opportunity to provide a platform that encourages grower-to-grower connections and growers-industry connections with limited involvement of the ABGC (improving any concerns about transparency). • There is opportunity to potentially be more strategic with the leveraging of media relations to drive greater and more valuable media coverage centred on human interest and profiling stories. • There is opportunity to seek further synergies between other sources of R&D information such as from Hort Innovation and DAFF research information (websites) particularly access to final reports from other projects and initiatives. • There may be opportunity to provide more information on International R&D practices from countries such as Vietnam, India and China. 	<p>within the BA13003 project, given it is run out of the ABGC.</p> <ul style="list-style-type: none"> • Resourcing constraints of the Communications Manager who does not have a back-up resource or contingency (a junior) nor the ability to tap into a strategic peer reviewer to ensure continual improvement.
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8. Recommendations

8.1 Views on the future industry communications project

From the perspective of the audiences involved in the review, the communication project is currently achieving strong levels of satisfaction with comments from growers such as “don’t fix something that is not broken”.

While there were positive results regarding the usefulness, relevance, variety, quality and frequency of information which is further evidence of grower satisfaction, there were also a number of opportunities for improvements identified.

The following recommendations are centred around addressing gaps in the strategic planning and evaluation and finding opportunities for future leveraging of the outputs to improve integration, reach and maximising the return on investment.

Develop a strategic framework with clear links to specific and measurable communication objectives by drafting a strategy roadmap diagram (A3 one-page)

- Developing a strategy roadmap will reinforce the purpose and interconnection of each output and how success will be evaluated. If the project is not effectively tracked and measured against articulated communication objectives, it is more difficult for ABGC to monitor and report on the project’s successes or opportunities for improvement in an efficient manner. A strategy roadmap should articulate:
 - What is the overall industry **goal**
 - What **communication objectives** must be achieved to obtain this goal (what do we want stakeholders to think, feel or do)
 - **How will success be measured** against each communication objectives (what evidence is needed to show what has been achieved? (Eg customer satisfaction surveys, level of attendance/participation, growth in readership, click through rates on e-bulletin stories, Google analytics that is configured to exactly what we want to measure, media coverage tone/type/reach etc)
 - Who are the **key stakeholders** and what role do they have to play in achieving the objectives
 - What are the **key messages/topics/content platforms** to drive the objectives
 - **What strategies will be used** to achieve the objectives according to each primary stakeholder group
 - **What tools will be needed** to deliver on the strategies.

Make a range of minor changes to the existing blend of outputs to continue to meet the needs of the audiences and build on the current return on investment, with the following specific recommendations:

Australian Banana Magazine:

- Continue to produce the magazine as a highly valued output, with the same frequency, quality of production, mix of content.
- Digitise the content and develop an index of key topics to allow for an easy search function given this is such a valued resource.

Newsletter (Australian Banana News):

- Remove the Newsletter from the project given its duplicative purpose/audience/content. This represents a potential saving of \$82,554 (six editions x \$13,759 budgeted cost).

E-bulletins:

- Continue to distribute e-bulletins as a feature of any future communications project, given the strong return on investment (ie low cost per output), and the positive feedback received from stakeholders on its timeliness and relevance of content.
- Expand the reach of the e-bulletins by promoting them on the other printed and digital platforms.

Website:

- Amend the ABGC website to ensure the best use of the homepage real-estate by relocating media releases to a sidebar.
- Promote the Facebook page, videos and e-bulletins on the homepage.
- Investigate the value of a microsite for the Extension program with links from the ABGC website so it is easy to find this content.

Media relations:

- Develop a proactive media schedule / bank of newsworthy stories to further improve the reputation and positioning of the Australian banana industry.

SMS/Phone calls to growers:

- Continue to use the SMS notification system to contact growers for urgent matters, and to draw their attention to where to find more information eg via an e-bulletin.
- Continue to make phone calls to urgently contact growers, should immediate action be required.

Facebook page:

- Further leverage the Facebook page to build a platform to connect growers-with-growers and growers-with-industry partners to share information that can occur without the need for ABGC to facilitate the communication.

- Recommended content for Facebook includes: the promotion of informal events, video content, sharing of grower-generated content such as photos of farming practices, media coverage achieved by ABGC's media releases, anything that is about a day in the life of a grower etc. Facebook also provides the option to set up event invitations and push notifications to followers much like an SMS.

Videos:

- The videos present an opportunity to 'bring the industry to life' by providing useful content that can be viewed and shared on the other platforms such as the ABGC website (and other industry websites), Facebook and links within the e-bulletins. The videos allow the transfer of information which is not suited to static formats like the printed publications eg R&D learnings/outcomes in action.
- Therefore, while not currently achieving strong viewer rates, it is recommended the existing videos are further promoted via other channels to increase this reach and the resultant return on investment.
- In addition, if stronger and more engaging grower-generated content was encouraged and then posted on the Facebook page (as highlighted in the recommendations above), it could drive further followers to the Facebook page given people are more likely to share content generated by themselves. It should also raise awareness of the other existing videos embedded on YouTube.
- Video content ideas include: A day in the life of a grower using a GoPro and real-time implementation of extension program learnings etc. This type of content allows growers to communicate and engage with each other in a more informal manner leading to an even more collegiate network. Given the restricting nature of the current biosecurity protocols and risks, these informal interactions could help bolster grower morale.
- However, it is also important to understand and articulate why these videos are one of the tools used in the communications project, and how they contribute to the overarching communication objectives. This will need to be articulated in a strategy roadmap.

Develop a set of KPIs against which to monitor and track success in achieving the communication objectives and other strategies adopted for the remainder of this year.

Apart from the outputs-based communication requirements of the project, currently, there is no evidence of any specific and measurable indicators of success (KPIs) against which to track and evaluate success to terms of achieving its set objectives.

Encouragingly, there are some monitoring capabilities in place, such as Zulu, Google Analytics, media monitoring (iSentia). These tools are not actively used to measure the achievement of specific communication objectives over time. At a minimum, GHD recommends the following:

- Develop a metrics dashboard featuring agreed KPIs/indicators of success that are directly linked to communication objectives around effectiveness of investment and uptake of R&D (see first recommendation regarding the development of a Strategy Roadmap which would articulate the objectives and associated measures of success).
- Link chosen KPIs with the Extension Project's KPIs as they are closely aligned.
- Undertake an annual independent stakeholder satisfaction survey to benchmark satisfaction levels and then measure and track satisfaction.

8.2 Ensuring the uptake of R&D

There is a high level of grower satisfaction with the level of R&D information they gain from the communication outputs.

Growers consider the information in the outputs to be highly reliable and use them as ready references and timely sources of R&D information. Specifically, the information is used to either guide or confirm their production decisions or to further investigate details applicable to their unique situation. As such the growers said that while the R&D knowledge shared may not *change* their practices, it helps *confirm what they are doing is correct*.

Recommendations to further leverage access to the latest R&D knowledge include:

- Seek further synergies between other sources of R&D information such as from Hort Innovation and DAFF research information (websites) particularly access to final reports from other projects and initiatives, by ensuring this information is provided to ABGC to include in the various communication outputs.
- Consider dedicating a section on the ABGC website which has a one-page summary of the relevant R&D project outcomes with links to relevant additional information and videos where applicable.
- There was appetite for research information from other parts of the world and on additional topics. To explore this further, it is recommended that targeted engagement with growers be carried out to identify specific areas of interest.

8.3 Effective management that is cost effective, responsive, and transparent

Recommendations to improve cost effectiveness, responsiveness and transparency include:

Cost effective:

- To gain improvements in cost per output results, it is important to build on the current reach and. This can be achieved by improving the integration of each output by cross-promoting each of them to drive a more connected set of tools. This is particularly important for the digital channels such as the Facebook, video content, e-Bulletin and YouTube channel with other traditional channels, to help ensure extended reach.
- In terms of project output cost efficiencies, it is recommended that three quotes are always sought to ensure value for money is offered by external suppliers such as graphic designers, print houses, and public relations consultancy support. It is understood that this does not currently occur.

Responsive:

- Continue to involve Rhyll Cronin who is a highly professional Communications Manager. Her responsiveness to industry communication needs has resulted in her being well-liked and respected by her stakeholder groups as someone who listens to the needs of the audience.

- Continue to embed the BA13003 Communications Manager within the ABGC as it provides an established network of growers and industry representatives to be at the centre of the latest news and developments and to craft the most relevant content which would be difficult to replicate elsewhere.
- Provide strategic support to the Communications Manager, in the form of periodic communication peer review, to assist with finding opportunities for continual improvement and further leveraging and evaluation of the various communication outputs and metrics.

Transparent:

- To provide avenues for growers who are not members of the ABGC to access an independent platform to connect growers-with-growers and growers-with-industry partners, it will be important to build on the Facebook page to share information that can occur without the need for ABGC to directly facilitate the communication.

Appendix A Review milestone planner

Appendix B Stakeholder contact lists

Appendix C Key messages for stakeholder survey

Appendix D Information provided to GHD by ABGC and Hort Innovation

Appendix E ABGC interview agenda

Appendix F Online survey questions

Appendix G Survey participation emails to growers and industry stakeholders

Appendix H Survey Monkey data analysis report – grower survey

Appendix I Survey Monkey data analysis report – industry stakeholder survey

Appendix J ABGC Website Google Analytics Report

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Document Status

Rev No.	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	BMaki/P Mandke	B Wood		B Maki		10 Nov 15
B	B Maki	B Wood		B Maki		17 Nov 15

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		<div>Banana industry comms review (BA13003) - communication and stakeholder engagement milestone planner</div> <div>September to November 2015</div>												
Done	NOTES	Task	WHO	w/c 21 Sept	w/c 28 Sept	w/c 5 Oct	w/c 12 Oct	w/c 19 Oct	26-Oct	2-Nov	9-Nov			
Stage 1 Project inception, planning, key messages and review design														
✓	Transfer time for travel to the end of the project to present the Report in person(21/09)	Plan and attend an inception meeting with HIA based - phone discussion	All											
✓		Confirm and finalise list of stakeholders for engagement	Sharyn											
✓	Underway - Sharyn sent some plus gathering more from Rhyll at the moment (21/09)	Obtain relevant documents and other materials	Brooke											
✓	Underway	Draft milestone planner and team roles and responsibilities	Brooke											
✓	Underway	Draft key messages to form the basis of interview scripts and e-survey intro words	Brooke											
✓	Underway	Develop a draft review framework and the associated analysis tools for HIA feedback	Brooke/Pallavi/Seamus											
✓		Draft stakeholder interview questions (based on Framework)and interview template for notes	Brooke/Pallavi/Seamus											
✓		Draft the e-survey once HIA has approved the interview questions - send around in TEST mode to ensure it is working	Pallavi		TEST ONLINE SURVEY									
✓		Finalise review framework following HIA feedback	Brooke											
✓		Draft Report table of contents	Pallavi											
✓		Confirm acceptance of proposed approach (review framework/analysis tools/table of contents etc)	Sharyn to approve											
✓		Draft Agenda for ABGC CEO interview	Brooke											
✓		Meet with Jim Pekin, CEO Australian Banana Growers Council and Communications Manager Rhyll Cronin	Brooke/Seamus/Pallavi		Meeting 10am, 28 Sept									
Stage 2 - Desktop analysis and preparation for industry stakeholder consultation														
✓		Set up document log and early findings and recommendations log	Pallavi											
✓		Review the National Banana Industry Strategic Plan to ID what linkages the Communications Project has with this Plan and what specific objectives the comms project should achieve and any set KPIs/Measures of success and eval that might exist	Pallavi											
✓		Source and review original communication plan and Milestone reports provided by ABGC	Pallavi/Brooke											
✓		Articulate the communication objectives according to target audience - based on either existing or logic	Pallavi/Brooke											
✓		Articulate the typical 'features of success' that will help to assess the quality of each communication output eg: *Extent to which it meets the needs of audience *Depth of content to achieve the communication objectives eg R&D knowledge transfer *Readability/quality/accuracy of content *Content balance ie relevance to season/market influences/topical *Extent to which is compliments the extension and consumer marketing activities	Brooke											
✓		ID any existing KPIs of measureable and specific communication objectives	Pallavi/Seamus											

✓		Source and review all provided communications tools and outputs and seek further examples from Rhyll as required	Pallavi/Seamus											
✓		Review budget data regarding project costs and distribution/reach per communications tool to help determine cost per output by reach	Pallavi/Seamus											
✓		Review evaluation and monitoring tools available - stakeholder satisfaction surveys, media coverage reports, website Google Analytics, e-bulletin reach and download rates if available, social media usage rates	Brooke/Pallavi											
✓		Undertake gap analysis to identify priorities to be addressed during the stakeholder engagement phase	Pallavi/Seamus											
✓		Source other stakeholder group reps to include in the online survey eg supply chain partners, community reps, relevant Council reps in north QLD	Pallavi/Seamus											
Stage 3 Stakeholder consultation														
✓		Finalise interview questions and allocate phone calls to the team to commence calls from 30 September to 7 October	Brooke/Seamus/Pallavi		Phone interviews with 20 x identified banana growers									
✓		Launch and email Online Survey to wider group of participants to include: additional banana growers outside of the 20 selected panel members, supply chain participants, community reps, Council reps, and any others identified during desktop phase	Pallavi		Launch online survey and distribute to up to 20 other relevant key stakeholders									
✓		Complete detailed interview notes in the Internal Template and save to the project drive as we go	Pallavi											
✓		Send follow up emails to wider stakeholder group to encourage participation, as required	Pallavi											
✓		Complete all stakeholder engagement by Monday 25 October	All				Gather stakeholder feedback by 25 October							
Stage 4 analysis and reporting														
✓		Populate communications tools analysis matrix based on desktop and stakeholder feedback	Brooke/Pallavi											
✓		Collate and synthesise banana grower findings (quantitative and qualitative feedback)	Brooke/Pallavi											
		Confirm recommendations regarding appropriate KPIs/measures of success	Brooke/Pallavi											
		Confirm findings regarding cost per output (by reach) for each communications tool	Brooke/Pallavi											
		Undertake an overall SWOT of the Communications project based on the analysis of findings	Brooke/Pallavi											
		First Draft Findings and Recommendations Report - page turn with Sharyn	Brooke/Pallavi							DRAFT REPORT				
		Incorporate any feedback and further insights and provide a Final Report to Sharyn	Pallavi								FINAL REPORT			
		Develop a PowerPoint presentation of findings and recommendations and provide to Sharyn in soft copy - deliver presentation to HIA as requested.	Brooke								PRESENT TO HIA			

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Client: Hort Innovation

Project: Australian banana industry communications project mid-term review

Last updated: 7 October 2015

Key messages

About the communications project review

- On behalf of Hort Innovation, GHD is undertaking an independent review of the Australian banana industry communication project (BA13003) and is seeking feedback from banana growers on the effectiveness of the project's communication tools, methods, materials and publications, style of content, delivery methods and perceived value.
- The review will provide valuable feedback from growers to shape future communications and will focus on:
 - The effectiveness of the communications project in extending R&D findings to the farm-gate
 - The role the project plays in increasing industry knowledge and changing on-farm practices
 - The perceived value of each of the communication tools/materials
 - The current communication program's strengths and weaknesses
 - The preferred information sources growers use to seek information on R&D and other industry news
 - Whether the information currently being communicated meets growers' expectations
 - Growers' views on what a future industry communications program should look like.
- Feedback from this review will assist in making any necessary variations to the current project and in shaping and improving future communication investments.

Benefits of the review to banana growers

- This review presents an important opportunity for banana growers across all regions to have their say on the current strengths and/or areas for improvement and provide valuable input on what future industry communications should focus on and how it could be best delivered to suit their needs and preferences.
- Outcomes of the review will allow industry to refine its approach to communication delivery now and in the future, to meet growers' needs and expectations.
- Outcomes of the review will provide a deeper and informed understanding of the most effective and efficient communication tools for the industry.

About Australian banana industry communications project (BA13003)

- The Australian banana industry communications project, BA13003 is currently delivered by the Australian Banana Growers' Council (ABGC)
- The aim of the project is to assist the industry to achieve the vision, mission and objectives identified in the National Banana Industry Strategic Plan.
- The industry communications project is designed to:
 - use a range of communications tools to ensure growers in all production regions are informed about industry issues so as to build industry capacity, productivity and profitability
 - ensure effective and timely communication of industry messages to external stakeholders, including supply chain, media, communities in banana-growing regions and special-interest groups



- use communications activities to assist with extension of research and development projects to assist growers making decisions on production
- ensure external stakeholders associated with the supply chain, and who are part of banana-growing regions, are informed about and involved in industry initiative.

BA13033 – Communications Review

Request for Information Template

1. Details on various communications tools (including tools use to send out urgent information, special releases)

Communication tools (e.g. newsletter, magazine, website, e-bulletins, etc)	Objective/purpose	Targeted stakeholder groups (internal and external)	Number of recipients/circulation per group on distribution database	Targeted region/s (North Queensland, etc)	Frequency of production/updates (e.g once a month, once every quarter, etc)	Number of issues produced from start of BA13003 project	Budget per issue or per year
Website	An accessible resource providing an overview of the Australian banana industry as well as specific information about industry issues, projects and formation, manuals, guides, project information, Best Management Practice Guideline	Banana growers, Banana-growing communities, broader community, industry partners including, supply chain, regulators, employees and contractors, international banana researchers	See Google analytics report on www.abgc.org.au	Banana growing regions of North Queensland, South East Queensland, Far Northern NSW, Mid North Coast NSW, WA; metropolitan locations relating to industry partner operations	Website updated on a continuous basis with additional information added	Website updating and maintenance carried out continually	\$41,672 per year, as per project budget
FaceBook page	Sharing timely information and increasing the network of growers and industry partners involved in the industry	Banana growers, Banana-growing communities, associations, groups and enterprises in banana-growing regions, industry partners including supply chain	Likes and reach		Regular posts	Activated in March 2015, coinciding with TR4 outbreak. Regular TR4 and other posts	Included in Website budget
SMS alerts	Timely alerts providing notice of	Banana growers and industry partners,	Up to 410 per each alert			13 sent since March 2015	Included in

	important industry announcements and events and information on “next actions” required	including supply chain. For TR4 alerts – specific TR4 stakeholders					Website budget
Banana Growers’ e-Bulletin	Timely information on industry issues. Provides additional information, images and links to relevant supporting documents and websites	Banana growers and industry partners, including supply chain				55 (note: the TR4 outbreak has necessitated a greater number of e-Bulletin’s to be sent starting from March 4 2015	\$29,155 per year, as per project budget
Australian Banana News	More detailed information on banana industry issues, including information on subtropical and tropical regions which each have a dedicated page in each 8-page edition	Banana growers and industry partners, including supply chain	Stakeholders from report			5 issues only since March 2014. Please note: Publications have been reduced to allow for more frequent Banana Growers’ e-Bulletins	6 issues per year. Budget of \$13,759 per issue, as per project budget
Australian Bananas magazine	To be the banana industry’s flagship publication giving indepth and timely feature-style stories on industry issues, R&D, profiles on industry events and individuals. A glossy A4 with 44 to 52 pages per edition.		1500 copies produced . 1430 for mail distribution			5	3 issues per year. Budget per issue of \$30,419, as per project budget

Videos	To provide accessible and digestible information on the banana industry and industry issues gaining a quick but informed view of industry operations.	for use by banana growers as well as other industry partners as a means of				13 industry videos including 11 posted on www.abgc.org.au 1 at bananacongress.org.au and 1 video now being finalised. Videos are – Industry overview, our growers, economic contribution, levy system, ABGC, R&D, Tully and District Show, Innisfail Show, Australian Banana Packing Championships, Environmentally Sustainable Farming, Banana Industry Congress preview (posted on www.bananacongress.org.au) , Banana Industry Congress wrap-up. One video being finalised on the Banana Freckle eradication program	Total cost \$33,000 plus GST for 12 videos. \$1690 for Environmentally Sustainable farming. Funding from project underspend from previous comms project BA09066
--------	---	--	--	--	--	--	---

Additional information:

Publications - External service provider costs per edition which are included in the above budget figures. Figures include GST

Communication Tool	Design Cost	Printing Cost	Mail-out preparation and data management	Distribution cost (Postage etc)
Australian Banana News – 8pg A4, full colour	\$935	\$1883	(included in printing cost)	\$1219
Australian Bananas Magazine – 52pg, A4, full colour	\$4290	\$3796	\$677	Approx \$1400
SMS				\$0.055 per SMS

Magazine production costs: printing 52 page edition, mailing preparation (flysheet, plastic wrap, mailing house data management), postage costs.

Newsletter costs: printing 8-page edition, mailing preparation, postage costs

SMS cost: as charged by Zulu EDM.



Midpoint review BA13003 – Communications Project for the Banana Industry

November 6, 2015

Introduction

This additional information is provided to GHD to assist with their review of BA13003 – Communications Project for the Banana Industry.

The information is provided in response to requests from GHD's Brooke Maki and Pallavi Mandke in a teleconference on November 5.

Information for GHD

- **Milestone Report 101**

A query was made about a milestone report 101. This milestone constituted the signing of the agreement. The Achievement Criterion was "Agreement signed and returned to Horticulture Australia Ltd".

- **Videos**

Videos on the ABGC website are separated into two categories:

1. Banana industry – these are videos prepared as part of BA13003 Communications Project for the Banana Industry from the period March 2014 to September 2015. The videos are at <http://abgc.org.au/projects-resources/industry-info/videos/industry-videos/> and one additional video is at the Banana Congress website www.bananacongress.org.au

The titles are:

- Australian banana industry overview
- Pride and Passion - Australia's banana industry
- Environmentally-sustainable practices in Australian banana farming
- Skin in the game – the economic contribution of the Australian banana industry
- The Australian banana industry levy
- National Banana Freckle Program
- In this together – the ABGC
- Australian banana industry Research and Development
- Australian Banana Industry Congress highlights
- The Tully & District Show banana exhibit
- The Innisfail & District Show banana exhibit
- Action Cam from the Australian Banana Packing Championships
- Two major national events kicking off in Melbourne (Congress video at www.bananacongress.org.au)

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Midpoint review BA13003 – Communications Project for the Banana Industry

2. Banana science – these videos contributed by the banana industry's Banana Development and Extension Project and other banana industry projects. They are at <http://abgc.org.au/projects-resources/industry-info/videos/>

Some are watermarked with a Queensland Government logo because the scientists working on the projects are employed by the Queensland Department of Agriculture and Fisheries. The following is a list of the videos:

- Panama Tropical Race 4. Identifying the disease and protecting your farm
- Identifying and reporting suspect plants
- Observations of on-farm biosecurity practices in the Philippines
- Use of vegetated ground covers can suppress Panama in bananas
- Testing banana varieties for resistance to Race 1 Panama
- Diagnostic testing safeguarding the Australian banana industry
- Keeping Australia free from virus diseases
- National Banana Roadshow presentation videos
- Soil health videos
- Banana Bunchy Top disease in Australia.

• Zulu EDM contact categories

Screenshots showing the categories of stakeholders and the numbers of contacts in each category are shown below. There are a total of 1805 contacts:



Midpoint review BA13003 – Communications Project for the Banana Industry

Browser: https://abgc.au.zuluedm.com/home.php?section=group

Name	Total Contacts	Subscribed	Open Rate	CTR	Monthly Growth (+/-)	Actions
Admin Group	15	80.0% (12)	62.75% (219)	8.31% (29)	-11.8% (-2)	-- Please Select --
Admin Test Group	4	100.0% (4)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Advertisers	4	75.0% (3)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Aust Bananas Magazine Only	8	100.0% (8)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Chemical Retailers and Distributors	19	68.4% (13)	31.29% (133)	3.06% (13)	-5.0% (-1)	-- Please Select --
Communications	0	0.0% (0)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Congress 2013	24	100.0% (24)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Congress 2015	3	100.0% (3)	44.44% (4)	22.22% (2)	0.0% (0)	-- Please Select --
Congress 2015 - Exhibitors	27	96.3% (26)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Congress 2015 - Sponsors	23	87.0% (20)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --
Consultants	13	100.0% (13)	43.14% (132)	4.25% (13)	-7.1% (-1)	-- Please Select --
Crop care Companies	32	71.9% (23)	29.14% (248)	3.64% (31)	-3.0% (-1)	-- Please Select --
Employment	5	80.0% (4)	20.69% (30)	3.45% (5)	-16.7% (-1)	-- Please Select --
Financial Advisors & Consultants	35	57.1% (20)	25.00% (127)	3.35% (17)	-2.8% (-1)	-- Please Select --
Government Contacts	0	0.0% (0)	0.00% (0)	0.00% (0)	0.0% (0)	-- Please Select --

Browser: https://abgc.au.zuluedm.com/home.php?section=group&group=&page=2

Segments
Contacts

Name	Total Contacts	Subscribed	Open Rate	CTR	Monthly Growth (+/-)	Actions
HAL	12	91.7% (11)	33.47% (84)	3.19% (8)	0.0% (0)	-- Please Select --
Hort Industry	53	67.9% (36)	26.72% (291)	3.31% (36)	0.0% (0)	-- Please Select --
Marketing	39	82.1% (32)	47.42% (423)	7.17% (64)	0.0% (0)	-- Please Select --
MEDIA	28	75.0% (21)	39.90% (164)	2.68% (11)	0.0% (0)	-- Please Select --
MEDIA - NSW	32	71.9% (23)	13.01% (35)	1.12% (3)	0.0% (0)	-- Please Select --
Nurseries	29	48.3% (14)	54.94% (256)	5.58% (26)	-3.3% (-1)	-- Please Select --
Packaging	23	60.9% (14)	43.96% (200)	4.84% (22)	-4.2% (-1)	-- Please Select --
Panama TR4 stakeholders	20	100.0% (20)	35.97% (141)	3.57% (14)	0.0% (0)	-- Please Select --
Researchers	96	82.3% (79)	38.74% (850)	6.06% (133)	-1.0% (-1)	-- Please Select --
Retailers	18	77.8% (14)	50.48% (261)	14.51% (75)	-5.3% (-1)	-- Please Select --
Subtropical Growers	498	29.9% (149)	37.02% (1840)	3.20% (159)	0.0% (0)	-- Please Select --



Midpoint review BA13003 – Communications Project for the Banana Industry

Stakeholder Group	Count	Open Rate	Click Rate	Unsubscribe Rate	Complaint Rate	Action
Panama TR4 stakeholders	20	100.0% (20)	35.97% (141)	3.57% (14)	0.0% (0)	-- Please Select --
Researchers	96	82.3% (79)	38.74% (850)	6.06% (133)	-1.0% (-1)	-- Please Select --
Retailers	18	77.8% (14)	50.48% (261)	14.51% (75)	-5.3% (-1)	-- Please Select --
Subtropical Growers	498	29.9% (149)	37.02% (1840)	3.20% (159)	0.0% (0)	-- Please Select --
Subtropics Newsletters - Non Growers	21	71.4% (15)	52.74% (260)	5.07% (25)	0.0% (0)	-- Please Select --
Transporters	27	59.3% (16)	30.09% (161)	4.11% (22)	-3.6% (-1)	-- Please Select --
Tropical Growers	318	46.2% (147)	54.56% (3253)	8.42% (502)	0.0% (0)	-- Please Select --
Tropical Growers - Not Growing Anymore	160	8.1% (13)	33.95% (55)	6.79% (11)	0.0% (0)	-- Please Select --

VIEWING 16 - 30 OF 31 RESULTS
PREVIOUS 1 2 3 NEXT

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• Zulu EDM e-bulletin reports

The Zulu EDM system is a database system for managing banana industry contacts as well as an electronic direct mail system for the distribution of email alerts and bulletins and SMS alerts.

A spreadsheet showing alerts and Banana Growers' e-Bulletins sent by the communications project is provided in a separate document. It shows a range of emails opened from a low of 29.73 per cent in December 2014 (the December and early January period is a slow period for banana growers due to strong competition in the market from stone fruit and other summer fruit and is when they generally take annual leave) through to 62.18% in March 2015 (a bulletin about TR4 grower meetings being convened in North Queensland). Please note, the e-bulletins are sent to a variety of stakeholder groups, depending on their content. E-bulletins focused on grower targets have a higher percentage of emails opened than emails with a broader target range.

The following is a sample of the reports Zulu EDM provides on email campaigns:



Midpoint review BA13003 – Communications Project for the Banana Industry

EMAIL REPORTS SUMMARY

6th Nov 2015 at 15:52

Message Summary			
Campaign	Grower Meeting Events (Campaign #:220) (Template #:34)		
Subject	Banana Industry meetings scheduled in Mareeba, Tully & Innisfail	Format	html
Date Sent	10th Apr 2015 at 08:48	Total Cost	\$0.00 at \$0.00 per email
From	rhyll.cronin@abgc.org.au		
Category	Top Level		

Delivery Statistics - Quick View			
	Total	This %	Avg. %
Emails Sent	150	96.15% ▲	90.58%
Emails waiting to be sent	0	0.00%	0.00%
Emails Opened	97	62.18% ▲	35.15%
Average Delay in Opening	22 hours 23 minutes 19 seconds		
Emails Unopened	53	33.97% ▼	55.43%
Emails Failed/System Errors	0	0.00%	0.00%
Emails Bounced	6	3.85% ▼	9.42%
Contacts who unsubscribed	0	0.00%	0.13%
Contacts who subscribed	0	0.00%	0.00%
Total Attempted Sends	156	-	-

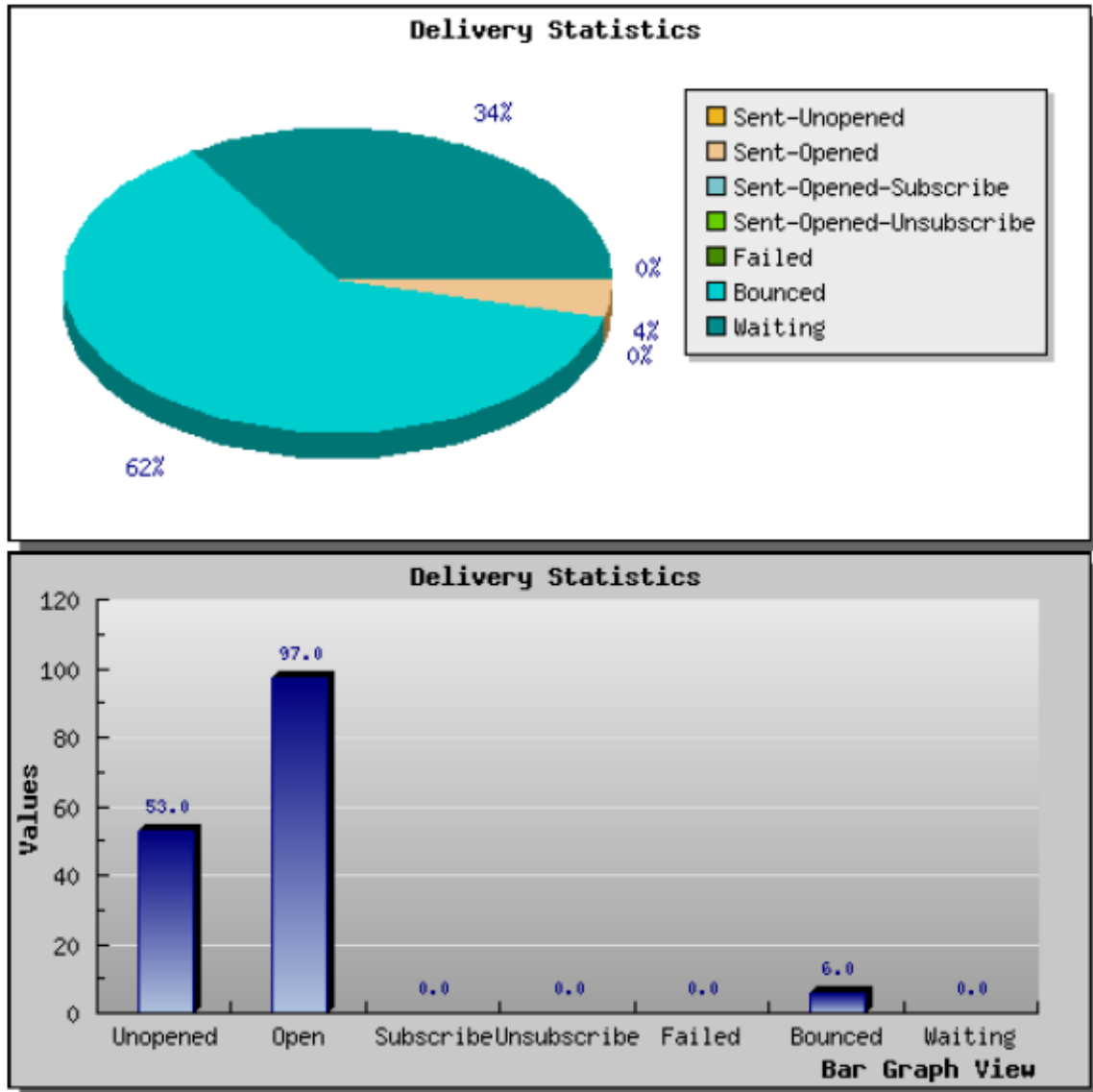
Click Statistics		
	Total	This %
Total Click Throughs	9	
Unique Recipients who clicked on links	8	8.25%

Trigger Statistics		
Total triggers executed	0	
Unique Recipients who executed a trigger	0	0.00%

Forward Statistics		
Total Forwarded Emails	0	
Forwards Accepted		0.00%
Forwards Pending		



Midpoint review BA13003 – Communications Project for the Banana Industry





Midpoint review BA13003 – Communications Project for the Banana Industry

- **Number of publications sent from May 2015 to September 2015**

In addition to the publications reported on in earlier project milestone reports, these are publications issued since May 2015:

Banana Growers' e-Bulletins (details of e-Bulletins are on the spreadsheet provided) – 22

Australian Banana News (8-page newsletter) – 1

Australian Bananas Magazine – 1 (the Autumn-Winter edition. The Spring edition was circulated in October 2015)

- **Media releases**

The following is the split between general industry and ABGC media releases from March 2014 to September 2015. Some releases containing comments from ABGC are included in “general industry” where ABGC is commenting on industry issues. Please note, media releases and media relations are not included in the analysis of the five communications outputs included in the requested budget information that has been provided separately::

General industry:

Applications open – Central American Study tour

Banana Industry Congress heads to Melbourne

North Queensland meeting reminders

Tropical Cyclone warning

Cyclone preparation continues

ABGC assesses first damage reports from Tropical Cyclone Ita

Tropical Cyclone Ita damage reports

Initial reports indicate minimal damage from TC Ita

Post-cyclone update

Post-cyclone updates

Qld Govt market access statement

Qld and NSW meeting reminders

HAL comment on today's release of consultant's final report

United industry backs grower-owned RDC

Latest on freckle eradication

HAL members vote 'yes' to new grower-owned structure

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Midpoint review BA13003 – Communications Project for the Banana Industry

Get the banana roadshow program now

Roadshow starts – venue update for Tully

Banana industry Strategic Investment Plan

Biosecurity strategy the first task for new project manager

Roadshow video presentations now available for viewing

Banana growers congratulated on success at Farmer Of The Year Awards

Banana roadshow presentations online

Mort Johnston Scholarship reopens applications

Australian banana industry supports ginger's pest-risk concerns

Announcement on new funding company – Horticulture Innovation Australia

New phase for freckle eradication protects Australian banana industry

Upcoming grower meetings – NSW

Australian bananas growing for Movember

Territorians asked to help with next phase of eradicating banana freckle

Growers asked to comment before November 21 on biosecurity regulation options

Internet briefing on Qld biosecurity regs – Wednesday October 29

View the presentation on Qld biosecurity regulation changes

Unseasonal slow down in Australia's Spring banana production

ABGC Board extends condolences to Hughes family

Growers asked to comment by Feb 1 on proposed freckle levy

0.75 cents-a-kg levy proposed to fund freckle fight

First wet season storm hits some Cassowary Coast banana farms

Success for freckle eradication with first red-zone cleared

Darwin school supports freckle eradication

Voice of Horticulture launched

ABGC calls for biosecurity commitment

Banana industry tribute to former executive Ross Boyle

Duranbah field day – Thursday March 5

Suspected case of Panama TR4 in Tully

ABGC release on suspected Panama TR4 case

Industry meetings on suspected TR4 case

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Midpoint review BA13003 – Communications Project for the Banana Industry

Tully meeting told farm biosecurity the top priority
Economic concerns over TR4 says Qld Treasurer
Banana industry changed forever after suspected TR4 find
Tableland growers urged to attend Mareeba TR4 meeting
More than 500 at first NQ meetings on TR4
Second Tully meeting on TR4 – Thursday March 12
Qld Premier and Ag Minister in Tully to support banana growers
BQ confident test results support TR4 diagnosis
Carnarvon bananas wiped out by cyclone
TR4 today confirmed on Tully farm
HIA welcomed as new horticulture RDC
Voice of Horticulture speaks up at HIA event
Biosecurity the top priority as new TR4 results released
Review must deliver better plant biosecurity
ABGC destroys plants on TR4-affected blocks
ABGC calls for Govt actions on Tr4
NQ grower meetings – April 13 and 14
TR4 protocols and funding top priorities, meeting hears
ABGC proposes voluntary TR4 levy, works on protocol
ABGC assists with biosecurity standard
ABGC details TR4 plan, gains \$300k funding for farm-biosecurity advisers
NSW plant nutrition and weevil borer workshops
Banana growers urged to remain vigilant on biosecurity
Statement from Robson family's lawyer
ABGC acts in best interests of growers on TR4
Banana industry's major forum begins in Melbourne
Banana industry rallies at biennial Congress
TR4 talks continue on farm strategies, cost reimbursement
Qld govt statement – TR4 reimbursement payments finalised
Joint approach assists growers on TR4 reimbursement
Lawyer's statement on reimbursement payments

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Midpoint review BA13003 – Communications Project for the Banana Industry

Nambucca and Coffs BGA meetings this week

August 5 meeting on feral-pig control

August Marketing Roadshow for growers

Roadshow begins for new Australian Bananas marketing plan

Mobile app for banana growers

ABGC Board discusses ongoing TR4 response

BQ statement on further TR4 find on quarantined Tully Valley farm

Further find of TR4 on Tully Valley farm

Banana industry makes environmental gains, refutes reef claims

See our Banana Industry Congress video

Banana industry environmental practices video released

ABGC thanks NT for banana freckle eradication effort.

ABGC:

ABGC lodges HAL-review submission

Review should recognise benefits of HAL model, ABGC says

ABGC considers HAL review's final report

ABGC Board backs consultation on HAL review, meets with NSW growers

ABGC Board seeks update on reform of horticulture levy body

Tully and Carnarvon growers join ABGC Board.

• Media relations

Media relations activities are conducted to add reach and scope of banana industry communications with targets including growers as well as other stakeholders.

Media targets include media outlets in banana-growing locations as well as metropolitan and national media.

The communications project has a database of news media contacts and media contacts are also included in the Zulu EDM system.

Some examples of media stories from the Innisfail Advocate, the Land , Tully Times, Cairns Post and ABC Rural online are provided separately.

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Midpoint review BA13003 – Communications Project for the Banana Industry

- **Media monitoring**

Media monitoring is conducted by iSentia (print and broadcast media) and Meltwater (online media) and reports provided daily. Google searches have also been set up so notifications are received for news media mentions of designated keywords. This allows the Communications Manager to be kept aware of relevant industry issues, coverage of industry perspectives and take-up of industry media materials.

- **Distribution numbers**

The following are distribution numbers for the e-bulletins and printed publications:

- Banana Growers' e-Bulletin: Up to 803 per email campaign (numbers depending on targeted stakeholder groups). The numbers are as per the attached spreadsheet of bulletin data from Zulu EDM
- Australian Banana News (newsletter): 1118 copies distributed by mail per edition (as at last mail out)
- Australian Bananas magazine: 1400 copies distributed by mail per edition (as at last mail out. Please note, our database has increased following the addition of contacts from the Banana Industry Congress).

- **Budget**

The requested budget information is provided separately in the spreadsheet entitled "BA13003 comparison budget and actuals 5 outputs GHD review"

- **Previous project**

As per GHD's request, a copy of the final milestone report from the previous communications project, BA09066, has been provided separately. The file name is "BA09066 final report".

Communications Budget and Actuals for Five Outputs

BA 13003

BA13003 Communicaions Project for the Banana Industry - A comparison of Budgeted and Actual costs for five of the project's outputs

Communications Output		Actual cost	Budgeted cost	Note	Additional comments
1	E-bulletin	\$39,834.85	\$29,155.00	Per year	Actual cost for e-bulletins is higher due to a significant increase in the number of e-Bulletins produced compared with the budgeted amount - 60 for the period March 2014 to September 2015 compared with the budgeted 1 per month (19)
2	Website	\$23,526.73	\$41,672.00	Per year	
3	Magazine	\$21,152.53	\$30,419.00	Per issue	
					Three issues produced annually
4	Newsletter	\$12,720.00	\$13,759.00	Per issue	Under the communications plan six editions were to be produced annually but due to the higher number of e-bulletins produced, the number has been reduced to six editions for the period March 2014 to September 2015
5	Video	\$52,559.51	\$34,690.00	Per video	The actual cost is higher as the budgeted figure did not allow for the time required for the Comms Manager to assist on video scripting and production

Campaign	Campaigns - from March 2014 - Sept 2015	Attempted	Delivered	Opened	Unopened	Subscribed	Unsubscribed	Failed	Bounced	Waiting
125	March Banana Growers' e-Bulletin	746	97.86%	31.50%	66.35%	0.00%	0.13%	0.00%	2.14%	0.00%
130	March update - Banana Growers' e-Bulletin	716	94.97%	38.83%	56.15%	0.00%	0.28%	0.00%	5.03%	0.00%
131	Post-cyclone update - Banana Growers' e-Bulletin	719	97.50%	48.54%	48.96%	0.00%	0.28%	0.00%	2.50%	0.00%
133	Post-cyclone update 2 - Banana Growers' e-Bulletin	700	97.00%	36.14%	60.86%	0.00%	0.14%	0.00%	3.00%	0.00%
134	May update- Banana Growers' e-Bulletin	698	96.28%	33.95%	62.32%	0.00%	0.00%	0.00%	3.72%	0.00%
140	June Banana Growers' e-Bulletin	754	92.18%	32.76%	59.42%	0.00%	0.13%	0.00%	7.82%	0.00%
145	National Banana Roadshow - North Qld	138	95.65%	50.72%	44.93%	0.00%	0.00%	0.00%	4.35%	0.00%
147	National Banana Roadshow - subtropical	151	96.69%	47.68%	49.01%	0.00%	1.32%	0.00%	3.31%	0.00%
149	July Banana Growers' e-Bulletin	728	94.64%	34.75%	59.89%	0.00%	0.14%	0.00%	5.36%	0.00%
150	July growers' e-Bulletin, event reminder	154	96.10%	50.65%	45.45%	0.00%	0.00%	0.00%	3.90%	0.00%
155	September Growers' e-Bulletin	716	94.69%	32.12%	62.57%	0.00%	0.28%	0.00%	5.31%	0.00%
156	October Growers' e-Bulletin	648	95.37%	32.72%	62.65%	0.00%	0.15%	0.00%	4.63%	0.00%
166	October update - Growers' e-Bulletin	742	95.69%	34.77%	60.92%	0.00%	0.27%	0.00%	4.31%	0.00%
167	November Banana Growers' e-Bulletin	698	95.99%	32.09%	63.90%	0.00%	0.00%	0.00%	4.01%	0.00%
170	December Banana Growers' e-Bulletin	713	94.81%	29.73%	65.08%	0.00%	0.14%	0.00%	5.19%	0.00%
171	December Banana Growers' e-Bulletin update	723	95.02%	29.74%	65.28%	0.00%	0.28%	0.00%	4.98%	0.00%
172	January Banana Growers' e-Bulletin	743	93.94%	30.15%	63.80%	0.00%	0.13%	0.00%	6.06%	0.00%
174	February Banana Growers' e-Bulletin	731	94.66%	35.02%	59.64%	0.00%	0.27%	0.00%	5.34%	0.00%
177	March 5 Duranbah field day	146	96.58%	36.30%	60.27%	0.00%	0.00%	0.00%	3.42%	0.00%
183	Panama TR4 alert	611	95.74%	48.12%	47.63%	0.00%	0.33%	0.00%	4.26%	0.00%
186	TR4 - Grower Meetings in Tully & Innisfail	143	97.20%	58.04%	39.16%	0.00%	0.00%	0.00%	2.80%	0.00%

190	TR4 - Grower Meetings in Tully & Innisfail (resent)(2)	142	94.37%	41.55%	52.82%	0.00%	0.00%	0.00%	5.63%	0.00%
191	Panama TR4 - Growers Meeting Mareeba	140	97.14%	57.14%	40.00%	0.00%	0.00%	0.00%	2.86%	0.00%
203	Innisfail Meeting 13/03	155	97.42%	52.26%	45.16%	0.00%	0.00%	0.00%	2.58%	0.00%
205	Mareeba Meeting 16/03	155	97.42%	50.32%	47.10%	0.00%	0.00%	0.00%	2.58%	0.00%
206	Panama TR4 update	739	94.05%	52.50%	41.54%	0.00%	0.14%	0.00%	5.95%	0.00%
210	EBulletin for Wholesalers 1 - 17/03/15	63	92.06%	52.38%	39.68%	0.00%	0.00%	0.00%	7.94%	0.00%
213	Banana Growers' e-Bulletin - TR4 & cyclone update	750	94.67%	46.27%	48.40%	0.00%	0.13%	0.00%	5.33%	0.00%
215	Banana Growers' e-Bulletin - TR4 update	755	90.33%	44.77%	45.56%	0.00%	0.00%	0.00%	9.67%	0.00%
217	Panama TR4 update	817	87.52%	45.17%	42.35%	0.00%	0.00%	0.00%	12.48%	0.00%
220	Grower Meeting Events	156	96.15%	62.18%	33.97%	0.00%	0.00%	0.00%	3.85%	0.00%
221	Grower Meeting Events (resent)	20	95.00%	60.00%	35.00%	0.00%	0.00%	0.00%	5.00%	0.00%
223	Banana Growers' e-Bulletin - TR4 update	734	91.83%	45.50%	46.32%	0.00%	0.00%	0.00%	8.17%	0.00%
225	Panama TR4 Voluntary Levy	299	86.96%	40.47%	46.49%	0.00%	0.00%	0.00%	13.04%	0.00%
226	Panama TR4 Voluntary Levy (resent)	58	98.28%	37.93%	60.34%	0.00%	0.00%	0.00%	1.72%	0.00%
228	Panama TR4 update - April 17	732	91.94%	41.39%	50.55%	0.00%	0.00%	0.00%	8.06%	0.00%
229	ABGC E-Bulletin	150	96.67%	46.67%	50.00%	0.00%	0.67%	0.00%	3.33%	0.00%
230	Panama TR4 update - farm-biosecurity advisers	752	91.49%	41.62%	49.87%	0.00%	0.00%	0.00%	8.51%	0.00%
233	NSW Plant nutrition and weevil-buster workshop	172	80.23%	34.88%	45.35%	0.00%	0.00%	0.00%	19.77%	0.00%
235	TR4 Levy information	307	85.67%	42.02%	43.65%	0.00%	0.00%	0.00%	14.33%	0.00%
237	TR4 Levy information (resent)(2)	55	98.18%	47.27%	50.91%	0.00%	1.82%	0.00%	1.82%	0.00%
239	Plant Nutrition workshop reminder	173	82.66%	31.79%	50.87%	0.00%	0.00%	0.00%	17.34%	0.00%
243	TR4 Update 19th May 2015	570	91.05%	44.91%	46.14%	0.00%	0.00%	0.00%	0.00%	0.00%
245	May Banana growers' e-Bulletin	803	92.40%	43.21%	49.19%	0.00%	0.25%	0.00%	7.60%	0.00%
258	Minions movie - marketing alert	151	96.69%	58.28%	38.41%	0.00%	0.00%	0.00%	3.31%	0.00%
259	Freckle Levy	60	98.33%	55.00%	43.33%	0.00%	0.00%	0.00%	1.67%	0.00%
264	Minions movie (resent)	154	97.40%	61.04%	36.36%	0.00%	0.00%	0.00%	2.60%	0.00%

265	June growers e-bulletin	792	93.56%	35.73%	57.83%	0.00%	0.13%	0.00%	6.44%	0.00%
266	Innisfail Show	177	97.18%	56.50%	40.68%	0.00%	0.00%	0.00%	2.82%	0.00%
267	July newsletter	803	93.52%	34.62%	58.90%	0.00%	0.12%	0.00%	6.48%	0.00%
268	Banana news - Tully Show	762	94.09%	33.20%	60.89%	0.00%	0.13%	0.00%	5.91%	0.00%
269	August e-Bulletin	185	97.84%	54.05%	43.78%	0.00%	0.00%	0.00%	2.16%	0.00%
270	Australian Bananas marketing campaign	423	93.38%	50.12%	43.26%	0.00%	0.24%	0.00%	6.62%	0.00%
272	August e-Bulletin update	722	92.94%	30.33%	62.60%	0.00%	0.28%	0.00%	7.06%	0.00%
275	Banana R&D notice	80	87.50%	31.25%	56.25%	0.00%	0.00%	0.00%	12.50%	0.00%
276	TR4 alert	717	93.72%	47.84%	45.89%	0.00%	0.00%	0.00%	6.28%	0.00%
281	RN alert	673	93.16%	50.67%	42.50%	0.00%	0.00%	0.00%	6.84%	0.00%
282	September e-Bulletin	709	93.51%	38.50%	55.01%	0.00%	0.00%	0.00%	6.49%	0.00%
283	Sept e-Bulletin 2	734	93.60%	44.69%	48.91%	0.00%	0.27%	0.00%	6.40%	0.00%
284	September update	725	93.66%	35.45%	58.21%	0.00%	0.00%	0.00%	6.34%	0.00%

Banana Industry Communications Program

Project Leader: Rhyll Cronin

Service provider: Australian Banana Growers' Council

Project Number: BA09066

BA09066

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Summary

The Banana Industry Communications Program BA09066 has delivered an extensive and integrated program of communications materials and activities for the banana industry.

The Program was conducted by the Australian Banana Growers' Council (ABGC). The start date was October 1, 2010 and the Program concluded on December 31, 2013.

Key achievements of the Program are the establishment of the systems, materials and activities required for an effective communications strategy. Importantly, this strategy can now be utilised on an ongoing basis in future communications activities to assist the industry achieve its future strategic objectives.

Background

At the time of the program's commencement, the banana industry had a number of communications tools and tactics. However, these were insufficient to ensure effective and timely communications to all stakeholders in a way best supporting the industry's objectives as set out in the Strategic Investment Plan. The existing outputs also needed to be integrated into an overarching communications strategy to maximise outcomes.

Additional communications tools were required for the primary audience of banana growers, including both tropical and subtropical growers, and for industry stakeholders who work with growers in areas such as research, extension and supply chain. These communications needed to span a range of pathways, including both electronic communications, traditional printed publications, media and industry events.

It was also important to represent the industry's activities to selected external audiences.

The development of a communications strategy, including annual operating plans, was also essential to ensure an integrated approach that would deliver communications in a timely and effective fashion.

Program aims

As stated in the original program proposal, the Australian Banana Growers' Council is committed to adopting a strategic approach to communication and engagement as part of the mission to make the Australian banana industry more "profitable, competitive and united".

The Program identified the practical steps that needed to be taken to ensure that communication activities contributed to the successful accomplishment of these industry objectives.

Aims were to:

- Focus on key audiences
- Use influential communication channels
- Build internal capacity.

Program activities

The program's strategy was to carry out activities to:

- Develop an appropriately resourced communications infrastructure to enable effective communication with internal and external audiences
- Develop and distribute compelling information
- Meet and exceed grower expectations

- Build a clear profile for the industry on national issues that impact the industry.

Key outputs

The Program's key outputs were:

- Communications systems and infrastructures including a database
- Image and information resources
- Identification and training of industry spokespeople to comment on industry issues
- Establishment of a communications team to deliver Program outputs
- Annual operating plans and a system for program review and evaluation
- A suite of publications and communications materials distributed at scheduled intervals
- New website including frequently updated sections for notices, media releases, industry information, online publications and information videos
- Use of communications materials and services to assist the extension of information from other programs and projects. For example, the website also hosts material generated by other projects, such as the Best Management Practices Project, BA11006.

Key outcomes

The Program has:

- Created a communications resource and integrated communications strategy that can continue to be utilized by the industry
- Developed systems for managing communications channels
- Created a suite of industry publications and communications materials and activities and a resource of industry spokespeople
- Established connections among banana industry stakeholders and a common understanding of banana industry issues
- Enhanced the banana industry's reputation as an industry that is capable of assessing and managing important issues and communicating on these issues to its audiences..

Importantly, the program's communications strategy has longevity and can continue to be used for future industry communications. This will continue to assist the industry's efforts to achieve the objectives of the industry's new Strategic Investment Plan which was being developed at the time this program concluded and is due to commence at the start of the 2014-15 financial year.

Recommendations

The Communications Program has greatly assisted the banana industry to pursue the objectives set out in the Strategic Investment Plan.

It is recommended that the existing communications systems, materials and activities continue to be utilised for industry communications.

Also, as the industry prepares its new Strategic Investment Plan, it is recommended that future communications strategies and annual operating plans be considered to ensure activities continue to best facilitate the achievement of industry objectives.

A full list of recommendations appears later in this document.

Keywords

Suggested keywords and terms are: communications, strategic communications, stakeholder communications, key audiences, banana industry, banana industry website.

Introduction

Prior to the commencement of BA09066, the banana industry's main communications tool was the industry's flagship publication, Australian Bananas magazine. There was also a subtropical communications project, BA08013, which operated from February 2009 to July 2010 with outputs including a newsletter produced only for subtropical growers.

The industry's Strategic Investment Plan had stated that a whole-of-industry approach was required to achieve the industry's vision. To support this, industry communications needed to be directed to a range of industry stakeholders and partners.

Prior to the commencement of the program, the Australian Banana Industry Communication and Engagement Strategy and Implementation Plan was completed in December 2009. This report identified steps that needed to be taken to assist the industry to achieve its objectives through stakeholder communication and engagement.

Key recommendations included:

- Develop an appropriately resourced communication and engagement infrastructure that will enable effective communication with internal and external audiences for the banana industry
- Develop and distribute compelling content to ensure the industry messages are clearly understood by all audiences
- Meet (and exceed) grower expectations in the area of communications and engagement
- Implement a program of external communication activity that builds a clear profile for the industry on critical national issues and policies that impact on the industry.

It was noted that a targeted approach was required with particular attention to be given to stakeholders who could assist with the achievement of industry objectives.

Methodology

The Program proposal for BA09066 outlined an overview of the banana industry's communication strategy, including:

- Industry challenges – including geographic diversity, industry transition and sustainability pressures and community interest in areas such as environmental issues
- The need to focus on key audiences
- The need to develop influential communications channels
- Building internal capacity through strengthening communication systems and infrastructure
- Using communications to assist in achieving outcomes for the banana industry
- Measurement and continual improvement.

Communications activities were undertaken to address the challenges and achieve the stated outcomes. A review system included the provision of survey and feedback forms and a midpoint Program review which included qualitative and quantitative surveys of industry stakeholders and an assessment of activities. Communications activities included attendance at and involvement with grower events and these were used as opportunities to gain feedback on the Program.

Program activities included:

1. Communications systems and infrastructure

- Establishing and maintaining Platform Direct Database of growers, industry associations and other banana industry stakeholders. This database is used for the distribution of communications and tracks recipients' receipt of electronic communications
- Establishing and maintaining ABGC media database
- Identifying and training grower spokespeople who speak on industry issues with key audiences
- Construction of a single-integrated website and information database which is a centralised knowledge base for the industry
- Establishment of industry resources, including a photo library, fact sheets and publications.

2. Developing content sources for communications

- Australian Bananas magazine
- Australian Banana News newsletter
- Growers' e-Bulletin
- Industry fact sheets
- Media releases and industry notifications
- Event-specific communications, including those assisting communication of information for industry events such as the Banana Industry Congress.

3. Stakeholder relations

- Promotion of and attendance at industry events, including grower field days, grower association meetings and the Banana Industry Congress
- Relations with key audiences
- Facilitation of extension of industry research utilising industry communications.

4. Developing the banana industry story for external audiences

- Industry information and fact sheets
- Establishment of archives of information and images supporting the industry's story
- Stakeholder relations activities
- Industry website.

5. Risk and Issues Management

- Industry reporting
- Media monitoring.

Communications activities during the program were carried out by a Communications Manager and communications consultants.

The services of designers, photographers and other contributors were utilised as required to assist with the production of communications materials.

At the commencement of the project, the Communications Manager was Jamie O'Brien. Following Jamie's departure from the role in March 2012, Rhyll Cronin was appointed as Communications Manager. Prior to her commencement in the role, Rhyll Cronin, conducted the Program's midpoint review, submitted with Milestone 104 in March 2012.

Additional communications services were provided by contractors Green PR and Cape PR.

Outputs

Annual Operating Plans

Annual Operating Plans were developed for each year of the Program.

As outlined in the plans, the principle communications materials produced during the Program were:

- Australian Bananas magazine – published three times a year (April, August, December)
- Tropical newsletter – published every two months (January, March, May, July, September and November). Printed for mailed distribution and also distributed by email
- SubTropics newsletter – published every two months (January, March, May, July, September and November). Printed for mailed distribution and also distributed by email
- Growers' e-Bulletin – circulated monthly with additional editions as required to assist with the timely dissemination of news and information.

Following a review process in 2012, the two newsletters were amalgamated to provide a single national newsletter. The principle communications materials at the conclusion of the Program were then:

- Australian Bananas magazine – published three times a year (April, August, December)
- Australian Banana News – published every two months (January, March, May, July, September and November). Printed for mailed distribution and also distributed by email

- Growers' e-Bulletin – circulated monthly with additional editions as required to assist with the timely dissemination of news and information.

A full list of materials appears in the Calendar of Activities and the Activity Tracker, the latter being used to assist workflows and ensure a consistent flow of communications activities.

Calendar of Activities

A summary of publications and activities appears below:

Activity/Communications tool	Timing
Growers' e-Bulletin	Initially distributed every two months at the commencement of the Program, distribution was increased at the end of 2012 to monthly distribution
Australian Banana News	Bi-monthly, colour eight-page newsletter, distributed by mail, email and available on website. Unified the previous regional publications, Tropical News and SubTropics News
Australian Bananas Magazine	Three editions, full-colour, glossy publication. Initially 32 to 36 pages at the commencement of the Program and expanded during 2012 to 44 to 48 pages
Website	New website completed in early 2013. Continual updates – project material, videos, announcements, media releases, publications in electronic form and photo galleries
Media Releases	Continual release of announcements and other commentary to support and promote industry initiatives
Other Communications tasks	Media monitoring, media relations, discussions with industry project leaders
Banana Industry Congress	Pre-promotion of the event (May 29 – June1) as well as communications during and post event
Other Stakeholder interaction	Attendance at Banana Grower Association meetings in NSW (Nambucca, Coffs Harbour and Murwillumbah) and Qld (South Johnstone and Mareeba)
Grower events	Field days at South Johnstone Research Station and the industry Banana Plant Protection Program's Duranbah trial block
Communications plan reviews	Conducted every four months. Includes feedback forms and a survey responses.

***Communications activity
tracker***

Task Description	Date	January	February	March	April	May	June	July	August	September	October	November	December	Activity
COMMUNICATIONS TOOLS														
Growers' e-Bulletin														Published
Australian Banana News														Published
Australian Bananas Magazine														Published
Media Releases														Distributed
STAKEHOLDER ACTIVITIES														Published
Activities with stakeholder groups														Meetings, field days and agricultural shows
Industry events														Banana Industry Congress preparation and convening 2011 and 2013 events
REVIEW														
Ongoing reviews of Strategic Communications Plan														Periodic reviews conducted

Outcomes

The Program successfully established a co-ordinated communications strategy that delivered communications materials throughout the period of the Program. Importantly, the Program has established resources that can continue to be used by the industry.

As mentioned in this report's summary, the Programs aims were to:

- Focus on key audiences
- Use influential communication channels
- Build internal capacity.

Challenges for the industry included its geographic diversity, industry transition and pressures, community interest in farm-management issues and the lack of strategic management of communication and engagement.

These aims and challenges have been addressed through the following outcomes:

- Establishment of an effective communications strategy targeting key audiences
- Use of communications to effectively deliver extension of R&D projects
- Ensuring audiences receive timely and effective communications
- Maintaining existing communications channels and establishing additional communications channels as required to meet the needs of audiences
- Identifying additional audiences, such as those in the industry supply chain who can assist with industry objectives, and extending appropriate communications to them
- Establishing a dedicated communications resource and identifying industry stakeholders who are able to communicate the industry's messages
- Analysis of breadth, depth, frequency of communications and targeting of information.

Evaluation and Discussion

As discussed in the report summary, the Program has established a cohesive Communications Program that has assisted the industry to:

- Better manage its challenges
- Assist the industry to pursue its objectives under the Strategic Investment Plan
- Produce outcomes that have assisted to build the industry's relationships with internal and external audiences
- Establish systems allowing for future replication of the Program using the already-established foundation of resources and activity calendars and timelines.

The Program was evaluated using the following methods:

- Surveys and feedback forms included with the distribution of Australian Bananas magazine
- Website comment facilities
- Tracking of statistics available through the Platform Direct system to show percentage of openings of emailed publications
- A midpoint review which conducted qualitative research on the Program's performance
- A survey conducted at the Banana Industry Congress
- Discussion of the Communications Program at grower association meetings and the encouragement of feedback on the performance of the Program.

A benchmarking survey was conducted in March 2010, prior to the commencement of the Program. The survey was conducted with subtropical growers as, at the time, the major communications publications were Australian Bananas magazine and the Subtropics Banana News. At the time, there was no newsletter for the tropical region as this was introduced in March 2011.

Key findings, which were reported in the Program's Milestone 102 in March 2011 were:

- Both *Australian Bananas Magazine* and *Subtropics Banana Newsletter* were seen as the best places for information among growers, and the next was - other growers
- It seems that the frequency of the newsletter is on track - 19 people said every 2 months was best, while five said every three months and six people said every month
- Readers wanted more research, general industry news and stories about other growers
- The most popular articles are about growers, regional news and the National Banana Bunchy Top Project
- A total of 29 readers said subtropical communications was either excellent (6) or good (19)
- A total of 22 said that the ABGC was a good or medium source of information
- A total of 25 found the research and best practice sheets a good or medium source of information
- A total of 21 respondents were members of local grower associations
- A total of 25 have access to the internet and email (I have only 30% of growers overall who have supplied an email address).

As part of the Midpoint review, a qualitative survey was conducted and key findings were:

- While some information may be repeated in multiple sources, ie. in the ABGC newsletters and Australian Bananas magazine, this is appropriate given that different communication channels have different target markets, formats, distribution channels and production timeframes. For example, the purpose of the newsletter is to convey information quickly and in a timely fashion whereas the magazine can examine a number of issues in more detail. Most respondents did not feel there was repetition of information
- There appears to be a range of preferences and requirements for communications distribution channels. Some stakeholders rely on face-to-face or word-of-mouth communication with sources known personally to them, some do not use electronic communications such as email, Internet page views or social media. For others, electronic communications were the primary source of information
- In terms of content, there appeared to be a preference for the timely communications of regionally-based information that would assist in making business decisions about the most opportune banana production and transport times

- In terms of rating the effectiveness of current communications, responses were rated on a four-point scale ranging from "very effectively", "effectively", "not very effectively" or "poorly". Most respondents rated the effectiveness as very effective or effective, one respondent considered it not very effective and no respondents rated the effectiveness as poor.

In summary:

- There is generally a recognition of, and satisfaction with, improvements achieved in communications through the Banana Industry Communications Program
- At the time of the Midpoint Program Review, there was oversupply in banana production and this prompted comments and suggestions on what additional benefits could be gained by timely communication of "alert" style information concerning production levels, current and forecast market prices and other production, transport and market issues
- A broad range of communications channels needs to be maintained to ensure effective contact with all stakeholders, including those who do not currently, and may not intend to, utilise electronic communications channels.

A further survey was undertaken at the Banana Industry Congress when participants were asked to rate the importance of eight identified industry issues, including the importance of industry communications.

There were 68 responses and, of these, 35 ranked communications as very important, 16 as of medium importance and 17 ranked it as one of the least important issues. It can be concluded from the responses that industry communications continues to be considered as an important contributor to the industry

Throughout the project there was feedback on the Program via reader survey responses, verbal responses volunteered at grower meetings where growers were asked for comments and feedback and comments made via the website.

These comments were in most cases favourable and supportive of existing communications and some also requested changes and additional information including:

- Market information on banana wholesale prices, including market reports
- Information and discussion on banana production levels – including any instances of overproduction
- Discussion on banana farm sustainability.

The use of the Platform Direct database and email marketing system also allowed tracking of responses to emailed campaigns. At the commencement of distribution of the Growers' e-Bulletins in December 2011, fewer than 10 per cent of emails were opened by recipients. Continued familiarity with the bulletins as well as improvement and expansion of the database has led to substantial improvements to this figure with 30 to 35 per cent of emails now being opened – a figure at the higher-end of the success range for email marketing campaigns.

The Program's use of analysis and evaluation processes yielded the following outcomes during the program including:

Publication improvements

As mentioned, following consultation with growers in tropical and subtropical regions and feedback from industry stakeholders it was decided to amalgamate the Tropical and SubTropics Banana News newsletters.

There is now one newsletter, Australian Banana News, with the first edition published in January 2013. The newsletter is an eight-page publication whereas the two previous newsletters were usually four-pages each (with some editions of the SubTropics Banana News being eight pages).

This has achieved:

- A larger publication with more space for coverage of significant issues and better options for displaying images and text
- The retention of dedicated sections for tropical and subtropical news, such as information on regional grower meetings
- A more informed grower base with growers now informed about information and events relating to their region, other regions and national issues affecting all regions.

Review processes also resulted in the following actions:

- Improved publication design and content to achieve higher-impact publications that are more readable
- Increased publication content – newsletter increased to eight pages from four pages with flexibility to increase publication size further – for example a 12-page publication was produced to allow additional content about the Strategic Investment Plan process
- Increased frequency – the growers' e-Bulletin had distribution increased to monthly from bi-monthly.

Website improvement

The website upgrade was completed in early 2013. The website is also a resource for other projects, for example, the industry's Best Management Practices guidelines is housed on the website in both a downloadable and online interactive version.

Information on the website is frequently updated and includes industry announcements and media releases, notices, fact sheets and video segments.

Events

The Communications Program assisted with the organising and management of the industry's major information event, the Banana Industry Congress in 2011 and 2013. For the 2013 event, there was a greater emphasis on utilising information from the Congress in industry publications to further leverage the value of the event.

During the course of the Program, there was increased publicising and reporting on industry field days in tropical and subtropical growing regions.

Program learnings

Learnings from the Program are that:

- A strategic communications Program is essential for the industry to work as a whole to achieve its objectives
- The Program plays a central role in informing all stakeholders about the industry's issues and required actions and assisting with a unified and effective response
- The industry is geographically diverse meaning there is a role for regional communications, however the communications strategy must have a national focus to assist with industry unity
- A dedicated communications resource is essential to ensure effective, relevant and timely communications activities
- The Communications strategy developed during the Program will be a valuable resource for ongoing communications activities as it has created a foundation of resources and information.

Recommendations

The Communications Program has greatly assisted the banana industry to pursue the objectives set out in the Strategic Investment Plan.

The following recommendations are made:

- That an overarching communications strategy be recognised as essential in ensuring the banana industry can communicate effectively with its target audiences. This Program's use of a strategy, rather than sporadic communications activities, has greatly assisted with the effectiveness of industry communications
- Communications systems, materials and activities established as part of the Program should continue to be utilised in future industry communications to take advantage of valuable, established resources including website, database, information resources and publications. Future communications strategies give consideration to the industry's upcoming new Strategic Investment Plan to ensure that the communications strategy continues to support industry objectives
- Future strategies also explore new communications channels including social media which were not fully explored during this Program
- Strategies should also give consideration to their desired key audiences. There may be additional opportunities for communications to target existing and new key audiences and also to assist other industry projects and initiatives to effectively communicate to these audiences.

Publications Arising

Not applicable

IP/Commercialisation

Not applicable

BA13003: COMMUNICATIONS PROJECT FOR THE BANANA INDUSTRY

Milestone 102

May 9, 2014

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1 BACKGROUND

This milestone report covers the period from January 1, 2014 to April 30, 2014. BA13003 commenced midway through this period, on March 3, 2014. The previous Communications project, BA09066, concluded on December 31, 2013 and an allocation of funding from that project was utilised for communications activities prior to the commencement of the current project.

Milestone 102 includes:

- Review of the 2013 Annual Operating Plan (AOP) from BA09066
- Annual Operating Plan for 2014 finalised and initiated
- Communications activities for the milestone period.

2 REVIEW OF 2013 ANNUAL OPERATING PLAN

The 2013 Annual Operating Plan was included in a Milestone report for the previous communications project, Milestone 105, for BA09066.

The AOP outlined the following communications materials:

- Banana Growers' e-Bulletin – circulated monthly with additional editions as required to assist with the timely dissemination of news and information.
- Australian Banana News – bi-monthly newsletter which in 2013 amalgamated the two previous regional publications, the Tropical Banana News and Subtropics Banana News
- Australian Bananas magazine – published three times a year
- Industry website
- Media releases.

The following activities:

- Planning and delivering communications materials
- Review of materials and tasks
- Monitoring outcomes.

2.1.1 AOP review

A review of the AOP concluded that:

- Banana Growers' e-Bulletin was a timely and effective method of contacting those growers who have internet connections and access their emails on a regular basis
- The e-Bulletin can also be easily and quickly forwarded by direct recipients to other growers and stakeholders resulting in increased awareness about urgent industry issues and increased subscriptions to this communications channel
- The increase of frequency of the e-Bulletin, from bi-monthly to monthly as well as "special editions" when required assisted with the more timely distribution of information in 2013
- There continues to be a requirement for printed publications as these reach stakeholders who do not utilise e-communications. Printed publications also have a longer effective life, provide more detailed information and can be read and referred to by not only the direct recipients but others within their workplaces, including shorter-term farm workers who may not be included in the database
- The amalgamation of the two region-based newsletters into a single national newsletter has allowed growers to receive information not only about their own region but other regions and national issues affecting all regions
- Design improvements were achieved during 2013 in all publications and the industry website
- The website update and change to a new content management system has allowed for the addition of more content, including photo galleries and videos, and more frequent updates of material
- Media releases were used effectively throughout 2013 to inform media –as well as other stakeholders – of the industry position on a range of issues, as well as to publicise industry announcements and events.

3 ANNUAL OPERATING PLAN FOR 2014

This AOP will be the first annual plan for the current project and carries on from the 2013 plan utilised in the previous industry communications project.

3.1.1 Objectives

The plan utilises the effective communications channels already established. The objectives are to:

- Ensure effective, informative and timely communications
- Create awareness and understanding with key stakeholders of industry issues and projects
- Deliver an effective set of communications tools and a calendar of activities
- Coordinate communications and other industry activities so communications can support and enhance industry activities.

3.1.2 Stakeholders and Communications activities

STAKEHOLDER GROUPS	STAKEHOLDER DESCRIPTION AND ATTRIBUTES	COMMUNICATIONS ISSUES/ACTIVITIES
Growers		
Key Stakeholder Group - Commercial Banana Growers	All commercial banana growers across the various growing regions and including large and small growers of Cavendish and other banana varieties	Ensure communications address both localised and industry-wide issues and address on-farm issues as well as those involving other stakeholders and the supply-chain
Other Stakeholder Groups - Other growers	Non-banana growers from banana-growing regions, diversified growers, those considering switching crops to bananas, those considering regional diversification and expansion, start-up growers	
Other Stakeholder Groups - Backyard banana growers	Non-commercial growers whose activities in relation to pest and disease management may impact on commercial growers	
Community		
Communities in banana-growing regions	Community stakeholders in banana-growing regions	Ensure the banana industry engages in reputation enhancement and maintains a Community Licence To Operate
Other communities	Communities in non-growing regions, those requiring information and educational tools about bananas and banana production	
Special interest groups	Environmental groups, land use groups, groups in banana regions and neighbouring and buffer zone residents	
STAKEHOLDER GROUPS	STAKEHOLDER DESCRIPTION AND ATTRIBUTES	COMMUNICATIONS ISSUES/ACTIVITIES
Regulators and decision makers		
	Local, State and Federal Government agencies, including biosecurity and plant protection regulators	Ensure the banana industry establishes and maintains appropriate contact on industry regulation issues

Industry Partners		
	Researchers, nursery, crop care, Supply Chain and logistics, wholesale, retail, employment and workplace, equipment and other input providers	Ensure the banana industry establishes and maintains appropriate contact with industry partners
Media		
Newspapers & Print	National, metropolitan, regional and rural, suburban - newspapers and magazines. Includes general news coverage as well as features and special-interest topics, special-interest publications and industry publications	Ensure the banana industry establishes and maintains an appropriate media profile and makes proactive and reactive media contact as required
Radio	National, metropolitan, regional and rural – general news as well as special-interest topics	
TV	National, metropolitan and regional markets As per newspapers	
Online	International and national, general news and industry or issue specific	

3.1.3 Issues

The following issues have been considered when selecting the activities required as part of the 2014 AOP:

- Identifying the most effective communications channels for growers and other stakeholders
- Ensuring appropriate reach of distribution – utilising communications channels which reach all targeted stakeholders
- Frequency of communication – ensuring there are timely communications and that the frequency of communication is appropriate
- Content – providing content that is meaningful to the industry overall as well as to stakeholders with particular interests, including growers located in different growing regions.

3.1.4 Activities

Direct Communications

- **Publications** – printed and emailed communications materials
- **Website** – uploading materials and maintenance of website
- **Media statements** – media releases and commentary from selected industry spokespeople

Reputation enhancement

- **Identifying advocates** – Working with industry partners who can be involved in profile-building initiatives and industry events \
- **Establishing partnerships**. Establishing partnerships with key stakeholders with shared interests in the banana industry
- **Profile-building activities** – participating in selected community and horticulture industry events
- **Crisis and incident communications management response** – protocols and planning for preparation and response to incidents that may impact on the industry and its reputation

Ensuring an industry Community Licence To Operate

- **Education** – Supplying information material for stakeholders about banana growing and relating horticulture issues, such as farming practices, environmental impacts and social and economic contributions
- **Site visits and information** – Visits to banana industry farms and other facilities for selected stakeholders as part of outreach initiatives
- **Awards/conferences/events** – presence at and/or involvement with targeted events such as the Banana Industry Congress and other horticultural events.

3.1.5 Resources

The resources of the communications program are:

Team

- A Communications Manager, Rhyl Cronin, based at the Australian Banana Growers' Council's (ABGC's) offices at Rocklea in Brisbane
- Consultants Cape Public Relations based in northern New South Wales

- External service providers – designers, photographers and contributors whose services are utilised as required to assist with the production of communications materials
- Industry partners – Linking with other projects, such as the National Banana Development and Extension Project (BA13004) and industry partners in the areas such as research and product development to deliver communications content of interest and relevance to stakeholders.

Collateral

- An online database of key stakeholders, including the ABGC's growers' list, which facilitates the creation and distribution of email communications including the Banana Growers' e-Bulletin and the distribution of newsletters, magazine, media releases and notices to targeted subgroups of stakeholders
- Information collateral fact sheets and brochures
- Images – a photo library of people and industry images, logos and other graphics. Videos produced as part of broader banana industry extension work
- Website information – a library of industry information
- Media monitoring – monitoring and alerts of industry issues covered in the news media.

3.1.6 Outputs

The principle communications materials produced in the Communications Program are:

- Banana e-Bulletin – previously circulated bi-monthly, the e-Bulletin is now circulated monthly as well as anytime information must be quickly distributed on an "alert" basis
- Australian Banana News – published bi-monthly (January, March, May, July, September and November)
- Australian Bananas magazine – published three times a year (April, September, December)
- Website materials
- Media releases.

3.1.7 Tasks and Outcomes

Tasks to be performed include:

- Planning and delivering communications materials
- Review of communications plan
- Monitoring outcomes.

Outcomes to be achieved include:

- Establishing an effective communications plan
- Ensuring stakeholders receive timely and effective communications
- Maintaining existing communications channels and establishing additional communications channels as required to meet the needs of stakeholders
- Identifying additional stakeholders and extending appropriate communications to them.

3.1.8 Key Performance Indicators

Key Performance Indicators for the AOP are:

- The successful maintenance of communications infrastructure and resources
- Completing all outlined communications activities
- Utilising systems to measure and monitor performance and to assist with continual improvement.

3.1.9 Measurement

Monitoring and measurement of responses to communications materials via:

- Database – monitoring statistics on electronic communications materials opened by recipients and other online communications statistics
- Website – monitoring analytics on site visits and page views
- Media monitoring – measuring media coverage of banana industry issues
- Feedback – seeking feedback on communications materials by circulating feedback forms at industry events such as the Banana Industry Congress
- Reviews – periodic reviews, including a midpoint review to be conducted in mid 2015.

3.2 COMMUNICATIONS ACTIVITIES

3.2.1 Calendar of Activities

A calendar of activities for 2014 (to be reviewed periodically and continuously updated) appears below.

Activity	Timing
JANUARY – DECEMBER 2014	
Banana Growers' e-Bulletin	Monthly with additional editions as required
Australian Banana News	Bi-monthly
Australian Bananas Magazine	Three times each year
Website	Continual updates
Media Releases	Continual release of proactive announcements and other commentary to support and promote industry initiatives
Events	Promotion of the 2015 Banana Industry Congress (June 17 – 20, 2015) Attendance at grower meetings and other industry events
Other industry projects	Assistance with communicating information concerning research, development and extension projects

3.2.2 Communications timeline 2014

Task Description	January 2014	February	March	April	May	June	July	August	September	October	November	December	Activities
COMMUNICATIONS TOOLS													
Banana Growers' e-Bulletin													Production, publication and distribution
Australian Banana News													Production, publication and distribution
Australian Bananas magazine													Production, publication and distribution
Website updates													Uploading material and Maintaining website
Media releases													Production and distribution
ACTIVITIES													
Activities to produce and maintain communications tools, including activities with other industry projects and events													Communications planning Of materials and tasks
MEASUREMENT AND REVIEW													
Ongoing reviews of Strategic Communications Plan with midpoint review scheduled for mid-2015													Plan monitoring. Periodic reviews conducted

4 COMMUNICATIONS ACTIVITIES FOR THE MILESTONE PERIOD

Communications activities during the Milestone period are:

Banana Growers' e-Bulletins:

Produced and distributed in January (one bulletin), March (two bulletins) and April (two bulletins).

As many stakeholders are on leave in early January, the first bulletin was distributed in late January and the following two in early and late March (March 5 and 28). An e-Bulletin would normally have been scheduled for distribution in February but was deferred until the first week of March to allow for the publication of timely information on the HAL Review, Banana Industry Congress and Strategic Investment Plan.

Only one e-Bulletin would normally be produced in April but two were produced to provide timely updates on damage to the north Queensland region from Tropical Cyclone Ita.

Australian Banana News:

Eight-page newsletters published in January and March

Australian Bananas magazine:

Material prepared for 40-page magazine, design, production and printing with magazine distributed in early April.

Media Releases and notices:

The following were produced for website and/or stakeholder distribution during the milestone period:

Banana IAC appointed (January 29, 2014)

New tropical cyclone guide (January 29, 2014)

Banana extension project date (January 30, 2014)

Banana industry's \$1.1 billion economic boost (January 30, 2014)

New Bunchy Top Order (January 31, 2014)

ABGC Board meets with Tablelands growers (February 12, 2014)

ABGC comment on HAL review (February 12, 2014)

Central America study tour (February 24, 2014)

Applications open Central America study tour (March 5, 2014)

2015 Banana Industry Congress heads to Melbourne (March 6, 2014)

ABGC lodges HAL review submission (March 7, 2014)

Review should recognise benefits of HAL model, ABGC says (March 7, 2014)

North Queensland meeting reminders (March 10, 2014)

Banana IAC – Scientific Subcommittee Vacancy (March 18, 2014)

Tropical Cyclone warning (April 9, 2014)

Cyclone preparation continues (April 11, 2014)

ABGC assesses first damage reports from Tropical Cyclone Ita (April 12, 2014)

Initial reports indicate minimal damage from Tropical Cyclone Ita (April 13, 2014)

Tropical Cyclone Ita damage reports (April 13, 2014)

Post-cyclone update (April 15, 2014)

Post-cyclone updates (April 16, 2014)

Applications for IAC vacancy extended (April 17, 2014)

Qld Govt market access statement released (April 22, 2014)

Qld and NSW meeting reminders (April 22, 2014).

Website:

Updated throughout the period with publications, releases, notices and event information.

Assisting other projects:

Materials and publications produced to assist with communication of industry projects including:

- Banana Plant Protection Program
- Banana Industry Marketing Program
- Managing Yellow Sigatoka in Far North Queensland
- National Banana Extension and Development Project
- Banana Industry Annual Report
- Controlling Banana Bunchy Top Virus – phase II
- 11th Banana Industry Congress
- Banana Industry Strategic Investment Plan
- Value of the Australian Banana Industry to Local and National Economies
- Central America Study Tour.

5 CONCLUSION

That concludes Milestone report 102 for the Communications Project for the Banana Industry BA13003.

BA13003: COMMUNICATIONS PROJECT FOR THE BANANA INDUSTRY

Milestone 103

Due: September 30, 2014

Author: Rhyll Cronin

Organisation: Australian Banana Growers' Council

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1 BACKGROUND

BA13003 is the communications project for the Australian banana industry. This milestone report, Milestone 103, covers the period from May 1 to 2014 to September 30, 2014.

BA13003 commenced on March 3, 2014 and concludes on January 31, 2017.

Milestone 103 includes:

- An Annual Operating Plan for 2015
- Details of activities for the milestone period.

2 2015 ANNUAL OPERATING PLAN

2.1 PURPOSE

The purpose of the communications project activities included in the Annual Operating Plan (AOP) is to support the Banana Industry Strategic Investment Plan (SIP). This is achieved through activities directed at growers and other industry stakeholders to assist with the following:

- the banana industry's strategic intent, as noted in the SIP
- its key aspirations
- its objectives.

The SIP for the five-year period 2014-15 through to 2018-19 was finalised in May 2014 and has been considered as part of the 2015 AOP.

The communications project assists the banana industry through the provision of essential information relating to production and supply-chain issues. In this way the communications project assists with the delivery of a valued, quality product that growers supply using cost-effective production measures.

2.2 COMMUNICATIONS PLAN ISSUES

Issues include:

- ensuring communications activities support the SIP's strategic intent, key aspirations and objectives
- ensuring issues of key industry importance are addressed by communications project activities
- in particular, ensure publication content is meaningful to the industry overall as well as to stakeholders with particular interests, including growers located in different growing regions.
- identifying the most effective communications channels to reach growers and other stakeholders
- ensuring there are timely communications and that the frequency of communication is appropriate
- ensuring other projects' activities and outcomes are appropriately conveyed to stakeholders.

2.3 ACTIVITIES

Activities in the AOP are directed into three main areas.

Direct Communications

- **publications** – printed and emailed communications materials
- **website** – uploading communications materials and maintenance of website
- **media statements** – media releases and commentary from selected industry spokespeople

Reputation enhancement

- **establishing partnerships.** Establishing partnerships with key stakeholders with shared interests in the banana industry
- **profile-building activities** – participating in selected community and horticulture industry events
- **crisis and incident communications management response** – protocols and planning for preparation and response to incidents that may impact on the industry and its reputation

Ensuring an industry Community Licence To Operate

- **education** – Supplying information material for stakeholders about banana growing and relating horticulture issues, such as farming practices, environmental impacts and social and economic contributions
- **site visits and information** – Visits to banana industry farms and other facilities for selected stakeholders as part of outreach initiatives
- **awards/conferences/events** – organising targeted events such as the Banana Industry Congress and other horticultural events.

2.4 RESOURCES

The AOP will be delivered via the communications project's resources:

Team

- Communications Manager Rhyll Cronin who is based at the Australian Banana Growers' Council's (ABGC's) offices at Rocklea in Brisbane
- public relations consultants Cape Public Relations based in northern New South Wales who assist with communications directed at subtropical stakeholders as well as general communications
- external service providers – designers, photographers and contributors whose services are utilised as required to assist with the production of communications materials
- other projects - linking with other projects that are communicating information to the industry, such as the Banana Plant Protection Program (BA10020) and the National Banana Development and Extension Project (BA13004) to assist with the communication of research and development information.

2.5 OUTPUTS, TASKS AND OUTCOMES

The AOP for 2015 outlines the following communications outputs and tasks:

- Banana Growers' e-Bulletin – circulated monthly with additional editions as required to assist with the timely dissemination of news and information
- Australian Banana News – a bi-monthly newsletter for the national industry that includes specific information for subtropical and tropical growing regions
- Australian Bananas magazine – the industry's flagship publication with three editions each year

- website – an online resource of industry information, including media releases, industry announcements and notices, publications and information about industry projects
- communications collateral – other communications materials as required, such as fact sheets, question and answer sheets and materials for industry events
- industry videos – industry videos produced for online use and communications with external stakeholders on industry issues and demographics.

The following table details communications outcomes.

2.5.1 2015 AOP –summary of stakeholders and communications outcomes

STAKEHOLDER GROUPS	STAKEHOLDER ATTRIBUTES	COMMUNICATIONS OUTCOME
Growers		
Key Stakeholder Group - Commercial Banana Growers	All commercial banana growers across growing regions, including large and small growers of the main variety, Cavendish, and other banana varieties	Ensure communications address both localised and industry-wide issues and address on-farm issues as well as those involving other stakeholders and the supply-chain
Other Stakeholder Groups – Other producers	Non-banana growers from banana-growing regions, diversified growers, those considering switching crops to bananas, those considering regional diversification and expansion, start-up growers	
Other Stakeholder Groups - Backyard banana growers	Non-commercial growers whose activities in relation to pest and disease management may impact on commercial growers	
Community		
Communities in banana-growing regions	Community stakeholders in banana-growing regions	Ensure the banana industry engages in reputation enhancement and maintains its Community Licence To Operate
Other communities	Communities in non-growing regions, those requiring information and educational tools about bananas and banana production	
Special interest groups	Environmental groups, land-use groups, groups in banana regions and neighbouring and buffer zone residents	

Continued: 2015 AOP –summary of stakeholders and communications outcomes

STAKEHOLDER GROUPS	STAKEHOLDER DESCRIPTION AND ATTRIBUTES	COMMUNICATIONS ISSUES/ACTIVITIES
Regulators and decision makers		
	Local, State and Federal Government agencies, including biosecurity and plant protection regulators	Ensure the banana industry establishes and maintains appropriate contact on industry regulation issues
Industry Partners		
	Researchers, nursery, crop care, supply chain, transport and logistics, wholesale, agents, retail, employment and workplace, equipment and other input providers	Ensure the banana industry establishes and maintains appropriate contact with industry partners
Media		
Newspapers & Print	National, metropolitan, regional and rural, suburban - newspapers and magazines. Includes general news coverage as well as features and special-interest topics, special-interest publications and industry publications	Ensure the banana industry establishes and maintains an appropriate media profile and makes proactive and reactive media contact as required
Radio	National, metropolitan, regional and rural – general news as well as special-interest topics	
TV	National, metropolitan and regional markets	
Online	International and national, general news and industry or issue specific	
Special interest	Special interest media, including the horticulture, agriculture and primary production sectors	

2.1 COMMUNICATIONS ACTIVITIES

2.1.1 Calendar of Activities

A calendar of activities for 2015 (to be reviewed periodically and continuously updated) appears below.

Activity	Timing
JANUARY – DECEMBER 2015	
Banana Growers' e-Bulletin	Monthly with additional editions as required
Australian Banana News	Bi-monthly editions
Australian Bananas Magazine	Three times each year – April, August and December
Website	Continual updates including inclusion of R&D project information
Media Releases	Continual release of announcements and other information to support and promote industry initiatives
Events	Organisation and promotion of the 2015 Banana Industry Congress (June 17 – 20) Communications relating to grower meetings and other industry events
Other industry projects	Assistance with communicating information concerning research, development and extension projects

2.2 KPIS AND MEASUREMENT

Key Performance Indicators are the delivery of outputs. A review is to be conducted in the next milestone period and reported for Milestone 104.

3 ACTIVITIES FOR THE MILESTONE PERIOD

For the milestone reporting period, from May 1 to September 30, the following activities occurred:

3.1.1 outputs

The production of communications materials:

- Banana e-Bulletin – produced and circulated in May, June, July and September. No e-bulletin was produced in August.
- Australian Banana News – two eight-page newsletters were published and distributed to stakeholders, in June and September
- Australian Bananas magazine – published in August. Due to the need to communicate more in-depth additional information on industry issues such as biosecurity, the publication was expanded to 52 pages, an increase from its usual size of 36 – 44 pages. The additional size of the edition meant that there was a greater focus on magazine production during the period
- Website materials – website updated with new posts, pages and notifications on major industry events, including the Banana Industry Congress
- Media releases, notices and statements
- Industry videos – initial production completed with shoots conducted in Murwillumbah, Brisbane, Tully and Innisfail.

- **Media Releases and notices:**

The following media releases and notices were produced during the period:

- HAL comment on today's release of consultants' final report (May 9)
- ABGC considers HAL review's final report (May 9)
- ABGC Board backs consultation on HAL Review (May 16)
- United industry backs grower-owned RDC (May 29)
- Latest on freckle eradication (June 19)
- Get the banana roadshow program now (June 20)
- HAL members vote 'yes' to new grower-owned structure (June 20)
- Banana roadshow starts (July 14)
- Banana Industry Strategic Investment Plan (August 1)
- Biosecurity strategy the first task for new project manager (August 7)
- Roadshow video presentations now available (August 13)
- ABGC Board seeks update on reform of horticulture levy body (August 20)
- Banana growers congratulated on success at Farmer Of the Year Awards (September 11).

3.1.2 other tasks

- Management of the online database of key stakeholders, including the ABGC's growers' list, which facilitates the creation and distribution of email communications including the Banana Growers' e-Bulletin and the distribution of newsletters, magazine, media releases and notices to targeted subgroups of stakeholders
- Additional information materials related to a disease incursion
- Images – updating a photo library of people and industry images, logos and other graphics. Videos produced as part of broader banana industry extension work
- Media monitoring – monitoring and alerts of industry issues covered in the news media.

3.1.3 Key Performance Indicators

Key Performance Indicators achieved for the period are:

- The successful maintenance of communications infrastructure and resources
- Completing all outlined communications activities
- Utilising systems to measure and monitor performance and to assist with continual improvement.

3.1.4 measurement

Monitoring and measurement of responses to communications materials was completed via:

- Database – monitoring statistics on electronic communications materials opened by recipients and other online communications statistics
- Website – monitoring analytics on site visits and page views
- Media monitoring – measuring media coverage of banana industry issues
- Feedback – seeking and receiving feedback on communications materials by circulating feedback forms at industry events and meetings
- Reviews – a periodic review will be conducted in 2015.

3.1.5 assisting other projects:

Materials and publications produced to assist with communication of industry projects including:

- National Banana Extension and Development Project (BA13003)
- 11th Banana Industry Congress (BA13702)
- Banana Plant Protection Program (BA10020)
- Banana Industry Marketing Program (BA13501)
- Banana Industry Extension and R&D Management (BA11027)
- Managing Yellow Sigatoka in Far North Queensland (BA12007)
- Controlling Banana Bunchy Top Virus – phase II (BA12006)
- Banana Industry Strategic Investment Plan (BA12017).

4 CONCLUSION

The Communications Project for the Banana Industry BA13003 has met the achievement criteria specified under Milestone 103 of the project.

BA13003: COMMUNICATIONS PROJECT FOR THE BANANA INDUSTRY

Milestone 104

Due: April 30, 2015

Author: Rhyll Cronin

Organisation: Australian Banana Growers' Council

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1 BACKGROUND

BA13003 is the communications project for the Australian banana industry. This milestone report, Milestone 104, covers the period from October 1 2014 to April 30, 2015.

BA13003 commenced on March 3, 2014 and concludes on January 31, 2017.

During the current reporting period the following changes were made to the project reporting plan:

- a mid-point review was deferred from Milestone 104 until Milestone 105
- a 'Stop Go' Milestone was added to the Milestone plan for November 2015.

2 2015 ANNUAL OPERATING PLAN

2.1 SUMMARY

The Annual Operating Plan was included in Milestone 103 and outlines the communications project activities for 2015.

2.2 ACTIVITIES

Activities in the AOP are directed into three main areas:

Direct Communications

- **publications** – printed and emailed communications materials
- **website** – uploading communications materials and maintenance of website
- **social media** – Facebook page
- **media statements** – media releases and commentary from selected industry spokespeople

Reputation enhancement

- **establishing partnerships** – with key stakeholders with shared interests in the banana industry
- **profile-building activities** – participating in selected community and horticulture industry events
- **crisis and incident communications management response** – protocols and planning for preparation and response to incidents that may impact on the industry and its reputation

Ensuring an industry Community Licence To Operate

- **education** – supplying information material for stakeholders about banana growing and relating horticulture issues, such as farming practices, environmental impacts and social and economic contributions
- **site visits and information** – visits to banana industry farms and other facilities for selected stakeholders as part of outreach initiatives
- **awards/conferences/events** – organising targeted events such as the Banana Industry Congress and other horticultural events.

2.3 RESOURCES

The AOP is being delivered via the communications project's resources:

Team

- Communications Manager Rhyll Cronin who is based at the Australian Banana Growers' Council's (ABGC's) offices at Rocklea in Brisbane

- public relations consultants Cape Public Relations based in northern New South Wales who assist with communications directed at subtropical stakeholders as well as general communications
- external service providers – designers, photographers and contributors whose services are utilised as required to assist with the production of communications materials
- other projects - linking with other projects that are communicating information to the industry, such as the Banana Plant Protection Program (BA10020) and the National Banana Development and Extension Project (BA13004) to assist with the communication of research and development information.

2.4 ISSUES

Banana industry communications has been addressing issues relating to two disease incursions during the Milestone reporting period:

- the National Banana Freckle Response, approved in October 2014. An industry levy becomes effective in July 2015 to fund the banana industry's contribution of approximately \$11 million to \$13 million of the \$26 million eradication of the fungal disease Banana Freckle in the Northern Territory
- Fusarium wilt Panama Tropical Race 4 (TR4), first announced as a suspected case on 4 March 2015 and confirmed on one North Queensland farm on 15 March and a second farm at Mareeba on 9 April 2015. TR4 is considered to be the most serious disease of banana plants and its arrival in Australia's major growing region of North Queensland has required considerable additional communications activities.

2.5 OUTPUTS AND TASKS

Since the completion of Milestone 103, the following communications outputs and tasks have been completed:

- Banana Growers' e-Bulletin – circulated monthly with additional editions as required to assist with the timely dissemination of news and information. Since the announcement of TR4 in North Queensland, e-Bulletins are being circulated on a weekly basis and more frequently when required to inform growers of industry meetings. Bulletins were circulated during the period on:
 October 10, 2014
 October 22, 2014
 November 6, 2014
 December 12, 2014
 December 17, 2014
 January 30, 2015
 March 4, 2015 – TR4 suspect case announcement
 March 15, 2015 – TR4 update, TR4 confirmed
 March 17, 2015 – TR4 update
 March 20, 2015 – TR4 and cyclone update

March 30, 2015 – TR4 update

April 9, 2015 – TR4 update, second detection

April 13, 2015 – TR4 update

April 17, 2015 – TR4 update

April 23, 2015 – TR4 update, new farm-biosecurity advisers

- Australian Banana News – a bi-monthly newsletter for the national industry that includes specific information for subtropical and tropical growing regions. Editions were circulated in October 2014 and January 2015. Due to the additional e-Bulletins produced, a newsletter was not produced in March.
- Australian Bananas magazine – the industry’s flagship publication with three editions each year. A Summer edition was produced and distributed in December 2015. The Autumn/Winter edition was being completed in April for distribution in May 2015.
- website – an online resource of industry information, including media releases, industry announcements and notices, publications and information about industry projects. The website has been updated throughout the Milestone period. In March 2015, a special TR4 page was created and contains resources for growers including fact sheets, a TR4 video, statements, details of grower meetings, template for on-farm biosecurity signage and other biosecurity information
- media statements and notices – A list of statements for the period is below:
 - Australian banana industry supports ginger’s pest-risk concerns (October 3, 2014)
 - Announcement on new funding company – HIA (October 7, 2014)
 - New phase for freckle eradication protects Australian banana industry (October 10, 2014)
 - Upcoming grower meetings (October 16, 2014)
 - Australian Bananas growing for Movember (October 16, 2014)
 - Territorians asked to help with next phase of eradicating Banana Freckle (October 20, 2014)
 - Growers asked to comment before Nov 21 on biosecurity regulation options (October 27, 2014)
 - Internet briefing on Qld biosecurity regs (October 27, 2014)
 - View presentation on Qld biosecurity reg changes (October 29, 2014)
 - Call for nominations for ABGC directors (November 3, 2014)
 - Notice of AGM (November 3, 2014)
 - Unseasonal slowdown in Australia’s Spring banana production (November 6, 2014)
 - Tully and Carnarvon growers join ABGC Board (November 27, 2014)
 - ABGC extends condolences to Hughes family (November 28, 2014)
 - Growers asked to comment by Feb 1 on proposed Freckle levy (December 2, 2014)
 - 0.75 cents-a-kg levy proposed to fund Freckle fight (December 2, 2014)

- First wet season storm hits come Cassowary Coast banana farms (December 9, 2014)
- Success for Freckle eradication with first Red Zone cleared (December 10, 2014)
- New levy proposal (December 15, 2014)
- New mite threat (December 17, 2014)
- Voice of Horticulture launched (December 18, 2014)
- 2015 events calendar out now (January 16, 2015)
- ABGC calls for biosecurity commitment (January 22, 2015)
- Banana industry tribute to former executive Ross Boyle (February 9, 2015)
- Duranbah field day on Thursday March 5 (February 19, 2015)
- Suspected case of Panama TR4 in Tully (March 4, 2015)
- ABGC release on suspected Panama TR4 case (March 4, 2015)
- Panama TR4 meetings in Tully and Innisfail (March 5, 2015)
- Industry meetings on suspected TR4 (March 5, 2015)
- Banana industry meetings respond to suspected TR4 find (March 5, 2015)
- Tully meeting told farm biosecurity the top priority (March 6, 2015)
- Economic concerns over TR4 says Qld Treasurer (March 7, 2015)
- Banana industry changed forever after suspected TR4 find (March 8, 2015)
- Tablelands growers urged to attend Monday Mareeba TR4 meeting (March 8, 2015)
- More than 500 at first NQ meetings on TR4 (March 10, 2015)
- Second Tully meeting on TR4 – Thursday March 12 (March 11, 2015)
- Qld Premier and Ag Minister in Tully to support banana growers (March 11, 2015)
- Second Innisfail meeting on TR4 – Friday March 13 (March 12, 2015)
- BQ confident test results support TR4 diagnosis (March 12, 2015)
- Second Mareeba meeting on TR4 – Monday March 16 (March 13, 2015)
- Carnarvon bananas wiped out by cyclone (March 14, 2015)
- TR4 today confirmed on Tully farm (March 15, 2015)
- HIA welcomed as new horticulture RDC (March 19, 2015)
- Voice of Horticulture speaks up at HIA event (March 19, 2015)
- Biosecurity the top priority as new TR4 results released (March 20, 2015)
- Review must deliver better plant biosecurity (March 28, 2015)
- ABGC destroys plants on tR4-affected blocks (March 30, 2015)
- Second case of TR4 confirmed (April 9, 2015)
- ABGC calls for Govt actions on TR4 (April 10, 2015)
- NQ grower meetings (April 11, 2015)
- TR4 protocols and funding top priorities, meeting hears (April 14, 2015)
- ABGC proposes voluntary TR4 levy, works on protocol (April 15, 2015)
- ABGC assists with biosecurity standard (April 17, 2015)

- ABGC details TR4 plan, gains \$300k funding for farm-biosecurity advisers (April 23, 2015)
- Facebook page – an industry Facebook page has been reactivated to assist with communications on Panama TR4. The page is targeted at growers and industry partners and has established an increase in page 'likes' and post reach during the period
- Banana Industry Congress – the communications project is assisting with the management, planning and promotion of the industry's biennial event, the Australian Banana Industry Congress being held in Melbourne from June 17 to 20, 2015
- industry videos – a series of industry videos are being produced for online use and communications with external stakeholders on industry issues and demographics.

2.6 KPIS AND MEASUREMENT

The project has meet Key Performance Indicators based on the delivery of outputs and tasks completed as noted in the preceding list of activities completed.

2.6.1 other tasks

- management of the online database of key stakeholders, including the ABGC's growers' list, which facilitates the creation and distribution of email communications including the Banana Growers' e-Bulletin and the distribution of newsletters, magazine, media releases and notices to targeted subgroups of stakeholders
- images – updating a photo library of people and industry images, logos and other graphics
- media monitoring – monitoring and alerts of industry issues covered in the news media.

2.6.2 Key Performance Indicators

Key Performance Indicators achieved for the period are:

- the successful maintenance of communications infrastructure and resources
- completing all outlined communications activities, including the commencement of 2015 activities from the AOP
- utilising systems to measure and monitor performance and to assist with continual improvement.

2.6.3 measurement

Monitoring and measurement of responses to communications materials was completed via:

- database – monitoring statistics on electronic communications materials opened by recipients and other online communications statistics
- website – monitoring analytics on site visits and page views
- Facebook page – monitoring reports on "likes", post reach and people engaged

- media monitoring – measuring media coverage of banana industry issues
- reviews – a periodic review scheduled for the current milestone period has been deferred until the next Milestone period.

2.6.4 assisting other projects:

Materials and publications produced to assist with communication of industry projects including:

- National Banana Extension and Development Project (BA13003)
- 11th Banana Industry Congress (BA13702)
- Banana Plant Protection Program (BA10020)
- Banana Industry Marketing Program (BA13501)
- Banana Industry Extension and R&D Management (BA11027)
- Managing Yellow Sigatoka in Far North Queensland (BA12007)
- Controlling Banana Bunchy Top Virus – phase II (BA12006).

3 CONCLUSION

The Communications Project for the Banana Industry BA13003 has met the achievement criteria specified under Milestone 104 of the project.



Minutes

28 September 2015

Subject	BA13003 – Communications Review	From	Brooke Maki, GHD
Venue/Date/Time	11am, Tuesday 29 September 2015 South Gate East Commercial Centre, Unit 3, 250 Sherwood Road, Rocklea		
Attendees	Jim Pekin, CEO Australian Banana Growers Council (ABGC) Rhyll Cronin, Communications Manager, ABGC Seamus Hoban, GHD Pallavi Mandke, GHD Brooke Maki, GHD	Apologies	

Attachments:

Agenda:

1. Scope of review – effectiveness and efficiency of communication tools (incl. cost per output), connection to strategy, identify KPIs, summarise any other insights from banana growers and other key stakeholders.
2. Banana grower consultations – considerations?
3. Gaining access to materials, project examples?
4. Any other suggested contacts we could tap into through your network eg R&D leads, supply chain partners
5. Run through questions below

Questions	Notes
Background <ul style="list-style-type: none">• Overall role of ABGC and overall communication expectations from various stakeholders and role of HIA• How does the communications project fit into your overall function? How was the scope determined?• How is the Comms Project consistent with activities funded by Marketing Levy/• What was the start of this 'project'?	
Objectives of the Communications Project <ul style="list-style-type: none">• Is there a Communications Plan (mentioned in Milestone 102) or similar document prepared for the project which may outline targets/KPIs to measure success?• What would you say are the objectives of the project?	

<ul style="list-style-type: none"> • What is your scope ie where do your efforts start and finish between extension and marketing driven efforts/consumer campaigns • What do you see are the linkages to driving the objectives identified in the National Banana Industry Strategic Plan? • Balance between 'push communication" and two-way' communication 	
Scope of the Project (stakeholders/target audiences) <ul style="list-style-type: none"> • What would you say are your objectives per audience – and how do you measure that you've achieved these objectives? 	
<ul style="list-style-type: none"> • Who are the key stakeholder groups targeted for your communications activities? 	
<ul style="list-style-type: none"> • Could you help us identify key supply chain partners – specific contacts (e.g. marketing co-operatives/brokers, wholesalers, input suppliers) 	
<ul style="list-style-type: none"> • Could you help us identify people who represent communities in banana growing regions? Why is this group of interest to you? What do you do to connect with them? • And what about prospective future banana growers (non-banana growing communities)? As above. 	
<ul style="list-style-type: none"> • Could you connect us with some R&D research groups so we can understand what their content needs are? 	
<ul style="list-style-type: none"> • What is your current stakeholder database and how do you categorise them ie No. 3 on list 	
Details of the communications activities <ul style="list-style-type: none"> • Examples of all tools from the last 6 months • How were the communication activities determined? • What are the comms tools and what is their frequency of distribution? How was this determined? • Can you provide us with your target audience distribution lists for each comms tool to allow us to do an assessment of cost per output. • What are the tools you use to generate a dialogue with growers ie two way • What face to face mechanisms do you rely on? • How do you schedule your comms with the wider consumer marketing activities that take place? 	
Monitoring <ul style="list-style-type: none"> • Do you have media monitoring reports (ie media coverage), 	

<p>nature of coverage (favourable/neutral), google web analytics, visio 6 to send e-bulletins</p> <ul style="list-style-type: none"> • Can we get copies of any regularly stakeholder feedback or satisfaction surveys 	
<p>Budget and resources</p> <ul style="list-style-type: none"> • Budget for each item to produce and maintain • How do you resource all of the work? Organisational structure for the Comms Project. 	



Client: Hort Innovation

Project: Australian banana industry communications project mid-term review

Last updated: 7 October 2015

Growers Interview questions / online survey base

Introduction

On behalf of Hort Innovation, GHD is undertaking an independent review of the Australian banana industry communication project (BA13003) and is seeking feedback from banana growers on the effectiveness of the project's communication tools, methods, materials and publications, style of content, delivery methods and appropriate KPIs and evaluation methods.

This survey/interview is designed to assist GHD to gain insights for the review process. All information collected in this survey will be confidential and will be used only for the purpose of the review.

This review presents an important opportunity for banana growers across all regions to provide information on what they believe are the current strengths and/or areas for improvement and provide valuable input on what future industry communications could focus on and how it could be best delivered to suit needs and preferences.

Outcomes of the review will allow industry to refine its approach to communication delivery now and in the future, to meet growers' needs and expectations.

The review will focus on:

- The effectiveness of the communications project in extending R&D findings to the farm-gate
- The role the project plays in increasing industry knowledge and changing on-farm practices
- The perceived value of each of the communication tools/materials
- The current communication program's strengths and weaknesses
- The preferred information sources growers use to seek information on R&D and other industry news
- Whether the information currently being communicated meets growers' expectations
- Growers' views on what a future industry communications program should look like.

Feedback from this review will assist in making any necessary variations to the current project and in shaping and improving future communication investments.



Questions

About you

Name

2. Age group

- ☐ 18 - 29
- ☐ 30 - 40
- ☐ 41 - 50
- ☐ 51 - 55
- ☐ 56 - 65
- ☐ 66+

3. Stakeholder type

- ☐ Grower
- ☐ Supply chain stakeholder
- ☐ Research provider
- ☐ Other (please specify example Banana growing community member, etc)

4. Location

- ☐ North Queensland
- ☐ South Queensland
- ☐ Northern NSW
- ☐ Western Australia
- ☐ Northern Territory
- ☐ Other (please specify)



Banana Grower' e-Bulletin

Circulated monthly with additional editions as required to assist with the timely dissemination of news and information

Banana Growers' e-Bulletin

Circulated monthly with additional editions as required to assist with the timely dissemination of news and information

5. Please indicate if you are aware of, or have received/read a copy of the Banana Growers' e-Bulletin in the last 6 - 12 months

- ☐ Aware ☐ Not aware ☐ unsure
☐ Other (please specify)

6. How often do you read / use the Banana Growers' e-Bulletin?

- ☐ Regularly ☐ Usually ☐ Rarely ☐ Never
☐ Other (please specify)

7. How would you rate the usefulness of the Banana Growers' e-Bulletin?

- ☐ Very useful
☐ Somewhat useful
☐ Not very useful
☐ Not aware of/familiar with this communication tool
☐ Other (please specify)



8. What do you like/dislike about the Banana Growers' e-Bulletin?

	Like	Dislike	No Opinion
Quality/depth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of the publication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format and layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of information for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists me to make decisions about production and plan my activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides me with up to date information about the banana industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

9. What information do you specifically look for in the Banana Growers' e-Bulletin?

- ☐ General industry news, issues
- ☐ Case studies on what other growers are doing
- ☐ Research and development news to inform farming practices and productivity
- ☐ Supply chain / consumer related matters
- ☐ Information on how I could get involved in the extension activities
- ☐ Upcoming events

Other (please specify)

10. If the Banana Growers' e-Bulletin was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?



Australian Banana News

A bi-monthly newsletter for the national industry that includes specific information for subtropical and tropical growing regions.

11. Please indicate if you are aware of, or have received/read a copy of the Australian Banana News in the last 6 - 12 months

- ☐ Aware ☐ Not aware ☐ unsure
☐ Other (please specify)

12. How often do you read / use the Australian Banana News?

- ☐ Regularly ☐ Usually ☐ Rarely ☐ Never
☐ Other (please specify)

13. How would you rate the usefulness of the Australian Banana News?

- ☐ Very useful
☐ Somewhat useful
☐ Not very useful
☐ Not aware of/familiar with this communication tool
☐ Other (please specify)



14. What do you like/dislike about the Australian Banana News?

	Like	Dislike	No Opinion
Quality/depth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of the publication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format and layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of information for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists me to make decisions about production and plan my activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides me with up to date information about the banana industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

15. What information do you specifically look for in the Australian Banana News?

- ☐ General industry news, issues
- ☐ Case studies on what other growers are doing
- ☐ Research and development news to inform farming practices and productivity
- ☐ Supply chain / consumer related matters
- ☐ Information on how I could get involved in the extension activities
- ☐ Upcoming events

Other (please specify)

16. If the Australian Banana News was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?



Australian Bananas Magazine (three per annum)

17. Please indicate if you are aware of, or have received/read a copy of the Australian Bananas Magazine in the last 6 - 12 months

- ☐ Aware ☐ Not aware ☐ Unsure
☐ Other (please specify)

18. How often do you read / use the Australian Bananas Magazine?

- ☐ Regularly ☐ Usually ☐ Rarely ☐ Never
☐ Other (please specify)

19. How would you rate the usefulness of the Australian Bananas Magazine?

- ☐ Very useful
☐ Somewhat useful
☐ Not very useful
☐ Not aware of/familiar with this communication tool
☐ Other (please specify)



20. What do you like/dislike about the Australian Bananas Magazine?

	Like	Dislike	No Opinion
Quality/depth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of the publication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format and layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of information for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists me to make decisions about production and plan my activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides me with up to date information about the banana industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

21. What information do you specifically look for in the Australian Bananas Magazine?

- ☐ General industry news, issues
- ☐ Case studies on what other growers are doing
- ☐ Research and development news to inform farming practices and productivity
- ☐ Supply chain / consumer related matters
- ☐ Information on how I could get involved in the extension activities
- ☐ Upcoming events

Other (please specify)

22. If the Australian Bananas Magazine was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?



Australian Banana Growers Facebook Page

Australian Banana Growers dedicated Facebook page

23. Please indicate if you are aware of, or if you have been on the Facebook page in the last 6 - 12 months

- ☐ Aware ☐ Not aware ☐ unsure
☐ Other (please specify)

24. How often do you look at the Facebook page?

- ☐ Regularly ☐ Usually ☐ Rarely ☐ Never
☐ Other (please specify)

25. How would you rate the usefulness of the Australian Banana Growers Facebook page?

- ☐ Very useful
☐ Somewhat useful
☐ Not very useful
☐ Not aware of/familiar with this communication tool
☐ Other (please specify)



26. What do you like/dislike about the Australian Banana Growers Facebook page?

	Like	Dislike	No Opinion
Quality/depth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of the publication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format and layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of information for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists me to make decisions about production and plan my activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides me with up to date information about the banana industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

27. What information do you specifically look for on the Australian Banana Growers Facebook page?

- ☐ General industry news, issues
- ☐ Case studies on what other growers are doing
- ☐ Research and development news to inform farming practices and productivity
- ☐ Supply chain / consumer related matters
- ☐ Information on how I could get involved in the extension activities
- ☐ Upcoming events

Other (please specify)



ABGC website (www.abgc.org.au)

Website stories and updates (industry information, strategic plan, research materials, downloadable publications)

28. Please indicate if you are aware of, or if you have been on the ABGC website in the last 6 - 12 months

- ☐ Aware ☐ Not aware ☐ unsure
☐ Other (please specify)

29. How often do you look at the ABGC website?

- ☐ Regularly ☐ Usually ☐ Rarely ☐ Never
☐ Other (please specify)

30. How would you rate the usefulness of the ABGC website?

- ☐ Very useful
☐ Somewhat useful
☐ Not very useful
☐ Not aware of/familiar with this communication tool
☐ Other (please specify)



31. What do you like/dislike about the ABGC website?

	Like	Dislike	No Opinion
Quality/depth of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of the publication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Format and layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of information for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assists me to make decisions about production and plan my activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides me with up to date information about the banana industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

32. What information do you specifically look for on the ABGC website?

- ☐ General industry news, issues
- ☐ Case studies on what other growers are doing
- ☐ Research and development news to inform farming practices and productivity
- ☐ Supply chain / consumer related matters
- ☐ Information on how I could get involved in the extension activities
- ☐ Upcoming events

Other (please specify)



Communication Media Preference

33. Please rank the following communication tools according to popularity in your household.

1 being least popular, 5 being most popular

	1	2	3	4	5
Banana Growers' e-Bulletin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Australia Banana News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Australian Banana Magazine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Australian Growers Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ABGC website (www.abgc.org.au)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication material

34. On average, how many people tend to look at the various publications in your household?

35. Do different family members prefer to look at certain materials over others?

For example, does your wife prefer the magazine and you might prefer the e-bulletins?

36. How long do the various printed materials such as the Magazine or the Newsletters usually stay in your house before they are disposed?

37. In order to receive the more pressing/urgent information (e.g. regarding biosecurity issues), what communication tools or materials are most useful to you in order to receive this information in a timely manner? e.g. SMS, phone, email



38. Please indicate which of the following events or meetings you may have attended in the last 6-12 months.

	Aware/attended	Not aware of them	Unsure
Industry events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone calls from the Australian Banana Industry Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

39. When thinking about the mix of communication tools available to keep you updated on industry issues, would you like to see more of or less of the following:

	More of	Less of
Online information sources (website, e-bulletins)	<input type="radio"/>	<input type="radio"/>
Printed information sources (Newsletter, magazine)	<input type="radio"/>	<input type="radio"/>
Interactive/informal tools - Facebook, YouTube videos etc	<input type="radio"/>	<input type="radio"/>

Could you suggest others?

40. Would you like to see more tools that would allow growers to communicate and share information with each other in a more informal way e.g. on the dedicated Facebook group page?

☐ Yes ☐ No

☐ Other (please specify)



41. In general, how would you prefer to be contacted by either ABGC or Hort Innovation?

- ☐ SMS
- ☐ Email
- ☐ Mail
- ☐ Social media (Facebook) updates
- ☐ Face to face
- ☐ Other (please specify)

42. Finally, if there was just one aspect that you could change about the communications to banana growers to make it even more effective and useful, what would that be?

Australian Banana Industry - Communications Review

Thank you

Thank you very much for your time.

This review presents an important opportunity for banana growers across all regions to provide valuable input on what future industry communications should focus on and how it could be best delivered to suit their needs and preferences.

Outcomes of the review will allow industry to refine its approach to communication delivery now and in the future, to meet growers' needs and expectations.

ENDS

Kristie Davies

Subject: FW: Banana industry communications review - your feedback please

Importance: High

CompleteRepository: 4129274

Description: Banana industry comms review

JobNo: 29274

OperatingCentre: 41

RepoEmail: 4129274@ghd.com

RepoType: Job

From: Brooke Maki
Sent: Monday, 12 October 2015 10:05 AM
To: Brooke Maki (Brooke.Maki@ghd.com)
Subject: Banana industry communications review - your feedback please
Importance: High

Dear banana industry stakeholder,

On behalf of Hort Innovation, GHD is undertaking an independent review of the Australian banana industry communication project (BA13003) and is seeking feedback from growers on the effectiveness of the project's communication tools, methods, materials and publications, style of content, delivery methods and appropriate KPIs and evaluation methods.

This survey is designed to assist GHD to gain insights from you to inform the review process. **All information collected in this survey will be confidential and will be used only for the purpose of the review. The survey will take approximately 15 minutes of your time.**

Outcomes of the review will allow industry to refine its approach to communication delivery now and in the future, to meet growers' needs and expectations, and in shaping and improving future communication investments.

To start the survey, please click on the following link: [Australian Banana Industry - Communications Review](#)

We would also be grateful if you could forward this email survey link to other growers in your area as we would be very interested in the views of as many growers as possible.

Thank you very much for your important contributions into this review and please do not hesitate to contact me directly if you have any questions or concerns.

Survey feedback will close this Friday 16 October – we will also be calling you in the coming days to see if you would like us to run through the survey over the phone in order for us to collect your feedback.

Kind regards,

Brooke Maki
Manager and Principal Consultant
Stakeholder Engagement, Communication and Research Services

GHD
T: +61 7 3316 3863 | M: 0409 641 535 | E: brooke.maki@ghd.com
145 Ann Street Brisbane Australia | www.ghd.com

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Please consider our environment before printing this email

From: Brooke Maki
Sent: Friday, 16 October 2015 11:05 AM
To: Brooke Maki (Brooke.Maki@ghd.com)
Subject: Australian Banana Industry - Communications Review - Your feedback please
Importance: High

Dear banana industry stakeholder,

On behalf of Hort Innovation, GHD is undertaking an independent review of the Australian banana industry communications project and is seeking feedback from growers on the effectiveness of the project's communication tools, methods, materials and publications, style of content, delivery methods and appropriate KPIs and evaluation methods.

This survey is designed to assist GHD to gain insights from you to inform the review process. **All information collected in this survey will be confidential and will be used only for the purpose of the review. The survey will take approximately 15 minutes of your time.**

Outcomes of the review will allow industry to refine its approach and to shape and improve future communication investments.

To start the survey, please click on the following link: [Australian Banana Industry - Communications Review - Industry Stakeholders](#)

Thank you very much for your important contributions into this review and please do not hesitate to contact me directly if you have any questions or concerns.

Survey feedback will close on Wednesday 21 October – we will also be calling you in the coming days to see if you would like us to run through the survey over the phone in order for us to collect your feedback.

Kind regards,

Brooke Maki
Manager and Principal Consultant
Stakeholder Engagement, Communication and Research Services

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Q1 Respondent details

Answered: 16 Skipped: 0

Answer Choices	Responses
Name	100.00% 16
Company	0.00% 0
Address	0.00% 0
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	0.00% 0
Phone Number	0.00% 0

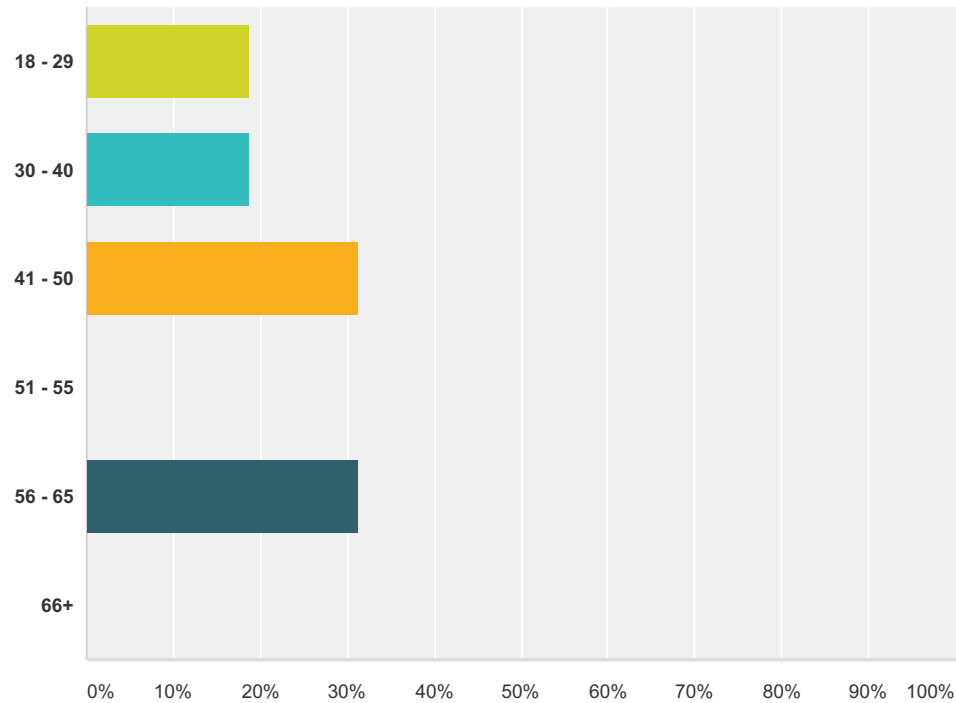
#	Name	Date
1	Craig Buchanan	10/21/2015 5:28 PM
2	Adrian Crema	10/21/2015 4:33 PM
3	David Tate	10/16/2015 3:19 PM
4	Steven Lizzio	10/16/2015 1:55 PM
5	Michael Nixion	10/16/2015 1:03 PM
6	Paul Indibitzen	10/16/2015 12:07 PM
7	Paul Shoker	10/12/2015 9:54 PM
8	Peter Molenaar	10/12/2015 7:43 PM
9	tony	10/12/2015 7:17 PM
10	Paulo Di Carlo	10/12/2015 7:07 PM
11	Vicki McCudden	10/12/2015 4:52 PM
12	Sfephen Spear	10/12/2015 3:45 PM
13	Patrick Leahy	10/12/2015 1:29 PM
14	Doug Phillips	10/12/2015 12:20 PM
15	James Howe	10/12/2015 11:16 AM
16	Test survey	10/12/2015 11:02 AM
#	Company	Date
	There are no responses.	
#	Address	Date
	There are no responses.	
#	Address 2	Date
	There are no responses.	
#	City/Town	Date

Australian Banana Industry - Communications Review

	There are no responses.	
#	State/Province	Date
	There are no responses.	
#	ZIP/Postal Code	Date
	There are no responses.	
#	Country	Date
	There are no responses.	
#	Email Address	Date
	There are no responses.	
#	Phone Number	Date
	There are no responses.	

Q2 Age group

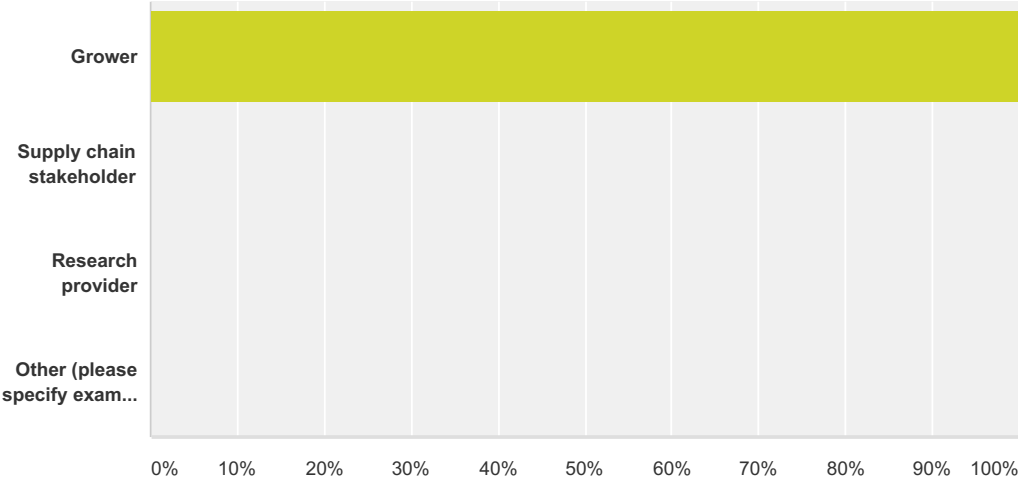
Answered: 16 Skipped: 0



Answer Choices	Responses
18 - 29	18.75%3
30 - 40	18.75%3
41 - 50	31.25%5
51 - 55	0.00%0
56 - 65	31.25%5
66+	0.00%0
Total	16

Q3 Stakeholder type

Answered: 16 Skipped: 0

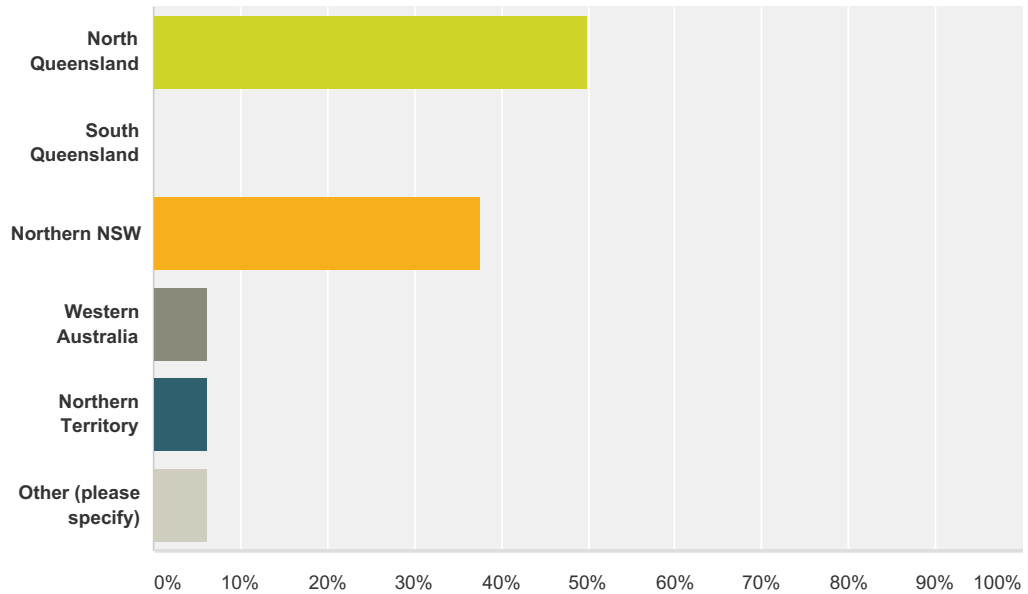


Answer Choices	Responses	
Grower	100.00%	16
Supply chain stakeholder	0.00%	0
Research provider	0.00%	0
Other (please specify example Banana growing community member, etc)	0.00%	0
Total Respondents: 16		

#	Other (please specify example Banana growing community member, etc)	Date
	There are no responses.	

Q4 Location

Answered: 16 Skipped: 0

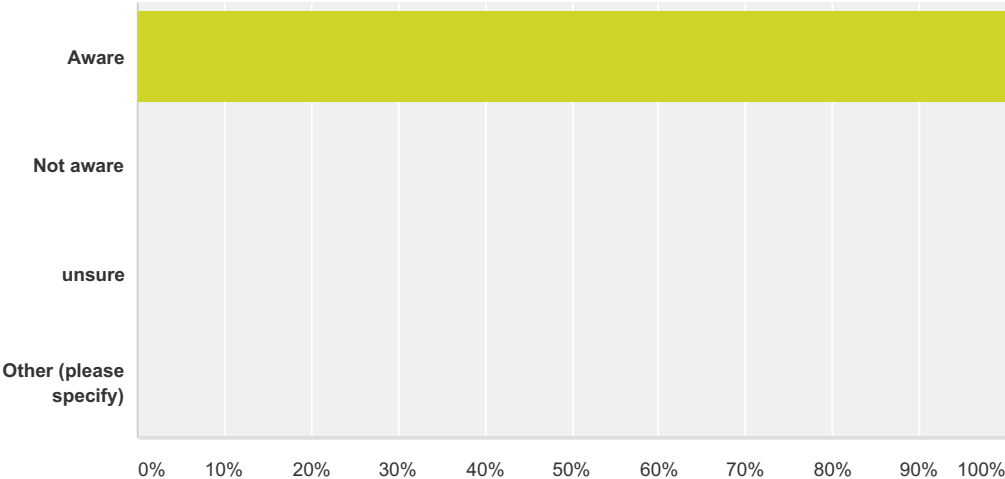


Answer Choices	Responses
North Queensland	50.00% 8
South Queensland	0.00% 0
Northern NSW	37.50% 6
Western Australia	6.25% 1
Northern Territory	6.25% 1
Other (please specify)	6.25% 1
Total Respondents: 16	

#	Other (please specify)	Date
1	Lakeland	10/16/2015 12:07 PM

Q5 Please indicate if you are aware of, or have received/read a copy of the Banana Growers' e-Bulletin in the last 6 - 12 months

Answered: 16 Skipped: 0

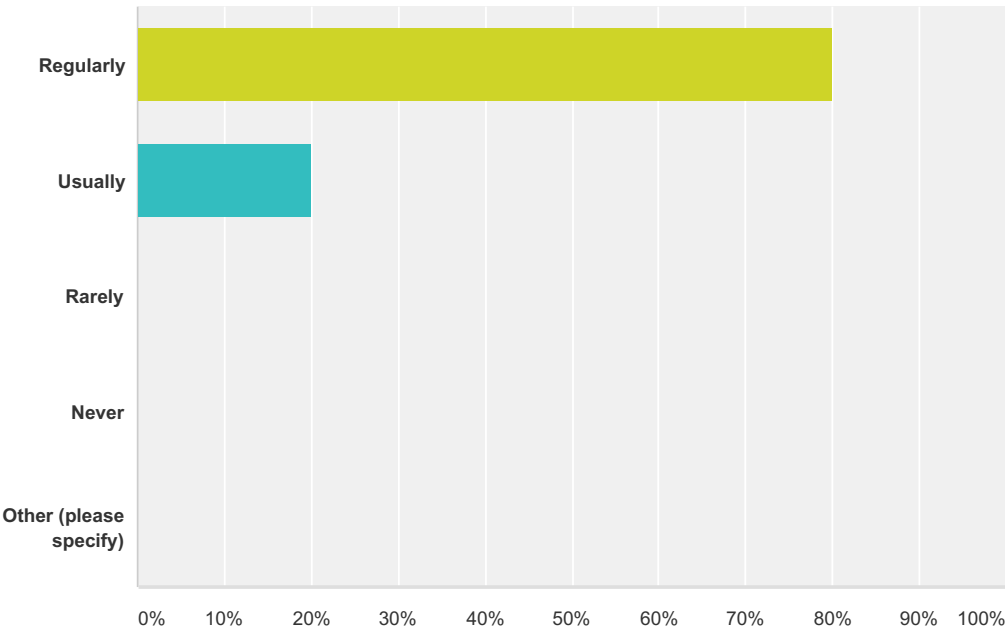


Answer Choices	Responses
Aware	100.00% 16
Not aware	0.00% 0
unsure	0.00% 0
Other (please specify)	0.00% 0
Total	16

#	Other (please specify)	Date
	There are no responses.	

Q6 How often do you read / use the Banana Growers’ e-Bulletin?

Answered: 15 Skipped: 1

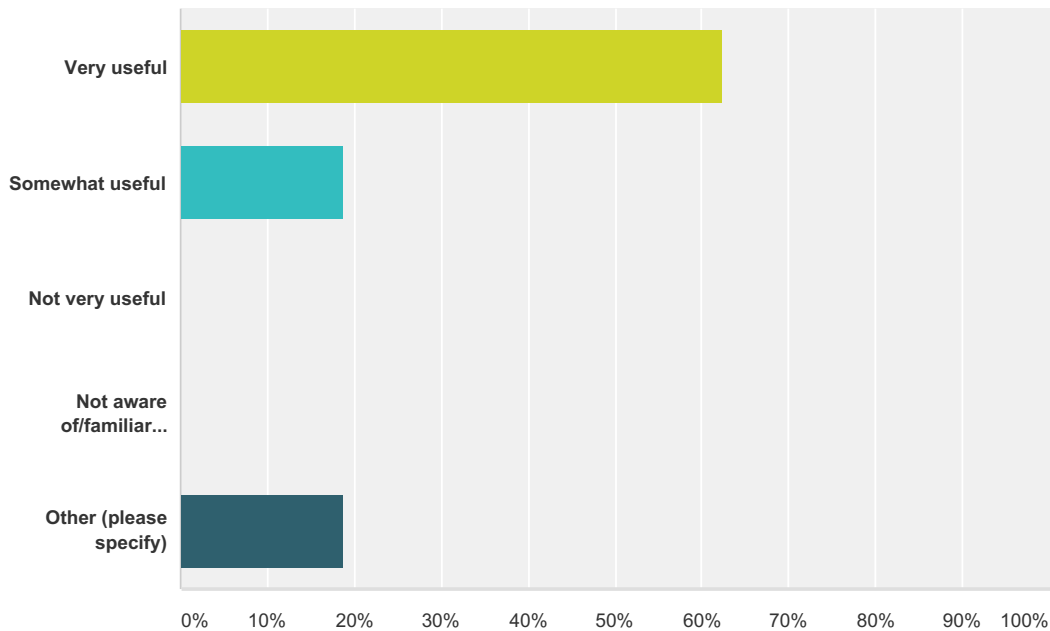


Answer Choices	Responses
Regularly	80.00%12
Usually	20.00%3
Rarely	0.00%0
Never	0.00%0
Other (please specify)	0.00%0
Total	15

#	Other (please specify)	Date
	There are no responses.	

Q7 How would you rate the usefulness of the Banana Growers' e-Bulletin?

Answered: 16 Skipped: 0



Answer Choices	Responses
Very useful	62.50% 10
Somewhat useful	18.75% 3
Not very useful	0.00% 0
Not aware of/familiar with this communication tool	0.00% 0
Other (please specify)	18.75% 3
Total	16

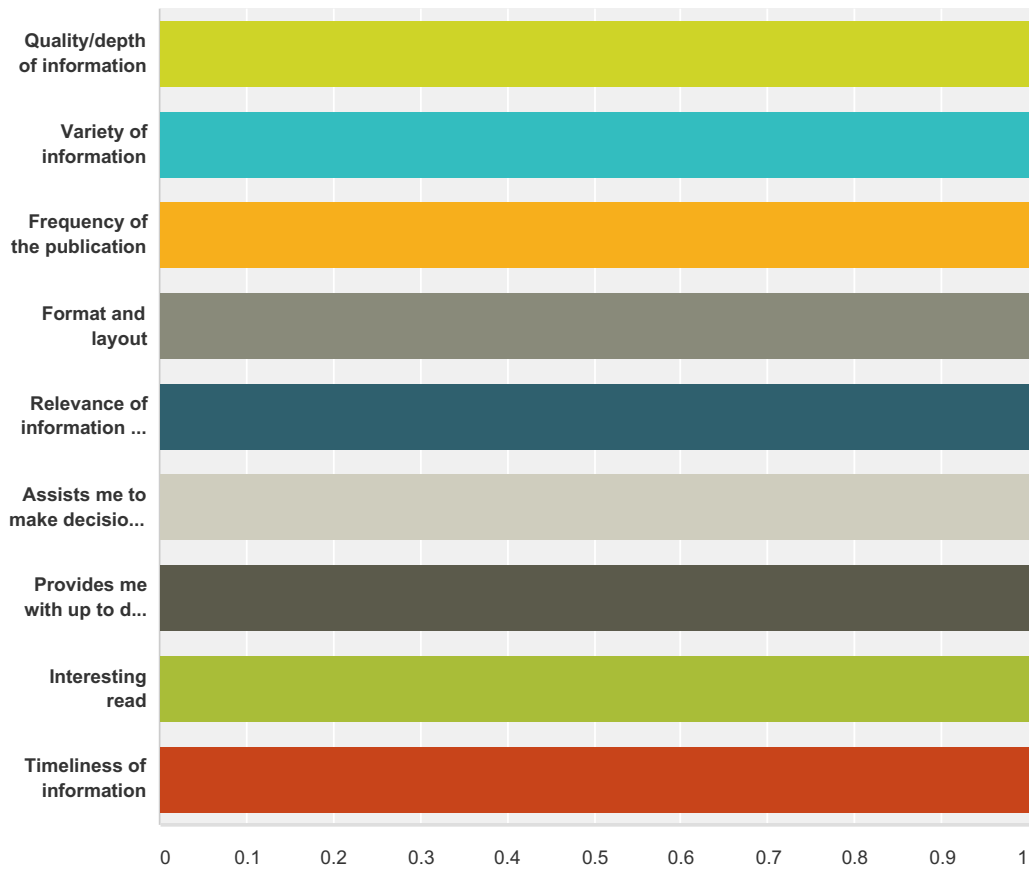
#	Other (please specify)	Date
1	very useful - lots of projects and industry stories. some research info comes. Other sources of information are Growcon and google, local extension office, DIP, other growers, internet, other industries, fruit industry, beef industry, veggie. depth of info is ok. there is not more that they could do. They get the msg out quickly thru email. the stories they do on different growing techniques I like. I like stories more than the science stuff. Could not say anything negative about them I read all publications when they come out. I don't use any other publications Magazine is great I prefer that. I use the website. see what other people are doing. their info does not help regularly. environmental stuff growing tech science stuff info on panama is the kind of info I look for and use. its not on a day to day basis but it is the kind of information you need to know. nothing negative about them, they are doing what they can. There is probably other information out there, but they can use it. All publications are useful. don't need any more of them, but if u reduce the frequency then information might get delayed and will not be available when we need it.	10/21/2015 5:45 PM
2	depends on what info they have sometimes very and sometimes somewhat. I don't have access to email E newsletter is good, but I like the hard copy. With hard copy I can read and multitask with tv watching or chatting with the family. With the electronic information you got to sit in front of the computer. But I do understand that some find it easy to carry that information on their phone when they are in the field.	10/16/2015 3:19 PM

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3	shares wide range of growth of industry, spreads and covers a large area tropical to sub tropical has diverse range of info. All these communication tools are a big part of the industry moving forward. They are guiding us into the future. The professional lay out and scientific detail make it easy and important to read them. They send a good message about the industry outside the growers as well.	10/16/2015 1:59 PM
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Q8 What do you like/dislike about the Banana Growers' e-Bulletin?

Answered: 16 Skipped: 0



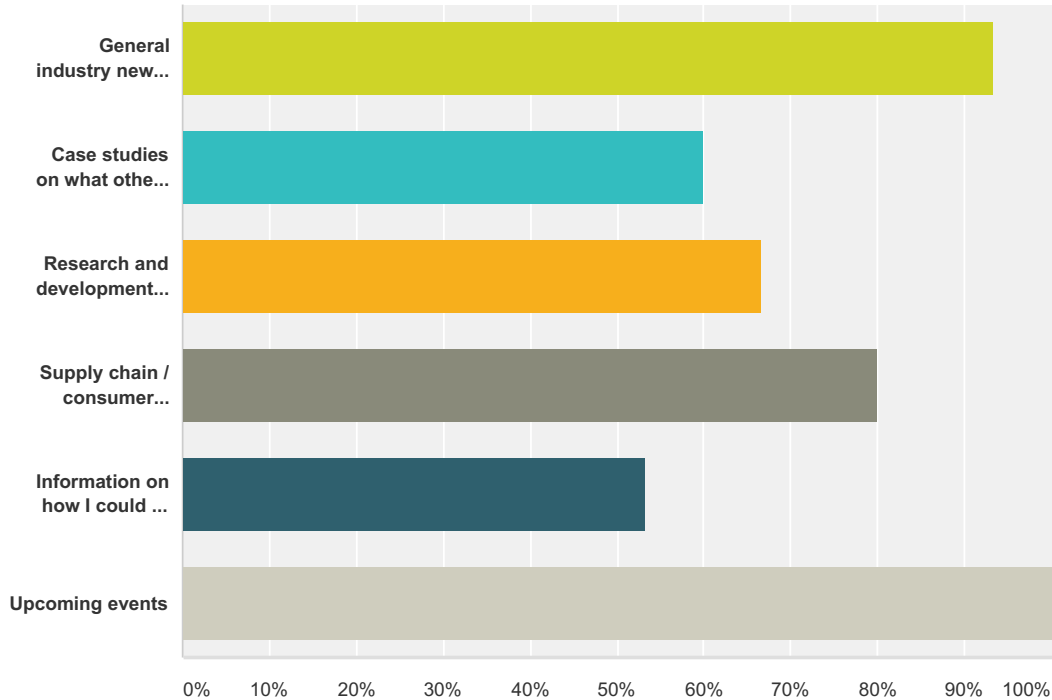
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	93.75% 15	6.25% 1	0.00% 0	16	1.00
Variety of information	93.75% 15	6.25% 1	0.00% 0	16	1.00
Frequency of the publication	87.50% 14	6.25% 1	6.25% 1	16	1.00
Format and layout	93.33% 14	0.00% 0	6.67% 1	15	1.00
Relevance of information for me	93.33% 14	6.67% 1	0.00% 0	15	1.00
Assists me to make decisions about production and plan my activities	62.50% 10	6.25% 1	31.25% 5	16	1.00
Provides me with up to date information about the banana industry	93.33% 14	6.67% 1	0.00% 0	15	1.00
Interesting read	87.50% 14	12.50% 2	0.00% 0	16	1.00
Timeliness of information	86.67% 13	6.67% 1	6.67% 1	15	1.00

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#	Other (please specify)	Date
1	frequency is great. don't want too much. Unique information provided. ABGC are the glue that binds everyone together and links everyone together. if they didn't do it no one else would do it.	10/21/2015 4:39 PM
2	cant complain re the content. current relevant topics are very imp and need more of. very indepth. I do prefer the hard copies so I can cut out info I need and file it as I need it.	10/16/2015 3:19 PM
3	it is perfect..shared view of our industry. its impartial and transparent.	10/16/2015 1:59 PM
4	Does not directly help me with the production type decisions but helps me confirm what I already know or find someone in there who can confirm it for me.	10/16/2015 12:13 PM
5	Not tied to a regular time period - e.g. more frequent when TR4 at erupted. The E-bulletin I feel is not about production issues - it is about keeping growers, especially those in the smaller growing regions, up to date with the industry.	10/12/2015 3:50 PM

Q9 What information do you specifically look for in the Banana Growers' e-Bulletin?

Answered: 15 Skipped: 1



Answer Choices	Responses
General industry news, issues	93.33% 14
Case studies on what other growers are doing	60.00% 9
Research and development news to inform farming practices and productivity	66.67% 10
Supply chain / consumer related matters	80.00% 12
Information on how I could get involved in the extension activities	53.33% 8
Upcoming events	100.00% 15
Total Respondents: 15	

#	Other (please specify)	Date
1	R&D info is imp to me, improvements and management, new technology related in IPM, credit inscets, new chemistry, pest control, when anything like that comes up I am straight on to it.	10/16/2015 3:19 PM
2	everything, what is coming up, new info from scientists, great range of information	10/16/2015 1:59 PM
3	everything it provides, they cover all factors that affect the industry. They provide a variety of information as required and relevant.	10/16/2015 1:03 PM
4	I find it very useful for all of the above information.	10/16/2015 12:13 PM
5	As above - keeping up to date with what is happening - therefore case studies are not suited to this publication. If R & D and Ext activities are mentioned they are usually a small item but with attached links to more detail	10/12/2015 3:50 PM

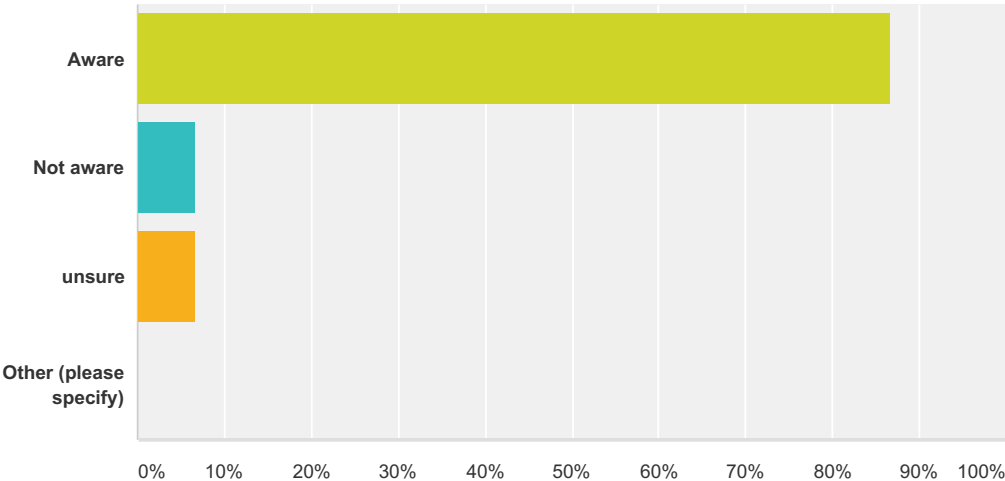
Q10 If the Banana Growers' e-Bulletin was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 9 Skipped: 7

#	Responses	Date
1	not a wise question to ask	10/16/2015 1:03 PM
2	I highly value this publication, but if you ask me to pay for it I will not be willing to pay for it.	10/16/2015 12:13 PM
3	nil	10/12/2015 9:55 PM
4	I would probably not pay and wait for Aust. Bananas Magazine to be produced, which would be a little out of date and in some cases irrelevant.	10/12/2015 7:48 PM
5	no	10/12/2015 7:20 PM
6	\$5	10/12/2015 7:09 PM
7	\$2.50	10/12/2015 4:54 PM
8	Difficult question. As a small grower out of the major producing area probably quite a bit to keep informed -say \$10 per month	10/12/2015 3:50 PM
9	\$5-10 per issue	10/12/2015 11:20 AM

Q11 Please indicate if you are aware of, or have received/read a copy of the Australian Banana News in the last 6 - 12 months

Answered: 15 Skipped: 1

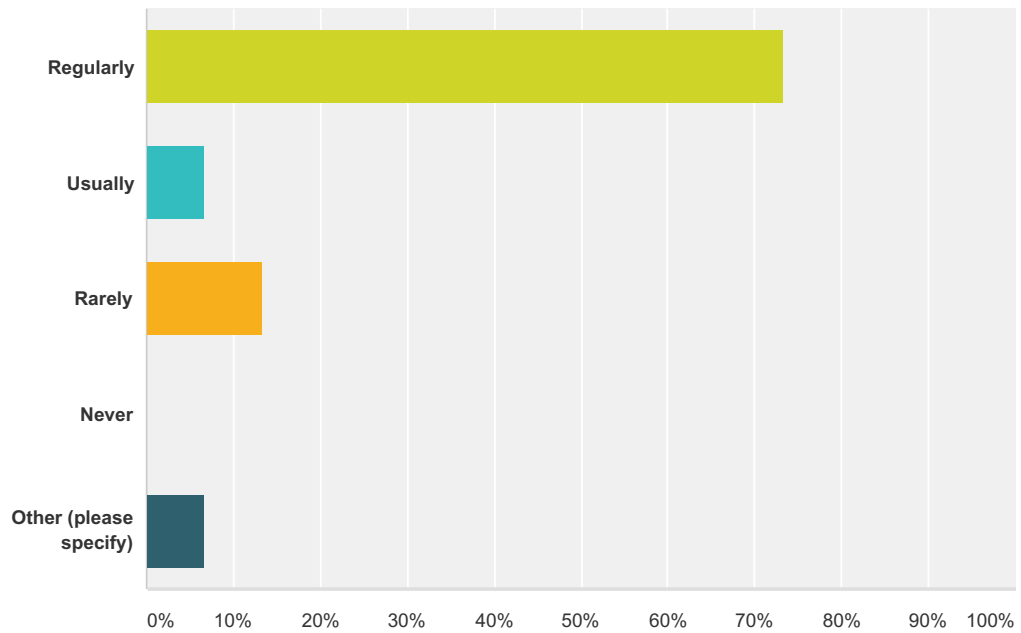


Answer Choices	Responses	
Aware	86.67%	13
Not aware	6.67%	1
unsure	6.67%	1
Other (please specify)	0.00%	0
Total		15

#	Other (please specify)	Date
	There are no responses.	

Q12 How often do you read / use the Australian Banana News?

Answered: 15 Skipped: 1

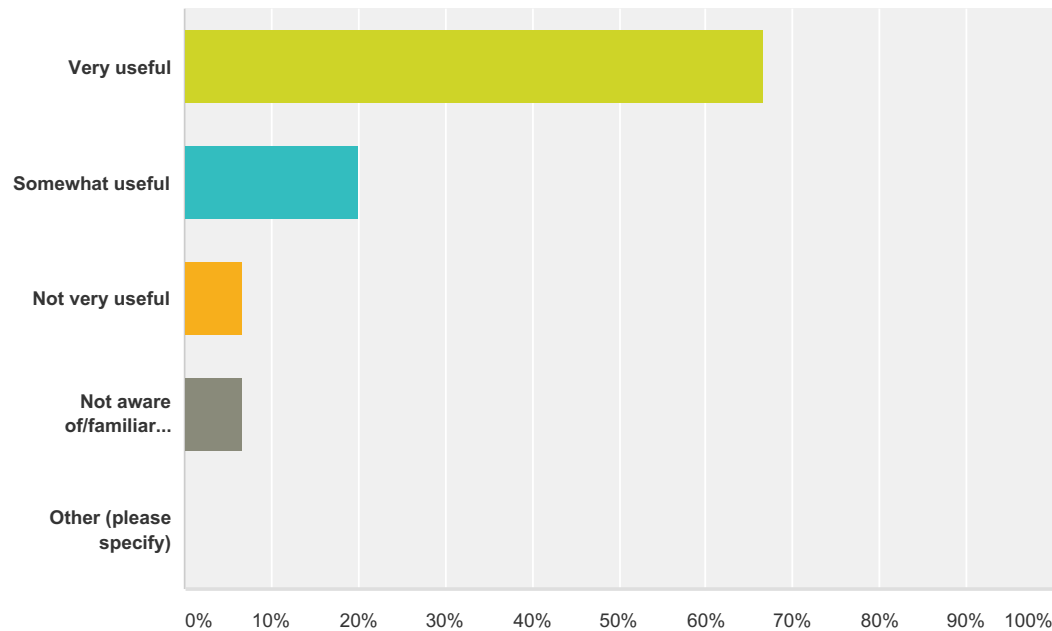


Answer Choices	Responses	
Regularly	73.33%	11
Usually	6.67%	1
Rarely	13.33%	2
Never	0.00%	0
Other (please specify)	6.67%	1
Total		15

#	Other (please specify)	Date
1	everyday	10/12/2015 11:05 AM

Q13 How would you rate the usefulness of the Australian Banana News?

Answered: 15 Skipped: 1

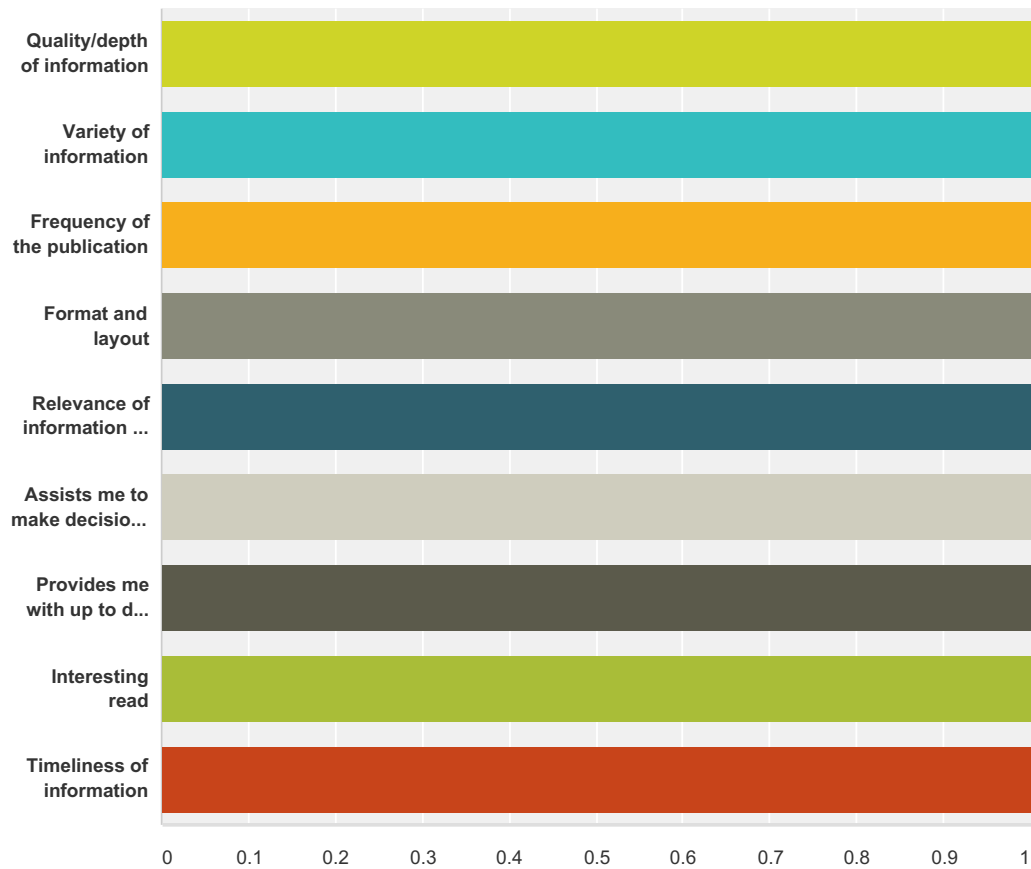


Answer Choices		Responses	
Very useful		66.67%	10
Somewhat useful		20.00%	3
Not very useful		6.67%	1
Not aware of/familiar with this communication tool		6.67%	1
Other (please specify)		0.00%	0
Total			15

#	Other (please specify)	Date
	There are no responses.	

Q14 What do you like/dislike about the Australian Banana News?

Answered: 14 Skipped: 2



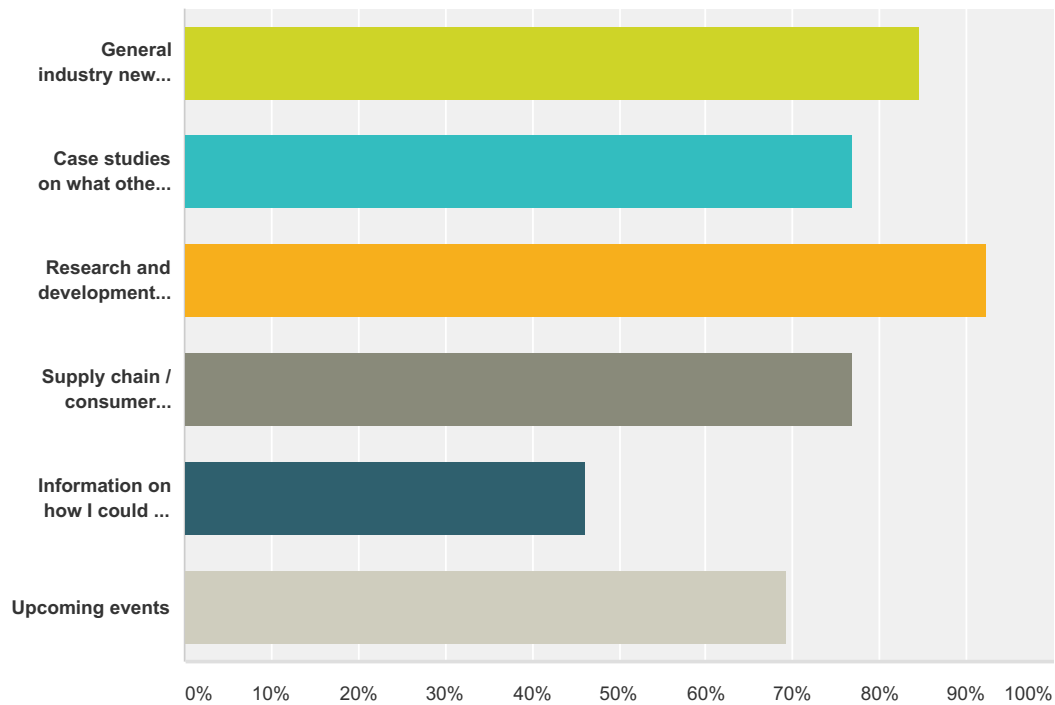
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	92.31% 12	0.00% 0	7.69% 1	13	1.00
Variety of information	85.71% 12	7.14% 1	7.14% 1	14	1.00
Frequency of the publication	64.29% 9	7.14% 1	28.57% 4	14	1.00
Format and layout	71.43% 10	14.29% 2	14.29% 2	14	1.00
Relevance of information for me	76.92% 10	15.38% 2	7.69% 1	13	1.00
Assists me to make decisions about production and plan my activities	78.57% 11	7.14% 1	14.29% 2	14	1.00
Provides me with up to date information about the banana industry	69.23% 9	15.38% 2	15.38% 2	13	1.00
Interesting read	71.43% 10	7.14% 1	21.43% 3	14	1.00
Timeliness of information	76.92% 10	7.69% 1	15.38% 2	13	1.00

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#	Other (please specify)	Date
1	it is a repetition of what is in the e-bulletin and magazine.	10/16/2015 12:18 PM
2	Publication needs to be axed and duplicates information in e-news. 3 publications don't work and i see this being culled first.	10/12/2015 9:58 PM
3	ABN generally provides more info for me to make production decisions but is generally too late supplying info on what is happening in the industry. Recent problems with Freckle and TR4 are a case in point where the E-Bulletin was a far more suitable information carrier. Some very good case studies provided	10/12/2015 3:52 PM

Q15 What information do you specifically look for in the Australian Banana News?

Answered: 13 Skipped: 3



Answer Choices	Responses
General industry news, issues	84.62% 11
Case studies on what other growers are doing	76.92% 10
Research and development news to inform farming practices and productivity	92.31% 12
Supply chain / consumer related matters	76.92% 10
Information on how I could get involved in the extension activities	46.15% 6
Upcoming events	69.23% 9
Total Respondents: 13	

#	Other (please specify)	Date
1	I don't read it much	10/16/2015 12:18 PM

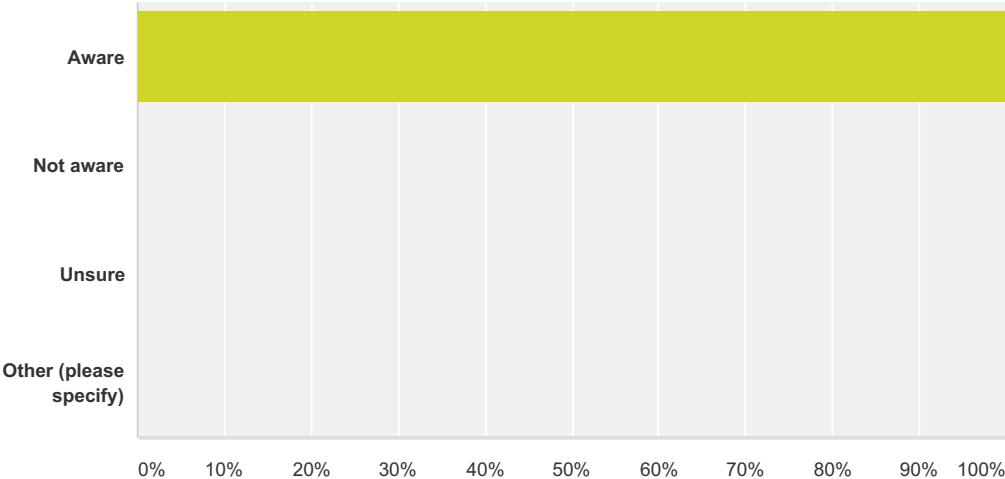
Q16 If the Australian Banana News was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 8 Skipped: 8

#	Responses	Date
1	I am not willing to pay for it.	10/16/2015 12:18 PM
2	nil	10/12/2015 9:58 PM
3	Zero	10/12/2015 7:52 PM
4	no	10/12/2015 7:21 PM
5	5	10/12/2015 7:10 PM
6	\$3.50	10/12/2015 4:55 PM
7	See Q 33. I have no problems if the Newsletter was discontinued but I know some growers would rather have it than the EBulletin	10/12/2015 3:52 PM
8	i value it highly but will not pay for it	10/12/2015 11:05 AM

Q17 Please indicate if you are aware of, or have received/read a copy of the Australian Bananas Magazine in the last 6 - 12 months

Answered: 14 Skipped: 2

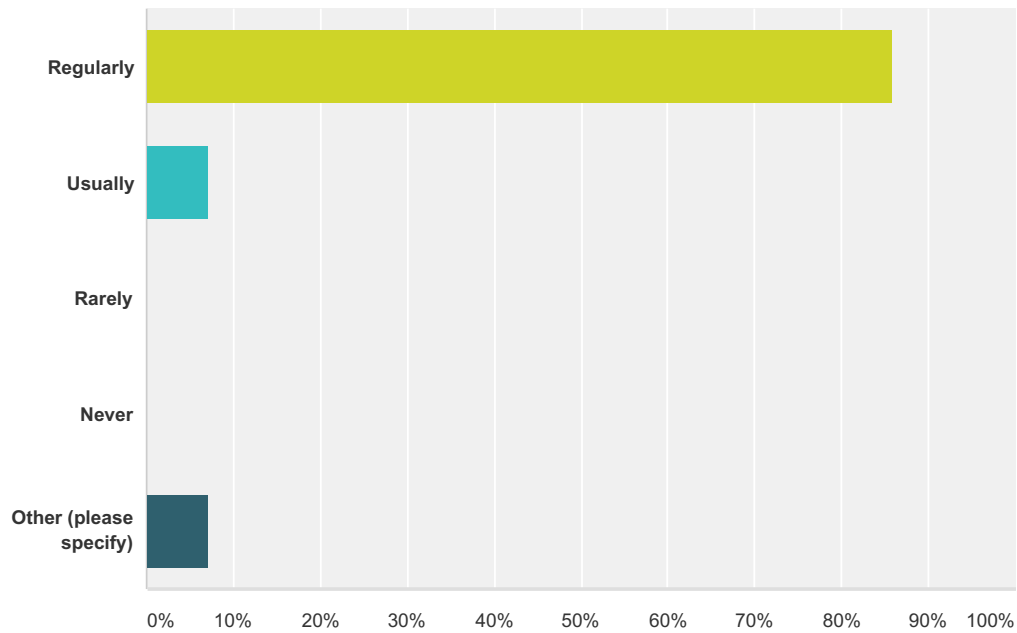


Answer Choices	Responses
Aware	100.00% 14
Not aware	0.00% 0
Unsure	0.00% 0
Other (please specify)	0.00% 0
Total	14

#	Other (please specify)	Date
	There are no responses.	

Q18 How often do you read / use the Australian Bananas Magazine?

Answered: 14 Skipped: 2

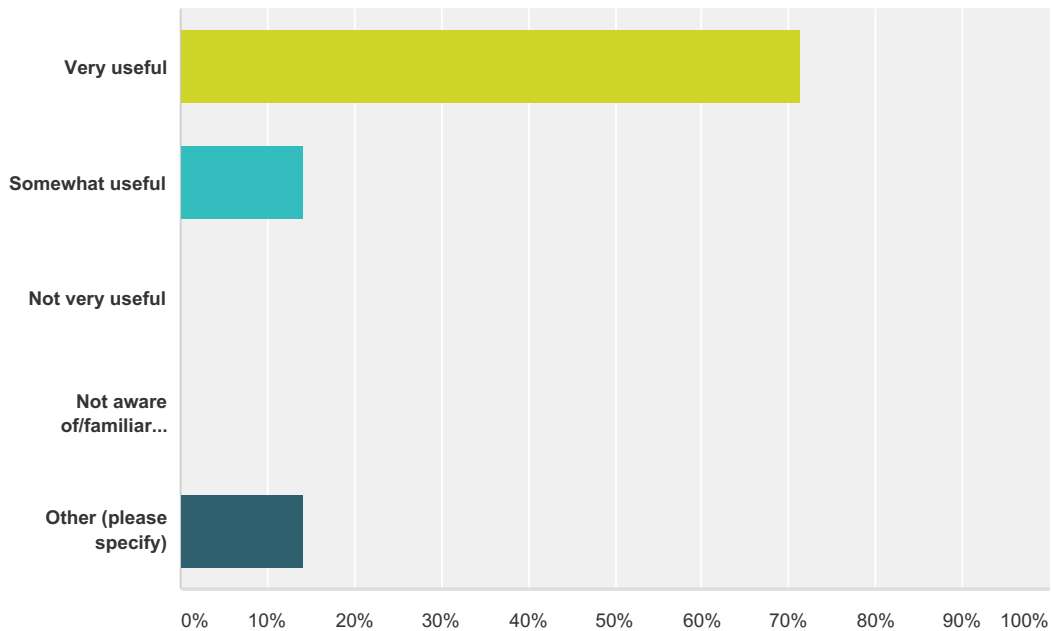


Answer Choices	Responses	
Regularly	85.71%	12
Usually	7.14%	1
Rarely	0.00%	0
Never	0.00%	0
Other (please specify)	7.14%	1
Total		14

#	Other (please specify)	Date
1	I always read it, why don't you have the always option	10/16/2015 1:03 PM

Q19 How would you rate the usefulness of the Australian Bananas Magazine?

Answered: 14 Skipped: 2

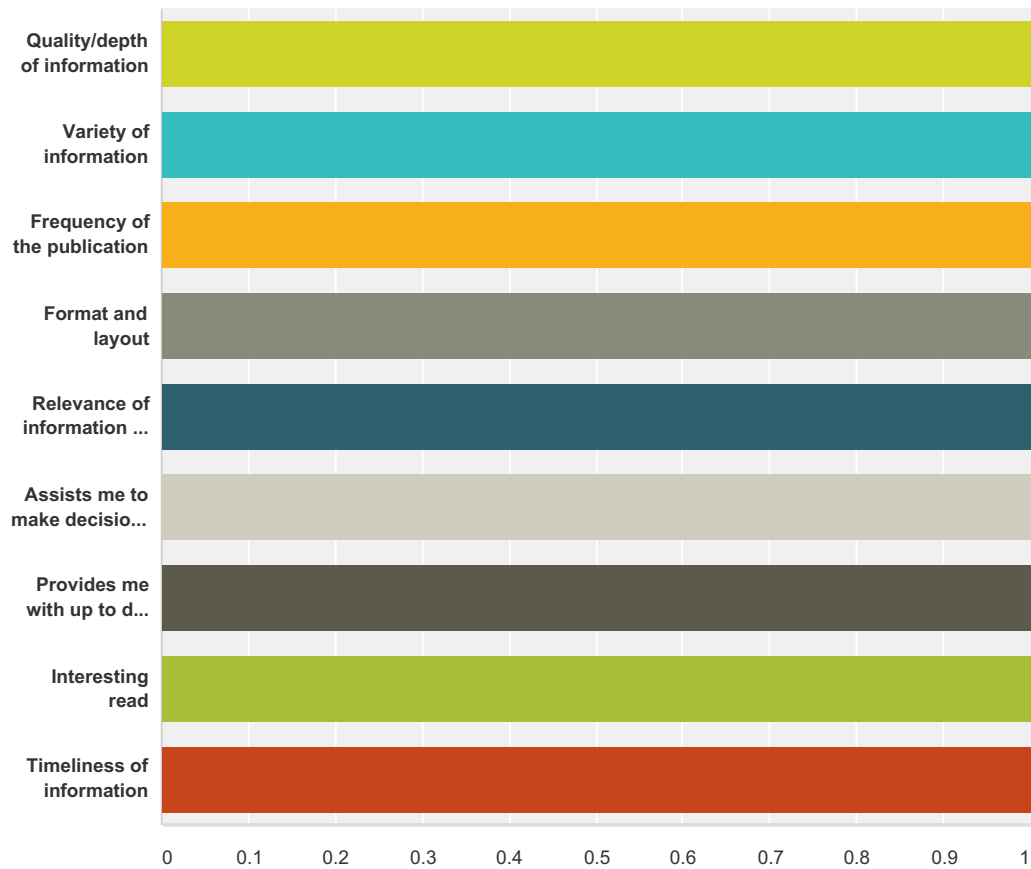


Answer Choices	Responses	
Very useful	71.43%	10
Somewhat useful	14.29%	2
Not very useful	0.00%	0
Not aware of/familiar with this communication tool	0.00%	0
Other (please specify)	14.29%	2
Total		14

#	Other (please specify)	Date
1	depending on the topic it is very and somewhat useful. I keep copies of all relevant articles. I like to read the magazine and always find something is the relevant to me	10/16/2015 3:19 PM
2	very useful. the magazine is the top, but by that I am not saying others are not good or useful. It is not possible to compare the communication sources against each other. each serves its own purpose.	10/16/2015 1:59 PM

Q20 What do you like/dislike about the Australian Bananas Magazine?

Answered: 14 Skipped: 2



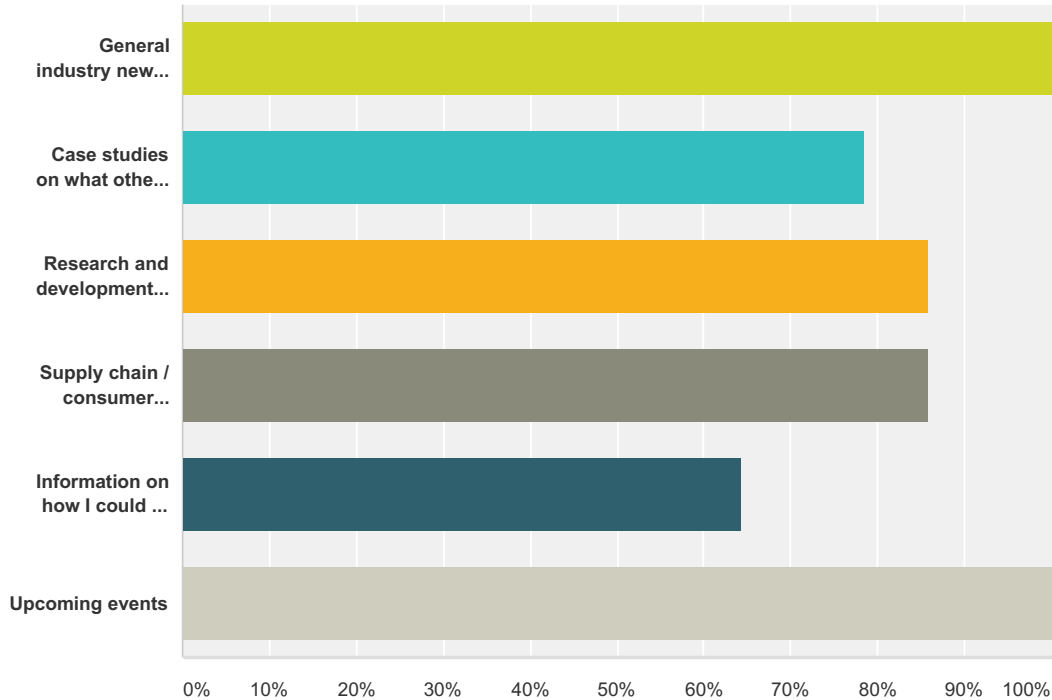
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	100.00% 14	0.00% 0	0.00% 0	14	1.00
Variety of information	92.86% 13	7.14% 1	0.00% 0	14	1.00
Frequency of the publication	85.71% 12	0.00% 0	14.29% 2	14	1.00
Format and layout	85.71% 12	7.14% 1	7.14% 1	14	1.00
Relevance of information for me	78.57% 11	7.14% 1	14.29% 2	14	1.00
Assists me to make decisions about production and plan my activities	78.57% 11	14.29% 2	7.14% 1	14	1.00
Provides me with up to date information about the banana industry	92.86% 13	7.14% 1	0.00% 0	14	1.00
Interesting read	100.00% 14	0.00% 0	0.00% 0	14	1.00
Timeliness of information	84.62% 11	7.69% 1	7.69% 1	13	1.00

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#	Other (please specify)	Date
1	I like the magazine. all publications are useful and have their place. different demographics use different media.	10/21/2015 4:43 PM
2	Publication has been the primary source of information back to growers for sometime now. In recent times it has essentially become a propaganda tool of the ABGC. The ABGC has too much influence over editorial content which is often not in line with what growers feel. When this has been questioned in the past ABGC have placed importance of image ie perceptions amongst stakeholders like Govt and community. The reality is that the ABGC as a PIB contribute very little to overall communication funds yet disproportionately effect direction, content and delivery of comms.	10/12/2015 10:04 PM

Q21 What information do you specifically look for in the Australian Bananas Magazine?

Answered: 14 Skipped: 2



Answer Choices	Responses
General industry news, issues	100.00% 14
Case studies on what other growers are doing	78.57% 11
Research and development news to inform farming practices and productivity	85.71% 12
Supply chain / consumer related matters	85.71% 12
Information on how I could get involved in the extension activities	64.29% 9
Upcoming events	100.00% 14
Total Respondents: 14	

#	Other (please specify)	Date
1	QLD farms are factory farms - straight roads, program for production we have bananas walking up the hill We have different pest and disease - how r the growers meeting these challenges was great info the news letter provided. They got rid of the subtropical news which was very relevant, and would like to see it coming through	10/16/2015 3:19 PM
2	very professionally set, great attribute to the industry and we need it	10/16/2015 1:59 PM
3	All publications have a role they play. Each grower uses it as per their need.	10/16/2015 1:03 PM
4	I find the stories in the magazine very interesting. My father and brother receive their own copies of the magazine. I keep every issues until the new one arrives. I see who is the go to person one certain articles and then contact those people directly. I like the case studies on what other growers are doing.I can remember a case study that was in the magazine, I called them and compared notes and implemented that on my farm.	10/16/2015 12:19 PM

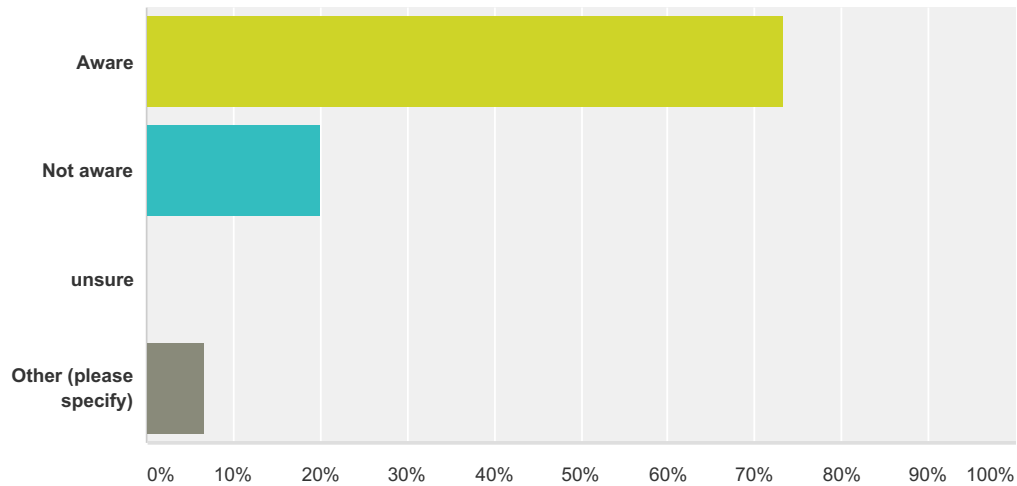
Q22 If the Australian Bananas Magazine was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 8 Skipped: 8

#	Responses	Date
1	I know exactly where you are going with this question. respondent angry with this question. Have misinterpreted it, thinking that these publications will be charged one day. Have explained to him that is not the case. Thinks we should not have asked this question.	10/16/2015 1:03 PM
2	I value it, but am not willing to pay for it.	10/16/2015 12:19 PM
3	\$9.90	10/12/2015 10:04 PM
4	\$5	10/12/2015 7:54 PM
5	no	10/12/2015 7:21 PM
6	\$5.00	10/12/2015 4:57 PM
7	\$20/magazine	10/12/2015 3:53 PM
8	\$10	10/12/2015 11:22 AM

Q23 Please indicate if you are aware of, or if you have been on the Facebook page in the last 6 - 12 months

Answered: 15 Skipped: 1

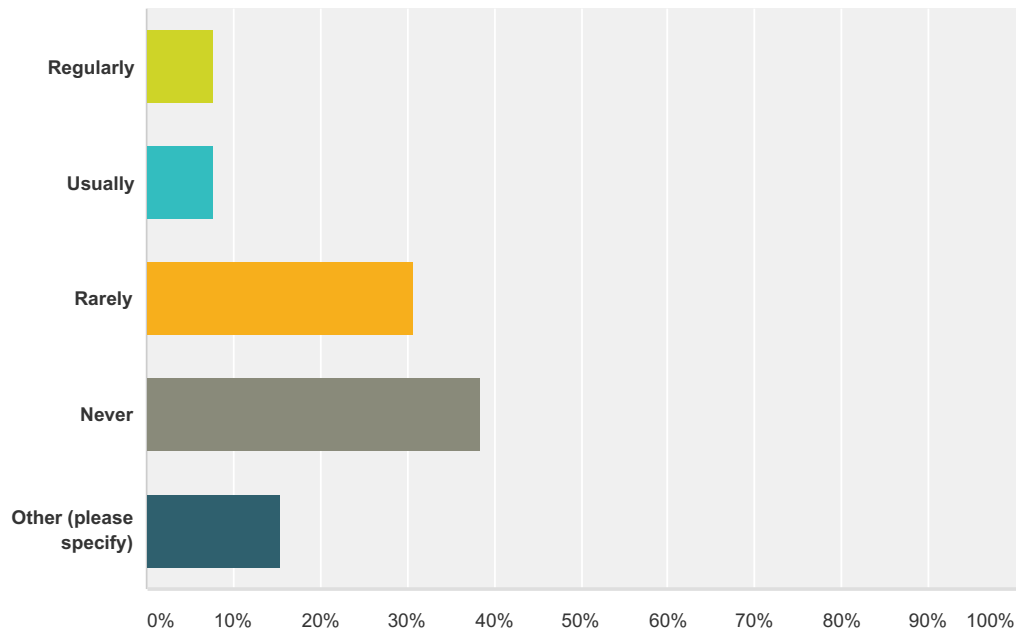


Answer Choices	Responses
Aware	73.33% 11
Not aware	20.00% 3
unsure	0.00% 0
Other (please specify)	6.67% 1
Total	15

#	Other (please specify)	Date
1	not on FB	10/21/2015 4:44 PM

Q24 How often do you look at the Facebook page?

Answered: 13 Skipped: 3

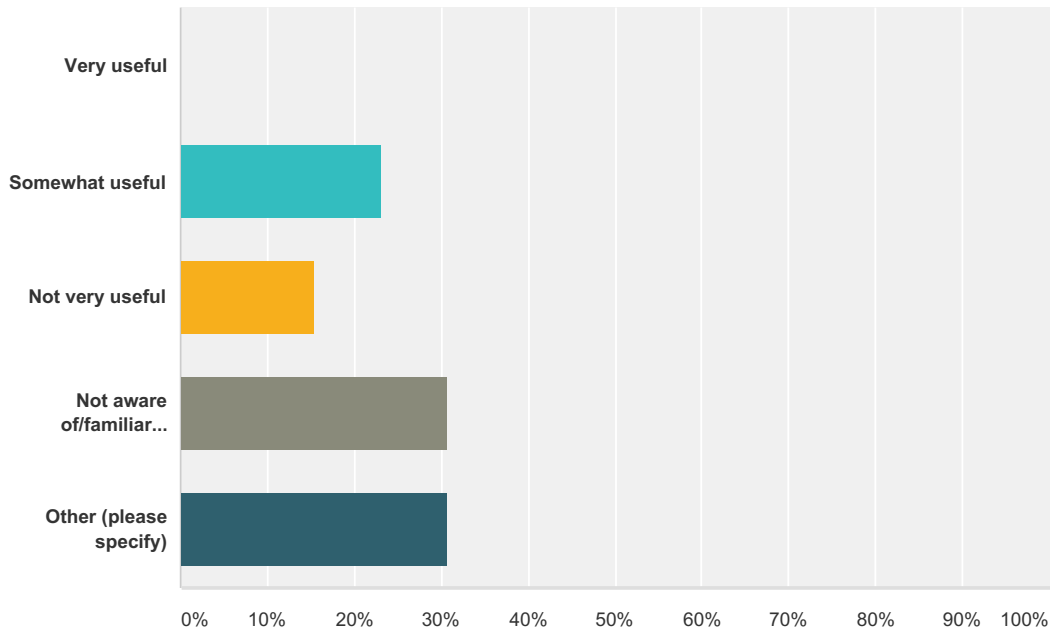


Answer Choices	Responses
Regularly	7.69% 1
Usually	7.69% 1
Rarely	30.77% 4
Never	38.46% 5
Other (please specify)	15.38% 2
Total	13

#	Other (please specify)	Date
1	not on FB	10/16/2015 1:59 PM
2	I wasn't aware it was there	10/12/2015 4:59 PM

Q25 How would you rate the usefulness of the Australian Banana Growers Facebook page?

Answered: 13 Skipped: 3

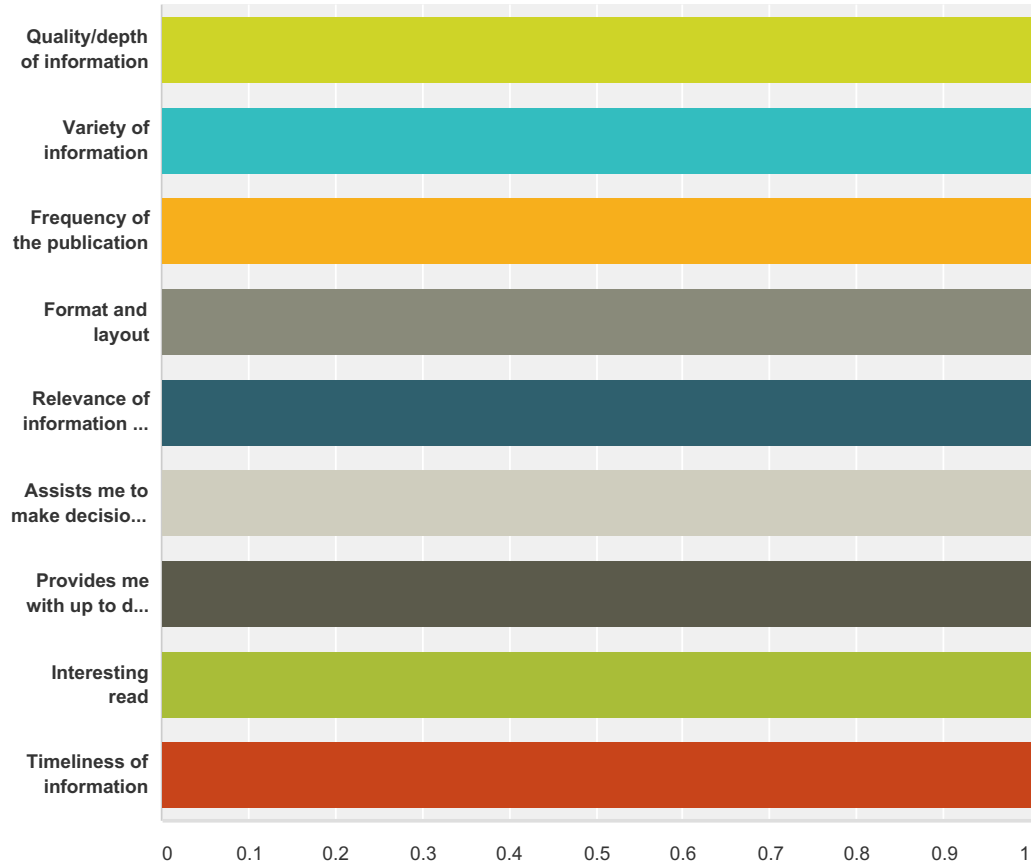


Answer Choices	Responses
Very useful	0.00% 0
Somewhat useful	23.08% 3
Not very useful	15.38% 2
Not aware of/familiar with this communication tool	30.77% 4
Other (please specify)	30.77% 4
Total	13

#	Other (please specify)	Date
1	imp for new generation grower. professionally set up. only what needs to be there is there	10/16/2015 1:59 PM
2	marketing for industry is great.	10/16/2015 1:03 PM
3	N/A	10/12/2015 4:59 PM
4	Get info by previously mentioned methods	10/12/2015 3:54 PM

Q26 What do you like/dislike about the Australian Banana Growers Facebook page?

Answered: 13 Skipped: 3



	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	18.18% 2	9.09% 1	72.73% 8	11	1.00
Variety of information	41.67% 5	8.33% 1	50.00% 6	12	1.00
Frequency of the publication	38.46% 5	15.38% 2	46.15% 6	13	1.00
Format and layout	36.36% 4	9.09% 1	54.55% 6	11	1.00
Relevance of information for me	33.33% 4	16.67% 2	50.00% 6	12	1.00
Assists me to make decisions about production and plan my activities	18.18% 2	9.09% 1	72.73% 8	11	1.00
Provides me with up to date information about the banana industry	33.33% 4	8.33% 1	58.33% 7	12	1.00
Interesting read	27.27% 3	9.09% 1	63.64% 7	11	1.00

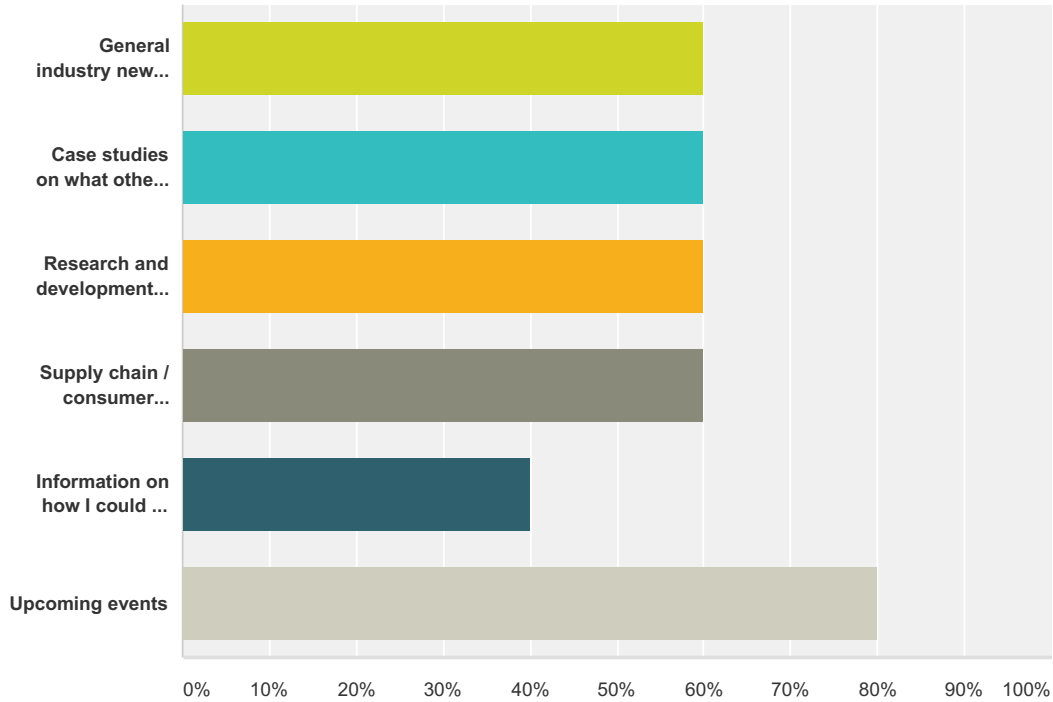
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Timeliness of information		33.33% 4	8.33% 1	58.33% 7	12	1.00
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#	Other (please specify)	Date
1	Wasn't aware of it, aware of Aus bananas profile but not this one.	10/12/2015 10:05 PM
2	As above	10/12/2015 3:54 PM

Q27 What information do you specifically look for on the Australian Banana Growers Facebook page?

Answered: 5 Skipped: 11

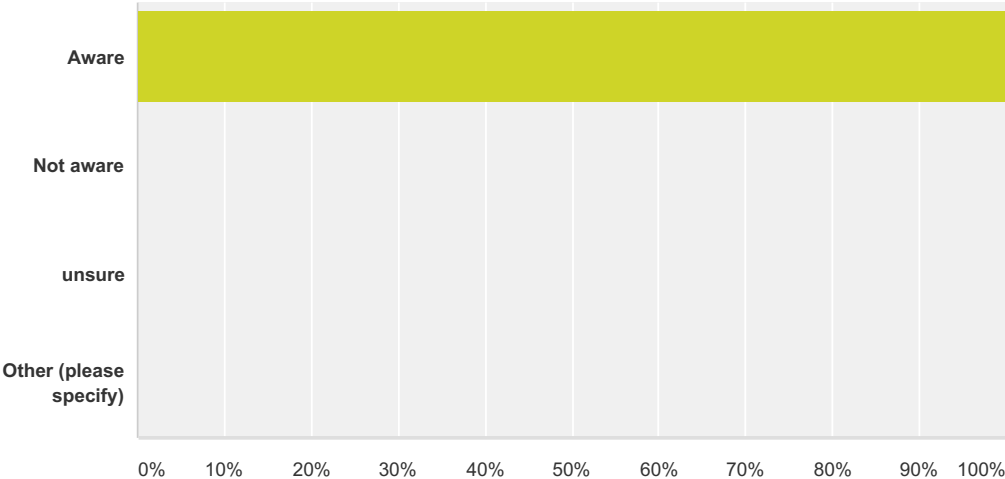


Answer Choices	Responses
General industry news, issues	60.00% 3
Case studies on what other growers are doing	60.00% 3
Research and development news to inform farming practices and productivity	60.00% 3
Supply chain / consumer related matters	60.00% 3
Information on how I could get involved in the extension activities	40.00% 2
Upcoming events	80.00% 4
Total Respondents: 5	

#	Other (please specify)	Date
1	I am not a big user of facebook, I don't rely on it for any information	10/16/2015 12:20 PM
2	N/A	10/12/2015 4:59 PM
3	As above	10/12/2015 3:54 PM

Q28 Please indicate if you are aware of, or if you have been on the ABGC website in the last 6 - 12 months

Answered: 14 Skipped: 2

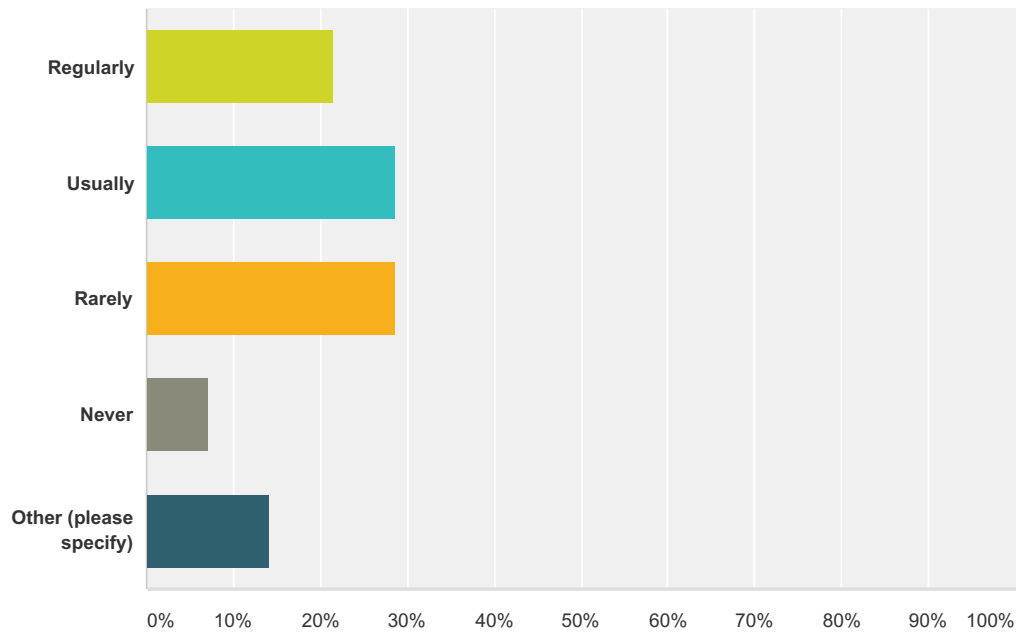


Answer Choices	Responses
Aware	100.00% 14
Not aware	0.00% 0
unsure	0.00% 0
Other (please specify)	0.00% 0
Total	14

#	Other (please specify)	Date
	There are no responses.	

Q29 How often do you look at the ABGC website?

Answered: 14 Skipped: 2

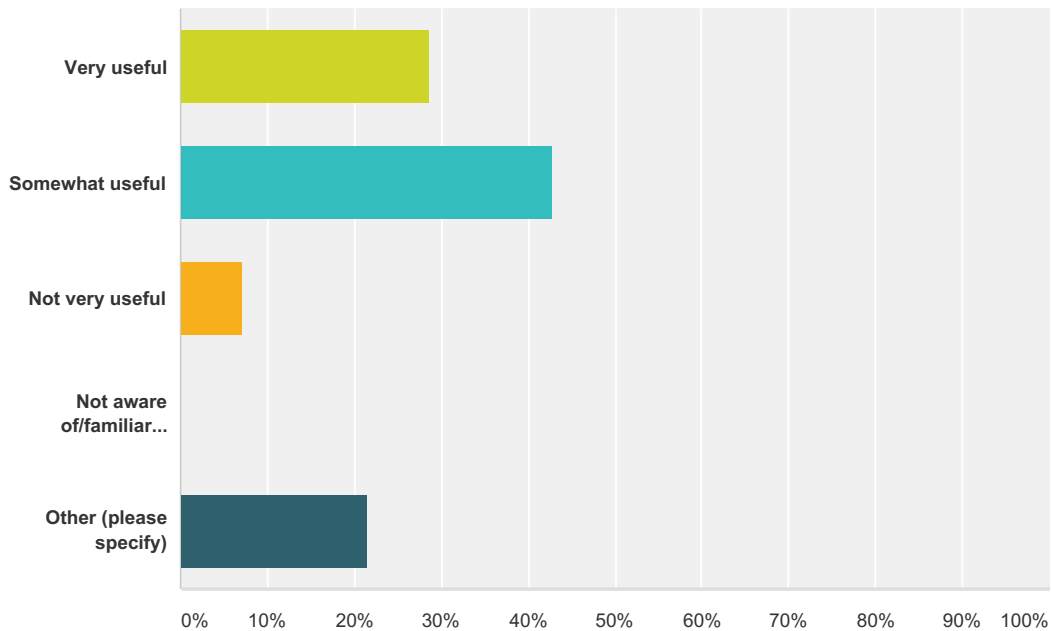


Answer Choices	Responses
Regularly	21.43% 3
Usually	28.57% 4
Rarely	28.57% 4
Never	7.14% 1
Other (please specify)	14.29% 2
Total	14

#	Other (please specify)	Date
1	critical tool for the industry. it is a go to source. impartial information. very helpful	10/16/2015 1:03 PM
2	When I need some specific information. I don't use it regularly, but I like to know that it is there when I need it	10/16/2015 12:24 PM

Q30 How would you rate the usefulness of the ABGC website?

Answered: 14 Skipped: 2

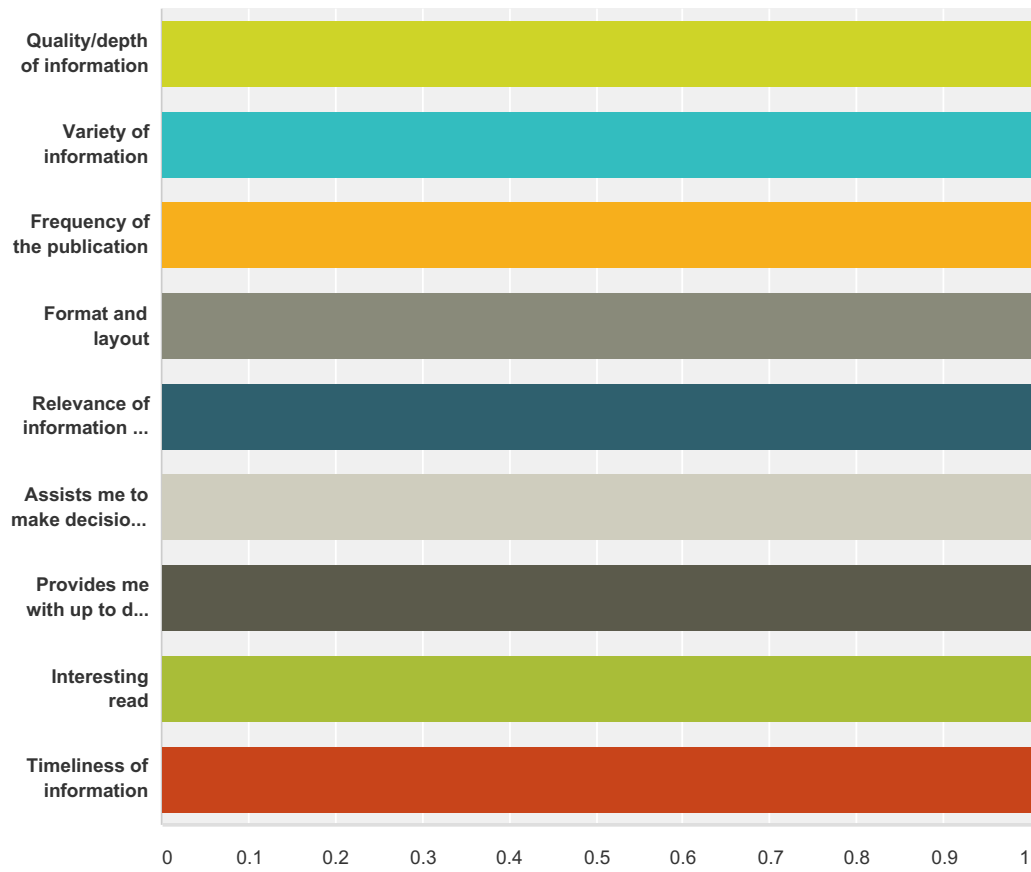


Answer Choices	Responses
Very useful	28.57% 4
Somewhat useful	42.86% 6
Not very useful	7.14% 1
Not aware of/familiar with this communication tool	0.00% 0
Other (please specify)	21.43% 3
Total	14

#	Other (please specify)	Date
1	somewhat and very useful - good to know it is there. but I don't like to trawl through it. I keep copies of the printed material.	10/16/2015 3:20 PM
2	very useful. it is very professionally done. the lay out and format is simple and there is enough detail there for us to use it as a reliable source of information. I know that when I jump on the site I will find what I am looking for.	10/16/2015 2:00 PM
3	It is the most useful, reliable, impartial go to source of information for the industry. it provides timely information.	10/16/2015 1:03 PM

Q31 What do you like/dislike about the ABGC website?

Answered: 13 Skipped: 3



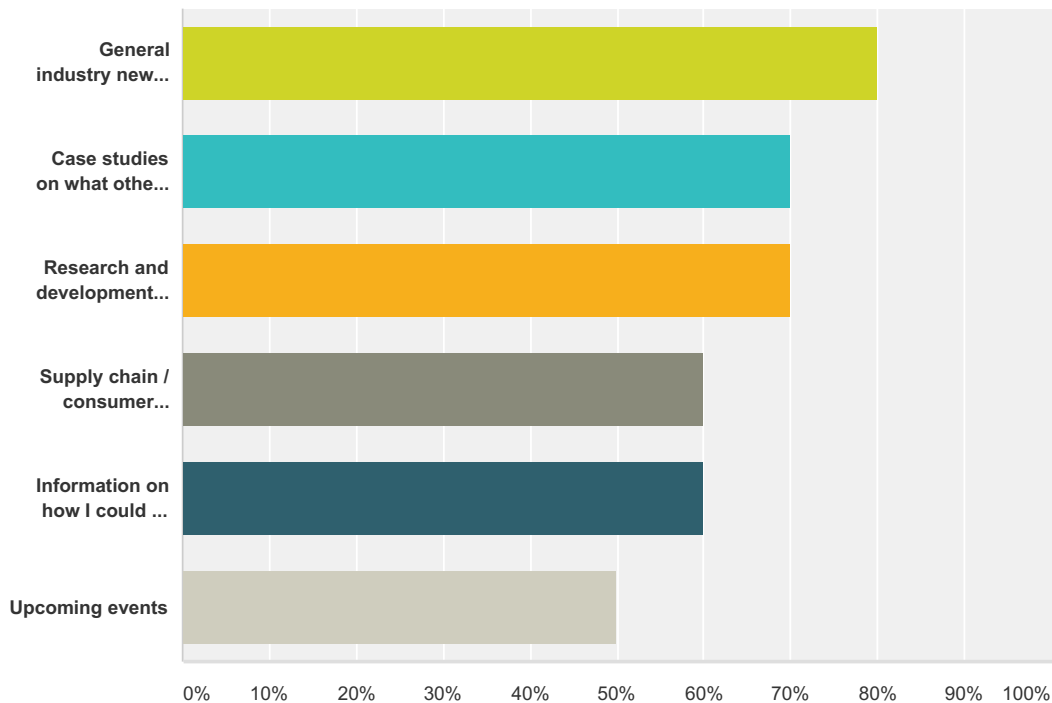
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	66.67% 8	8.33% 1	25.00% 3	12	1.00
Variety of information	58.33% 7	8.33% 1	33.33% 4	12	1.00
Frequency of the publication	58.33% 7	8.33% 1	33.33% 4	12	1.00
Format and layout	61.54% 8	0.00% 0	38.46% 5	13	1.00
Relevance of information for me	66.67% 8	8.33% 1	25.00% 3	12	1.00
Assists me to make decisions about production and plan my activities	75.00% 9	8.33% 1	16.67% 2	12	1.00
Provides me with up to date information about the banana industry	69.23% 9	7.69% 1	23.08% 3	13	1.00
Interesting read	66.67% 8	0.00% 0	33.33% 4	12	1.00
Timeliness of information	63.64% 7	9.09% 1	27.27% 3	11	1.00

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#	Other (please specify)	Date
1	Again too much pro PR for ABGC. They once had comments section for media releases yet wouldn't publish critical opinions.	10/12/2015 10:07 PM
2	I get an E-Bulletin and read it well before I would look on the web page for info	10/12/2015 3:57 PM

Q32 What information do you specifically look for on the ABGC website?

Answered: 10 Skipped: 6

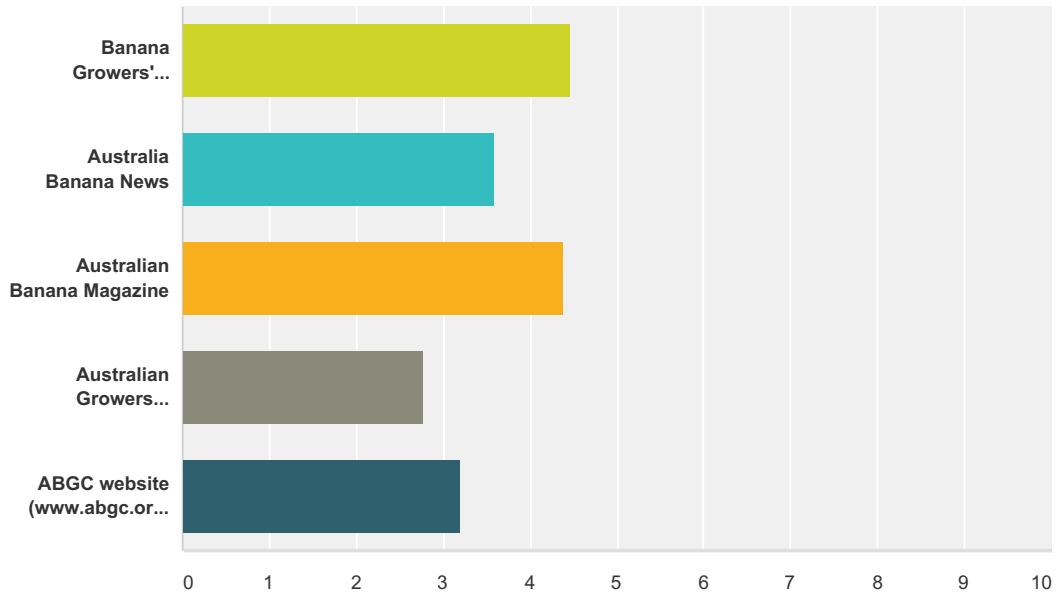


Answer Choices	Responses
General industry news, issues	80.00% 8
Case studies on what other growers are doing	70.00% 7
Research and development news to inform farming practices and productivity	70.00% 7
Supply chain / consumer related matters	60.00% 6
Information on how I could get involved in the extension activities	60.00% 6
Upcoming events	50.00% 5
Total Respondents: 10	

#	Other (please specify)	Date
1	have not looked at it for a few weeks. it is put together well, covers a large number of topics. I like the info on what is going on else where and not just in this region. I pretty much know what is going on in the area I live and work in, I want to know what is going on else where.	10/16/2015 3:20 PM
2	All of it. I don't always know what is going on out there and what I want to know, the publications cover a variety of topics that are of interest to me. I find out new information as well as get to confirm what I know and that what I am doing is right.	10/16/2015 2:00 PM
3	All information I need is there.	10/16/2015 1:03 PM
4	N/A	10/12/2015 5:00 PM

Q33 Please rank the following communication tools according to popularity in your household. 1 being least popular, 5 being most popular

Answered: 16 Skipped: 0



	1	2	3	4	5	Total	Weighted Average
Banana Growers' e-Bulletin	0.00% 0	6.67% 1	0.00% 0	33.33% 5	60.00% 9	15	4.47
Australia Banana News	13.33% 2	6.67% 1	20.00% 3	26.67% 4	33.33% 5	15	3.60
Australian Banana Magazine	6.25% 1	0.00% 0	6.25% 1	25.00% 4	62.50% 10	16	4.38
Australian Growers Facebook page	30.77% 4	23.08% 3	15.38% 2	0.00% 0	30.77% 4	13	2.77
ABGC website (www.abgc.org.au)	6.25% 1	25.00% 4	31.25% 5	18.75% 3	18.75% 3	16	3.19

Q34 On average, how many people tend to look at the various publications in your household?

Answered: 15 Skipped: 1

#	Responses	Date
1	Wife	10/21/2015 4:45 PM
2	2	10/16/2015 3:20 PM
3	all	10/16/2015 2:00 PM
4	all - extended friends and family use these	10/16/2015 1:03 PM
5	Its only me in my house so 1.	10/16/2015 12:24 PM
6	3	10/12/2015 10:09 PM
7	1	10/12/2015 7:58 PM
8	1	10/12/2015 7:23 PM
9	5	10/12/2015 7:15 PM
10	1	10/12/2015 5:01 PM
11	1	10/12/2015 3:59 PM
12	6	10/12/2015 1:38 PM
13	1	10/12/2015 12:25 PM
14	1	10/12/2015 11:27 AM
15	3	10/12/2015 11:07 AM

Q35 Do different family members prefer to look at certain materials over others? For example, does your wife prefer the magazine and you might prefer the e-bulletins?

Answered: 8 Skipped: 8

#	Responses	Date
1	We use the printed stuff	10/16/2015 3:20 PM
2	we look at all in our own time	10/16/2015 2:00 PM
3	You will have to ask that question to my family.	10/16/2015 1:03 PM
4	My brother and father get their own copies of the magazine and e-bulletin. Father does not look at the website and social media much.	10/16/2015 12:24 PM
5	No	10/12/2015 7:58 PM
6	no	10/12/2015 7:15 PM
7	No. I am the only one in my house	10/12/2015 5:01 PM
8	no	10/12/2015 11:07 AM

Q36 How long do the various printed materials such as the Magazine or the Newsletters usually stay in your house before they are disposed?

Answered: 12 Skipped: 4

#	Responses	Date
1	I keep pieces of information I need, I got copies from 1970s-80...	10/16/2015 3:20 PM
2	As long as I need it	10/16/2015 2:00 PM
3	As long as I need them	10/16/2015 1:03 PM
4	Until the next issue comes in	10/16/2015 12:24 PM
5	2 months	10/12/2015 10:09 PM
6	Many years	10/12/2015 7:58 PM
7	1 year	10/12/2015 7:15 PM
8	1 month	10/12/2015 5:01 PM
9	Still got the first newsletter and Magazine but rarely refer to them as the industry especially R & D has changed so much since the introduction of the Comms project	10/12/2015 3:59 PM
10	6 months	10/12/2015 1:38 PM
11	4 months	10/12/2015 12:25 PM
12	A month	10/12/2015 11:27 AM

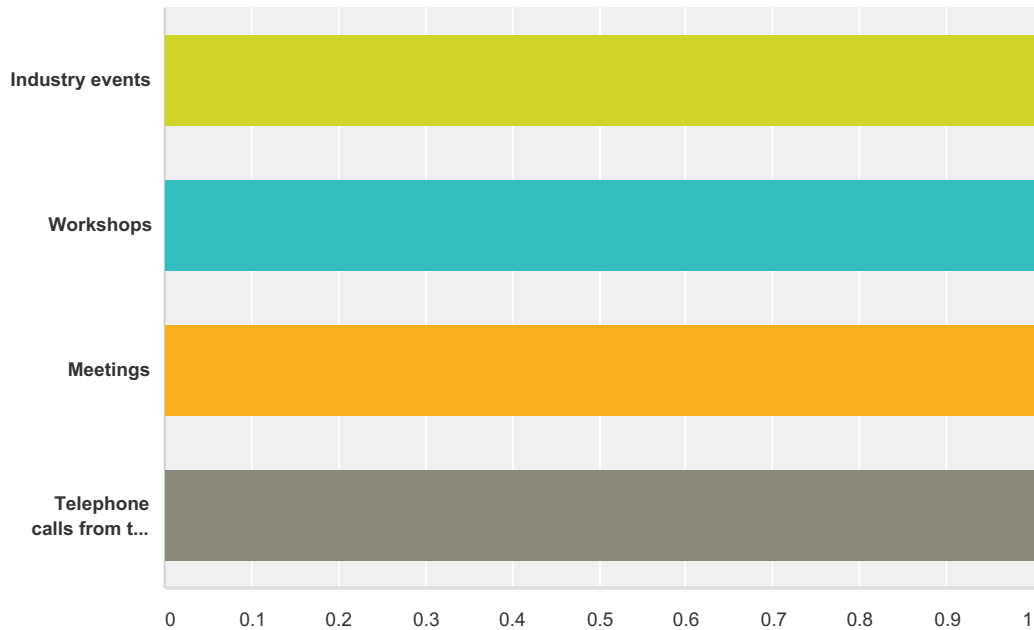
Q37 In order to receive the more pressing/urgent information (e.g. regarding biosecurity issues), what communication tools or materials are most useful to you in order to receive this information in a timely manner? e.g. SMS, phone, email

Answered: 13 Skipped: 3

#	Responses	Date
1	email, SMS	10/21/2015 4:45 PM
2	SMS and phones are good too.	10/16/2015 3:20 PM
3	They are all required. ABCG know how to send critical information so we get it immediately and pay attention to it.	10/16/2015 2:00 PM
4	ABGC know how to communicate with their people, they have been doing this job very impartially and efficiently and effectively.	10/16/2015 1:03 PM
5	The communications are good and they have a good reach. Addresses all our issues and needs. Add a twitter page. I like to know what is going on in other regions in the country, where I cant get to. Comms program works, don't see flaws in it.	10/16/2015 12:24 PM
6	Email	10/12/2015 10:09 PM
7	SMS & Email	10/12/2015 7:58 PM
8	sms, facebook and website	10/12/2015 7:15 PM
9	Email	10/12/2015 5:01 PM
10	email is fine	10/12/2015 3:59 PM
11	SMS, phone, email, Newsletter	10/12/2015 1:38 PM
12	Email	10/12/2015 11:27 AM
13	SMS	10/12/2015 11:07 AM

Q38 Please indicate which of the following events or meetings you may have attended in the last 6-12 months.

Answered: 15 Skipped: 1

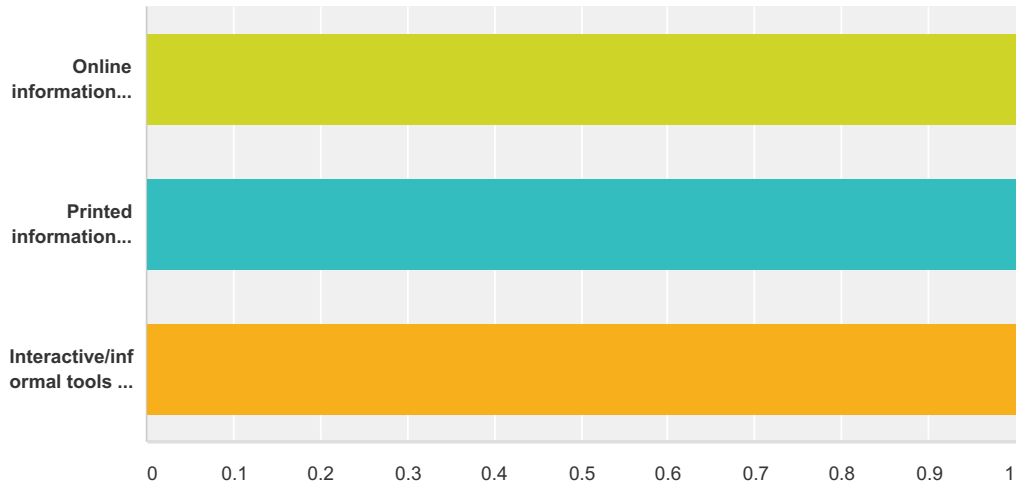


	Aware/attended	Not aware of them	Unsure	Total	Weighted Average
Industry events	100.00% 15	0.00% 0	0.00% 0	15	1.00
Workshops	80.00% 12	13.33% 2	6.67% 1	15	1.00
Meetings	92.86% 13	0.00% 0	7.14% 1	14	1.00
Telephone calls from the Australian Banana Industry Council	64.29% 9	21.43% 3	14.29% 2	14	1.00

#	Other (please specify)	Date
	There are no responses.	

Q39 When thinking about the mix of communication tools available to keep you updated on industry issues, would you like to see more of or less of the following:

Answered: 9 Skipped: 7

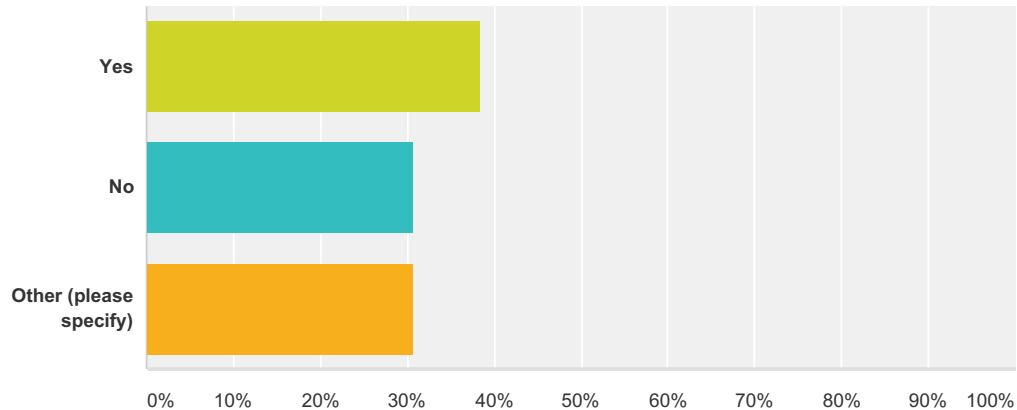


	More of	Less of	Total	Weighted Average
Online information sources (website, e-bulletins)	100.00% 9	0.00% 0	9	1.00
Printed information sources (Newsletter, magazine)	100.00% 8	0.00% 0	8	1.00
Interactive/informal tools - Facebook, YouTube videos etc	50.00% 4	50.00% 4	8	1.00

#	Could you suggest others?	Date
1	happy where it is. keep doing what they are doing	10/21/2015 4:46 PM
2	don't care much abt the social stuff, but need more of the research. need more of the print information. There are growers who don't have access to NBN so we rely on the printed material.	10/16/2015 3:20 PM
3	there is enough of what we have. don't change it. it is good as it is right now. don't need too much. now when we get news from them we pay attention to it. what is imp comes to su	10/16/2015 2:00 PM
4	all play their part, all are important and we all use them as they suit our needs	10/16/2015 1:03 PM
5	Twitter will be good for alerts	10/16/2015 12:25 PM
6	More E Bulletins, same delivery of magazine, less Newsletter or even no Newsletter	10/12/2015 4:00 PM
7	I do not want to see more or less, rather, higher significance placed on that which is important/urgent.	10/12/2015 11:30 AM
8	Phone tree	10/12/2015 11:08 AM

Q40 Would you like to see more tools that would allow growers to communicate and share information with each other in a more informal way e.g. on the dedicated Facebook group page?

Answered: 13 Skipped: 3

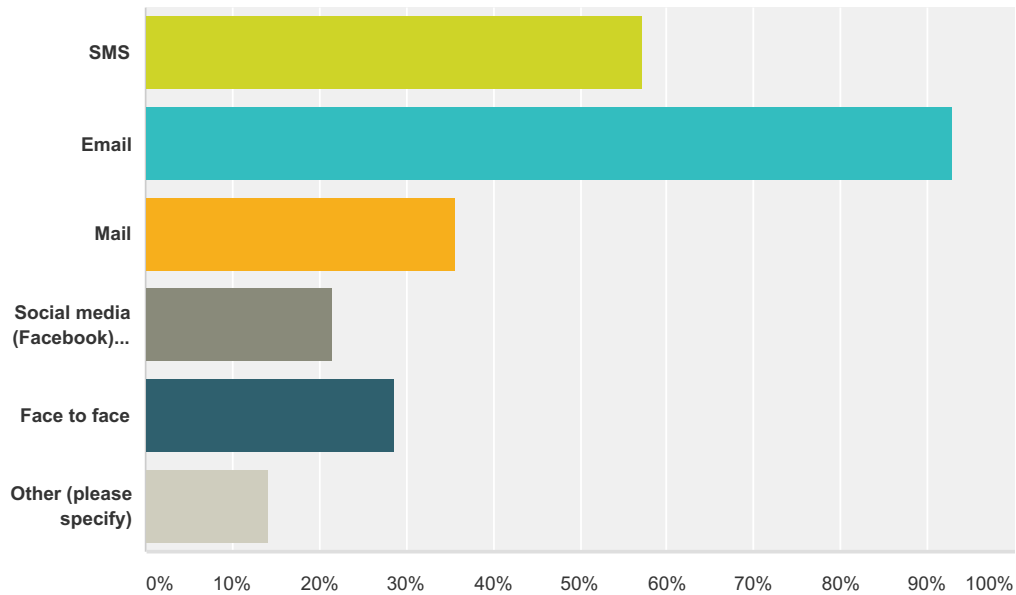


Answer Choices	Responses
Yes	38.46% 5
No	30.77% 4
Other (please specify)	30.77% 4
Total	13

#	Other (please specify)	Date
1	we are covered with what we have	10/16/2015 2:00 PM
2	They have it all covered	10/16/2015 1:03 PM
3	Facebook has potential but probably not with me.	10/12/2015 8:01 PM
4	See Q 42	10/12/2015 4:00 PM

Q41 In general, how would you prefer to be contacted by either ABGC or Hort Innovation?

Answered: 14 Skipped: 2



Answer Choices	Responses
SMS	57.14% 8
Email	92.86% 13
Mail	35.71% 5
Social media (Facebook) updates	21.43% 3
Face to face	28.57% 4
Other (please specify)	14.29% 2
Total Respondents: 14	

#	Other (please specify)	Date
1	They have it all covered for all audiences. Each grower prefers to receive information differently and these various methods - electronic and print - cater to different audiences. Needs of young generation growers are different and ABGC communications are keeping up with the time. This makes our industry look good and professional.	10/16/2015 2:00 PM
2	Field visits	10/12/2015 11:08 AM

Q42 Finally, if there was just one aspect that you could change about the communications to banana growers to make it even more effective and useful, what would that be?

Answered: 11 Skipped: 5

#	Responses	Date
1	very useful - lots of projects and industry stories. some research info comes. Other sources of information are Growcon and google, local extension office, DIP, other growers, internet, other industries, fruit industry, beef industry, veggie. depth of info is ok. there is not more that they could do. They get the msg out quickly thru email. the stories they do on different growing techniques I like. I like stories more than the science stuff. Could not say anything negative about them I read all publications when they come out. I don't use any other publications Magazine is great I prefer that. I use the website. see what other people are doing. their info does not help regularly. environmental stuff growing tech science stuff info on panama is the kind of info I look for and use. its not on a day to day basis but it is the kind of information you need to know. nothing negative about them, they are doing what they can. There is probably other information out there, but they can use it. All publications are useful. don't need any more of them, but if u reduce the frequency then information might get delayed and will not be available when we need it.	10/21/2015 5:45 PM
2	ABGC are very professional - all they put out is excellent. really don't need to change the way they do it. I am really happy with their work. they cover everything that they should cover very well. there is not much more that they could do. they provide all info that in within their scope. it is Imperative they maintain that role so one else can do it as well as they do. There are no other sources of information that I go to and don't think other growers go to either. ABGC are unique in what they do and the information they provide. I don't rely on them to make my day to day decisions or I wont try and do everything I read or see in the magazine, but I like to see what is going on in the industry. If I need more information on any topic I don't wait for it to be sent out I directly call Rhyll and ask for it or ask where I could get more information from and she is very helpful. I don't use the website much and I am not facebook. But I use the email and SMS. ABGC has got it properly figured out on how to contact the industry and growers and they do a good job at it. Along with the research I look for industry supplier lists and adverts in the publications. The e-bulletin and emails are good for quick information that we need. Magazine has more stories and articles that provide information we can use in the long term.	10/21/2015 5:02 PM
3	if I could say how Aus Veg produces the Veggies Australia magazine, we could learn from them and how they r formatted and how they are meeting the consumer. ABGC publications - nice to know where the industry is going, I confirm my strategies from these publications, I could see from the magazine what was going to happen and I could adapt. Need more of international research info - Aus are a small fish, Europe, India, china are doing a lot of work in the banana space we would like to know how they are dealing with their issues and problems that face the industry. Even if it is a small problem that might affect only 1% of our industry or production it is still worth it. Other countries are doing hugh work, not only in the space of big issues like panama. It will be useful to know about their research and techniques to resolving those issues. For me I sell directly and the publications are still important to confirm my strategies are right and fit with what is out there. overall I think the communications program is good and effective.	10/16/2015 3:22 PM
4	Don't change anything. we have the right mix and detail. ABGC are professional and deliver useful and relevant information at the right time. Their publications give us ideas, increase our knowledge and info is transparent. We feel confident that we know and understand the latest in our industry with the way things are detailed in the publications. The level of detail is just right and keeps our attention. Look I would say that these publications wont alter my thinking in terms of production, I will do what I have to do, but it gives me ideas to support my goals and plans. I am confident that I can rely on the information we receive from these publications. In terms of the frequency of the publication, I personally think that they have got it right. There is a balance in how much and how often. If its too much then we will ignore it. Right now it is such that when I receive something from ABGC I pay attention to it. I know there is something important in there for me.	10/16/2015 2:00 PM
5	Don't try to fix something that is not broke. The ABGC communications work really well, don't touch it. Don't change it.	10/16/2015 1:04 PM
6	The communications are good and they have a good reach. Addresses all our issues and needs. Add a twitter page. I like to know what is going on in other regions in the country, where I cant get to. Comms program works, don't see flaws in it.	10/16/2015 12:25 PM
7	Online active discussion about the big issues effecting the industry. Less control from ABGC and more grower owned representing a national industry north just Nth Qld.	10/12/2015 10:11 PM

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8	Maybe the Industry web page could be "simplified" to involve more of the less tech confident members in our Industry.	10/12/2015 8:05 PM
9	More information for NSW growers. Too FNQ based	10/12/2015 5:04 PM
10	There has to be an avenue for growers/supply chain members who have a different view to that communicated by ABGC to get their views to the wider industry. Maybe this is where Facebook can help but E-Bulletins, Newsletters and the Magazine are not an avenue for any non-ABGC views. As a Director of ABGC I know that quite a bit of the Comms Manager's time has been taken up with Congress and Roadshows yet there is no mention of these topics in this questionnaire??	10/12/2015 4:03 PM
11	Nothing really	10/12/2015 11:08 AM

Q1 Respondent details

Answered: 9 Skipped: 1

Answer Choices	Responses
Name	100.00% 9
Company	0.00% 0
Address	0.00% 0
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	0.00% 0
Phone Number	0.00% 0

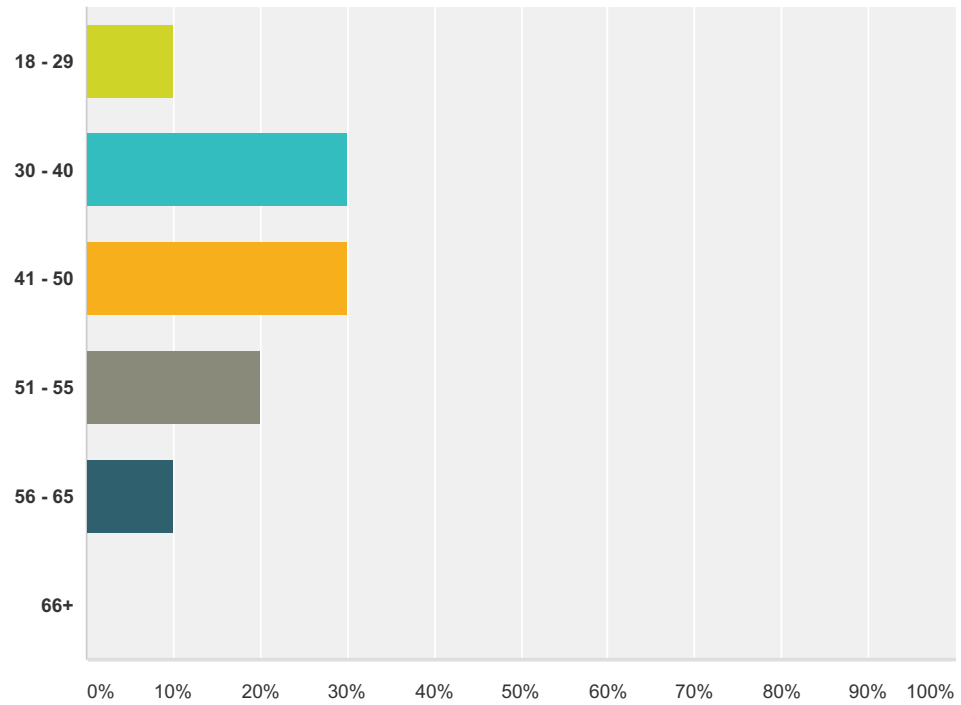
#	Name	Date
1	Peter Lahey	10/28/2015 9:31 PM
2	barry	10/28/2015 4:24 PM
3	Tegan Kukulies	10/21/2015 6:21 PM
4	Tony pattison	10/20/2015 9:29 AM
5	Chaise Pensini	10/16/2015 11:15 PM
6	Jeff Daniells	10/16/2015 3:11 PM
7	Naomi King	10/16/2015 1:51 PM
8	Stewart Lindsay	10/16/2015 1:35 PM
9	Naomi King	10/16/2015 12:46 PM
#	Company	Date
	There are no responses.	
#	Address	Date
	There are no responses.	
#	Address 2	Date
	There are no responses.	
#	City/Town	Date
	There are no responses.	
#	State/Province	Date
	There are no responses.	
#	ZIP/Postal Code	Date
	There are no responses.	
#	Country	Date
	There are no responses.	

Australian Banana Industry - Communications Review (Industry Stakeholders)

#	Email Address	Date
	There are no responses.	
#	Phone Number	Date
	There are no responses.	

Q2 Age group

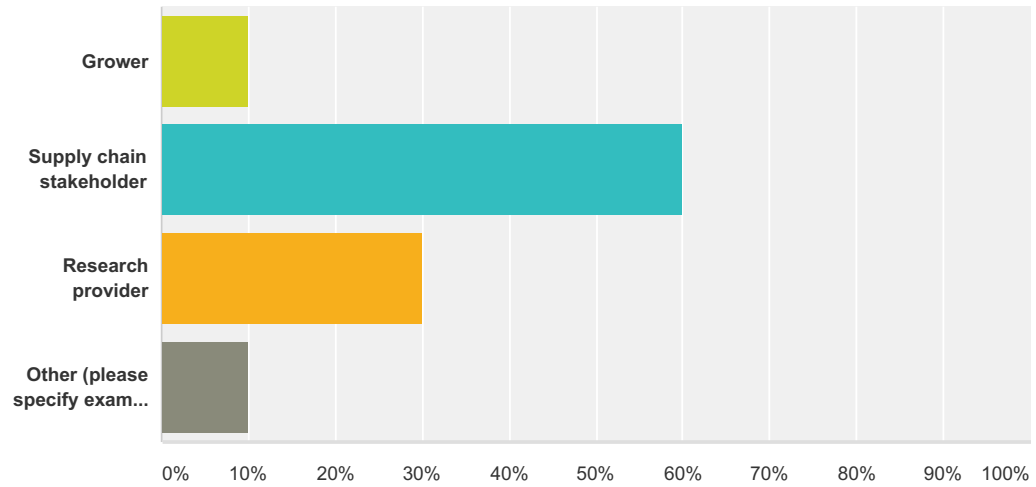
Answered: 10 Skipped: 0



Answer Choices	Responses
18 - 29	10.00% 1
30 - 40	30.00% 3
41 - 50	30.00% 3
51 - 55	20.00% 2
56 - 65	10.00% 1
66+	0.00% 0
Total	10

Q3 Stakeholder type

Answered: 10 Skipped: 0

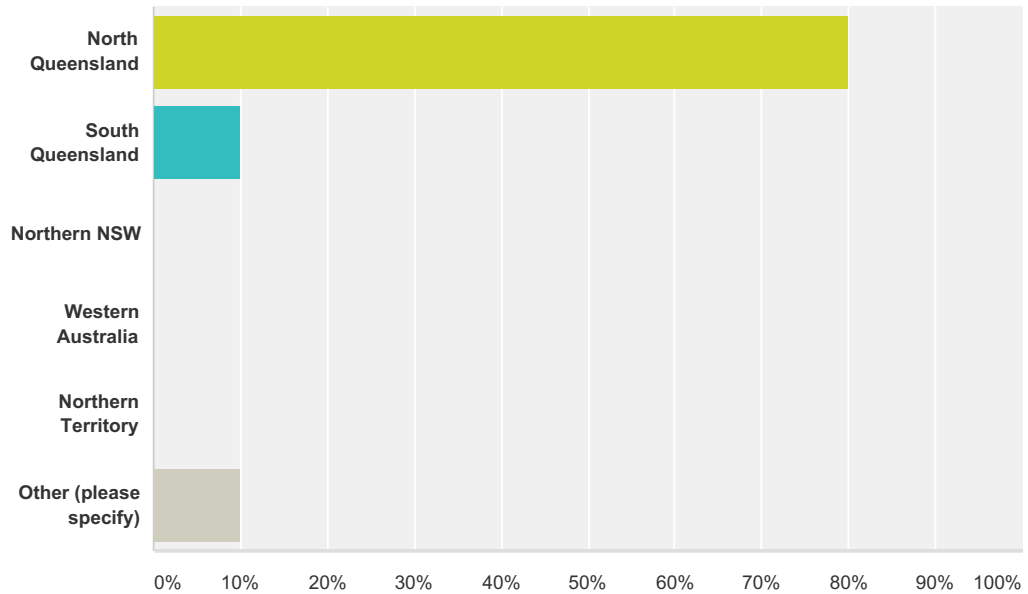


Answer Choices	Responses
Grower	10.00% 1
Supply chain stakeholder	60.00% 6
Research provider	30.00% 3
Other (please specify example Banana growing community member, etc)	10.00% 1
Total Respondents: 10	

#	Other (please specify example Banana growing community member, etc)	Date
1	Project Leader of a HIA project	10/21/2015 6:21 PM

Q4 Location

Answered: 10 Skipped: 0

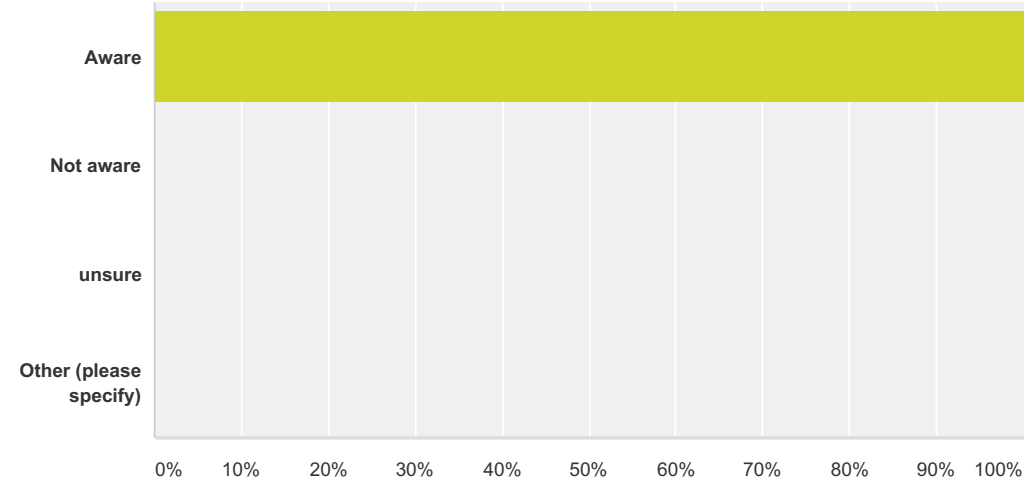


Answer Choices	Responses
North Queensland	80.00% 8
South Queensland	10.00% 1
Northern NSW	0.00% 0
Western Australia	0.00% 0
Northern Territory	0.00% 0
Other (please specify)	10.00% 1
Total Respondents: 10	

#	Other (please specify)	Date
1	Sydney	10/28/2015 5:16 PM

Q5 Please indicate if you are aware of, or have received/read a copy of the Banana Growers' e-Bulletin in the last 6 - 12 months

Answered: 9 Skipped: 1

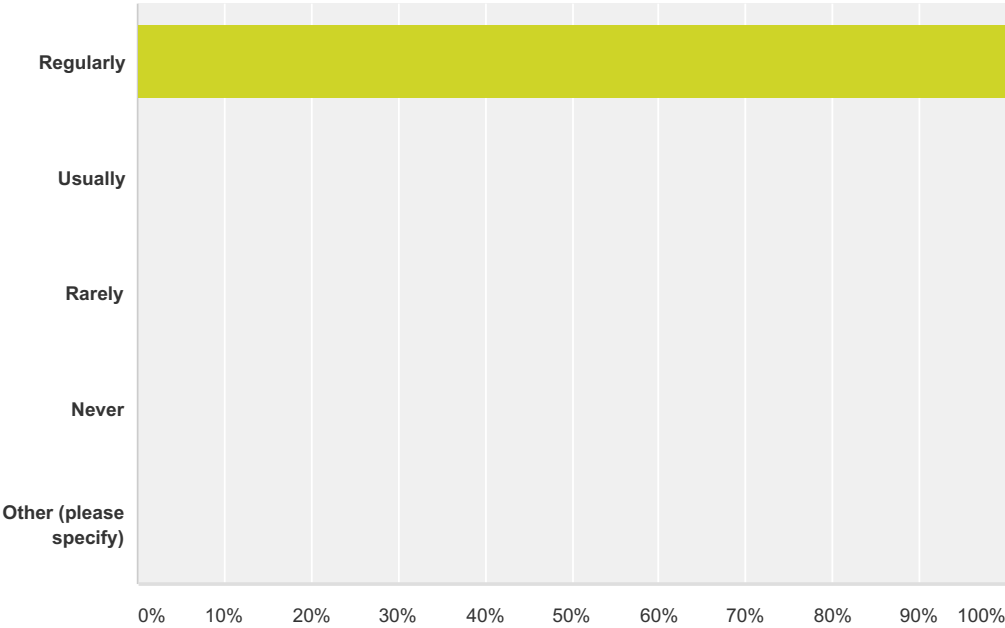


Answer Choices	Responses
Aware	100.00% 9
Not aware	0.00% 0
unsure	0.00% 0
Other (please specify)	0.00% 0
Total	9

#	Other (please specify)	Date
	There are no responses.	

Q6 How often do you read / use the Banana Growers' e-Bulletin?

Answered: 9 Skipped: 1

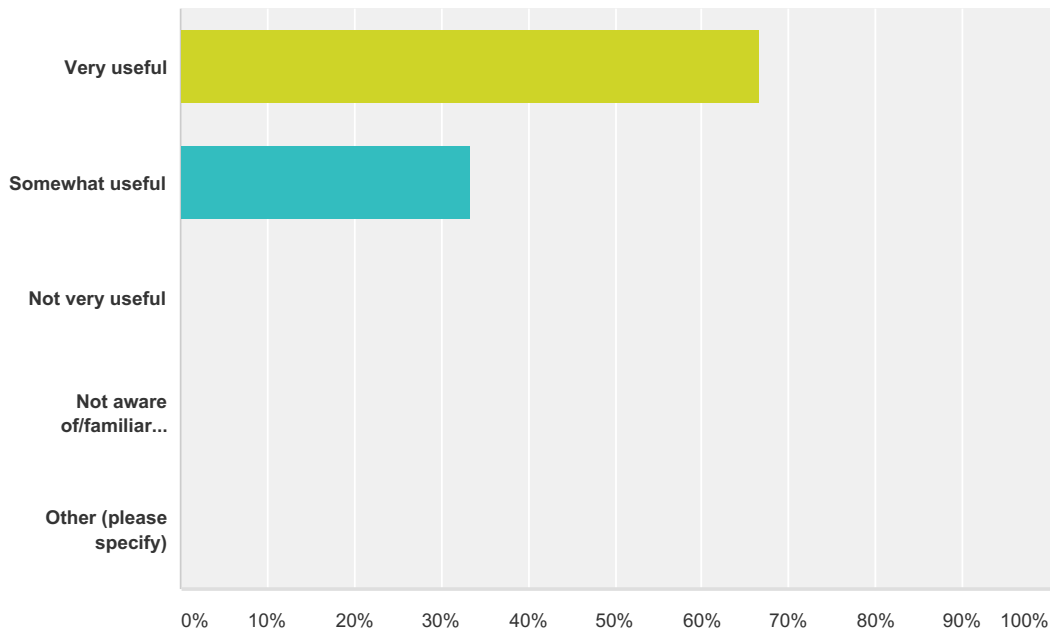


Answer Choices	Responses
Regularly	100.00%9
Usually	0.00%0
Rarely	0.00%0
Never	0.00%0
Other (please specify)	0.00%0
Total	9

#	Other (please specify)	Date
	There are no responses.	

Q7 How would you rate the usefulness of the Banana Growers' e-Bulletin?

Answered: 9 Skipped: 1

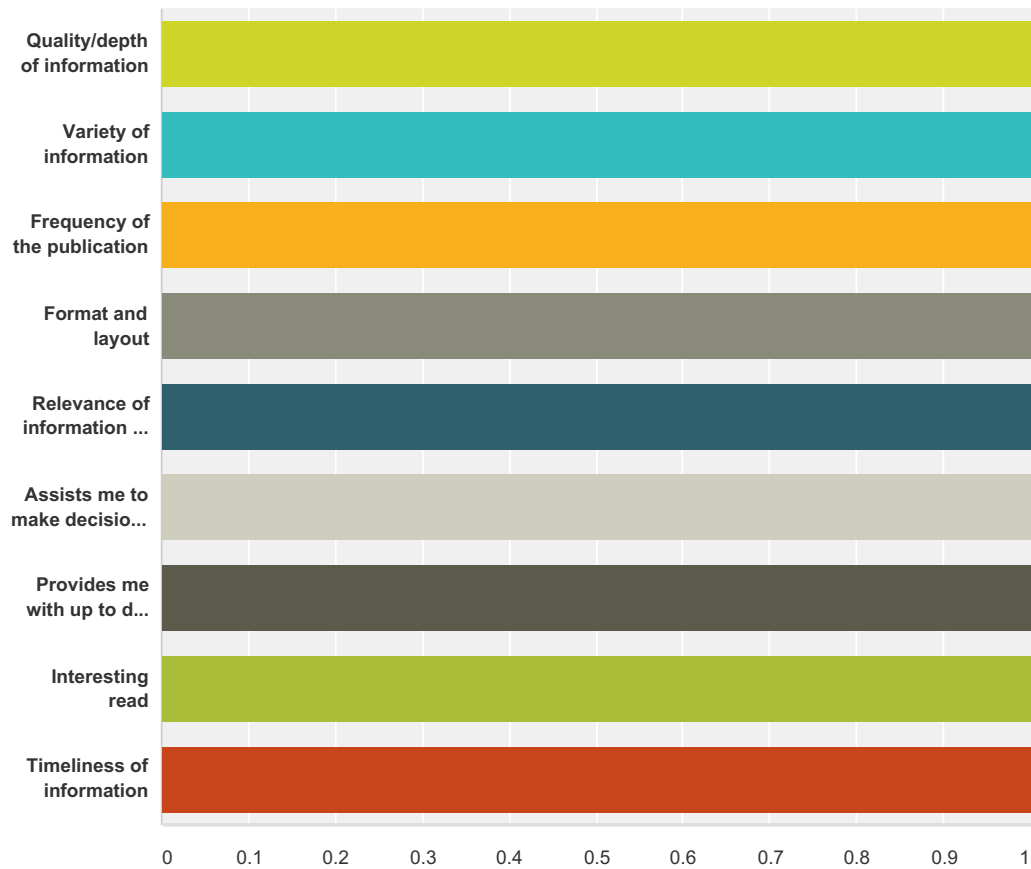


Answer Choices	Responses	
Very useful	66.67%	6
Somewhat useful	33.33%	3
Not very useful	0.00%	0
Not aware of/familiar with this communication tool	0.00%	0
Other (please specify)	0.00%	0
Total		9

#	Other (please specify)	Date
	There are no responses.	

Q8 What do you like/dislike about the Banana Growers' e-Bulletin?

Answered: 9 Skipped: 1



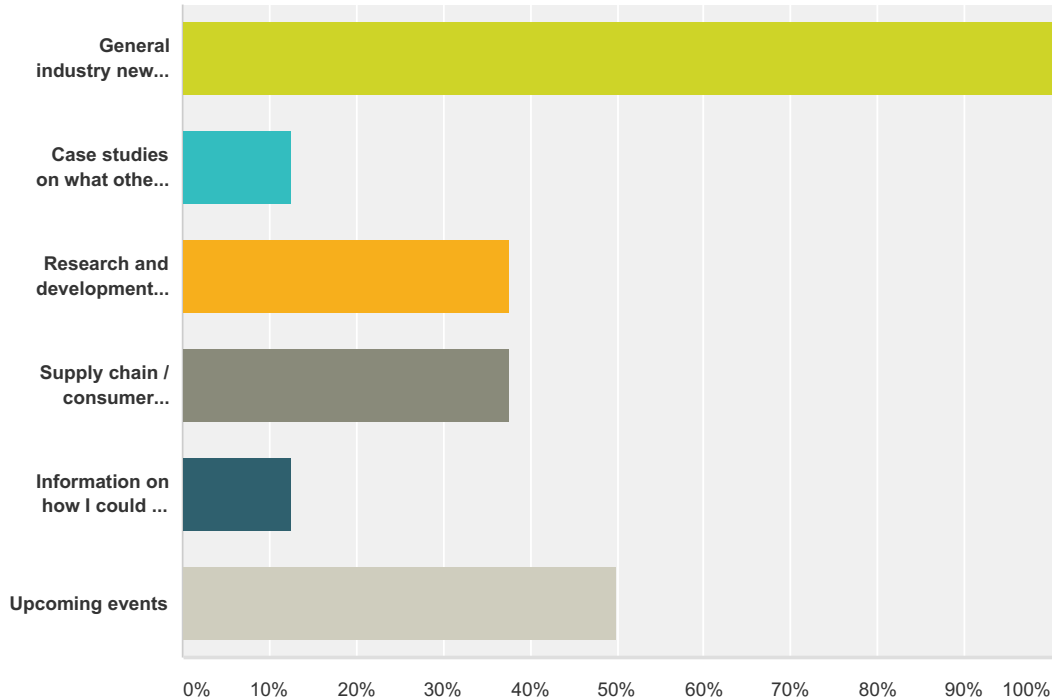
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	88.89% 8	0.00% 0	11.11% 1	9	1.00
Variety of information	88.89% 8	0.00% 0	11.11% 1	9	1.00
Frequency of the publication	88.89% 8	0.00% 0	11.11% 1	9	1.00
Format and layout	66.67% 6	0.00% 0	33.33% 3	9	1.00
Relevance of information for me	85.71% 6	0.00% 0	14.29% 1	7	1.00
Assists me to make decisions about production and plan my activities	62.50% 5	0.00% 0	37.50% 3	8	1.00
Provides me with up to date information about the banana industry	100.00% 9	0.00% 0	0.00% 0	9	1.00
Interesting read	100.00% 9	0.00% 0	0.00% 0	9	1.00
Timeliness of information	88.89% 8	0.00% 0	11.11% 1	9	1.00

Australian Banana Industry - Communications Review (Industry Stakeholders)

#	Other (please specify)	Date
1	The e-bulletins are a great way to keep growers regularly updates. Evidence of this is with the detection of Panama Disease Tropical Race 4 and how growers were regularly kept up to date via the e-bulletins. I have recently spent some time talking to growers about how they access information and one of the comments was that they like that the e-bulletins contain links to other resources on the ABGC website or other websites (e.g. videos, further information etc)	10/21/2015 6:29 PM
2	e-bulletin is useful as a quick grab of all of the main issues affecting the industry	10/16/2015 1:52 PM

Q9 What information do you specifically look for in the Banana Growers' e-Bulletin?

Answered: 8 Skipped: 2



Answer Choices	Responses
General industry news, issues	100.00% 8
Case studies on what other growers are doing	12.50% 1
Research and development news to inform farming practices and productivity	37.50% 3
Supply chain / consumer related matters	37.50% 3
Information on how I could get involved in the extension activities	12.50% 1
Upcoming events	50.00% 4
Total Respondents: 8	

#	Other (please specify)	Date
1	All issues, however the project that I lead (National Extension and Development Program) uses the e-bulletins to keep growers aware of upcoming extension activities	10/21/2015 6:29 PM
2	possibly innovative practices from other industries	10/16/2015 12:47 PM

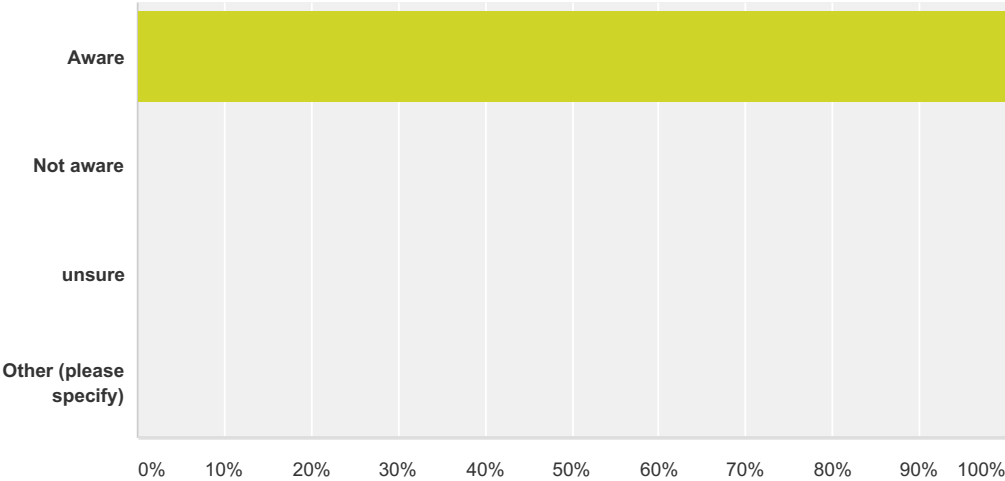
Q10 If the Banana Growers' e-Bulletin was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 7 Skipped: 3

#	Responses	Date
1	\$0	10/28/2015 9:33 PM
2	should be part of the levy cost	10/28/2015 5:17 PM
3	A yearly fee of \$10	10/21/2015 6:29 PM
4	Would share amongst colleagues the cost	10/20/2015 9:32 AM
5	Nil	10/16/2015 11:16 PM
6	not sure	10/16/2015 1:52 PM
7	Depends on how frequently it was produced and whether I could get that information elsewhere eg. social media	10/16/2015 1:38 PM

Q11 Please indicate if you are aware of, or have received/read a copy of the Australian Banana News in the last 6 - 12 months

Answered: 8 Skipped: 2

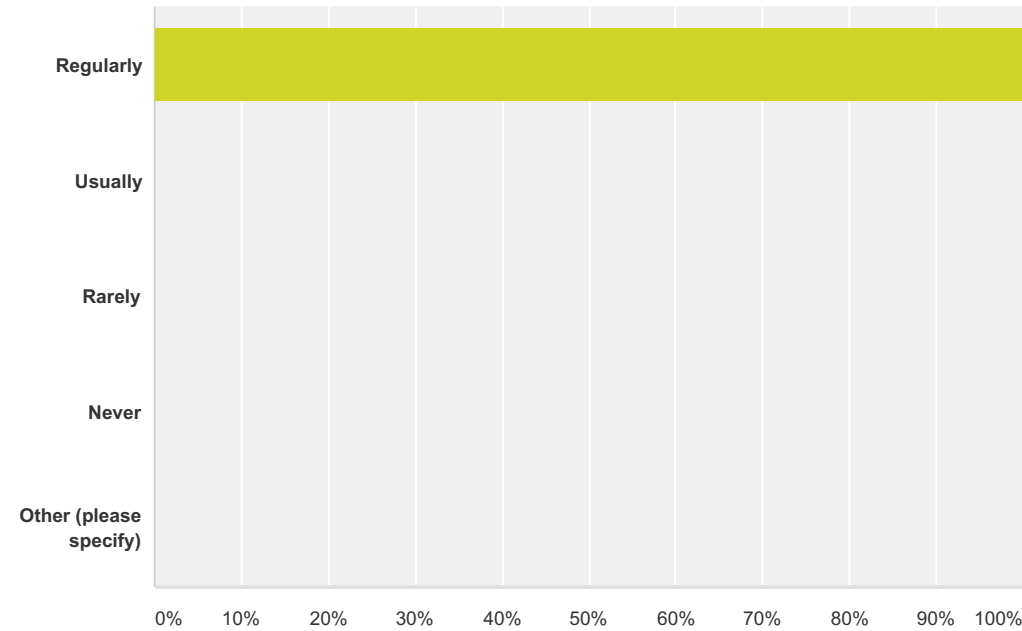


Answer Choices	Responses	
Aware	100.00%	8
Not aware	0.00%	0
unsure	0.00%	0
Other (please specify)	0.00%	0
Total		8

#	Other (please specify)	Date
	There are no responses.	

Q12 How often do you read / use the Australian Banana News?

Answered: 8 Skipped: 2

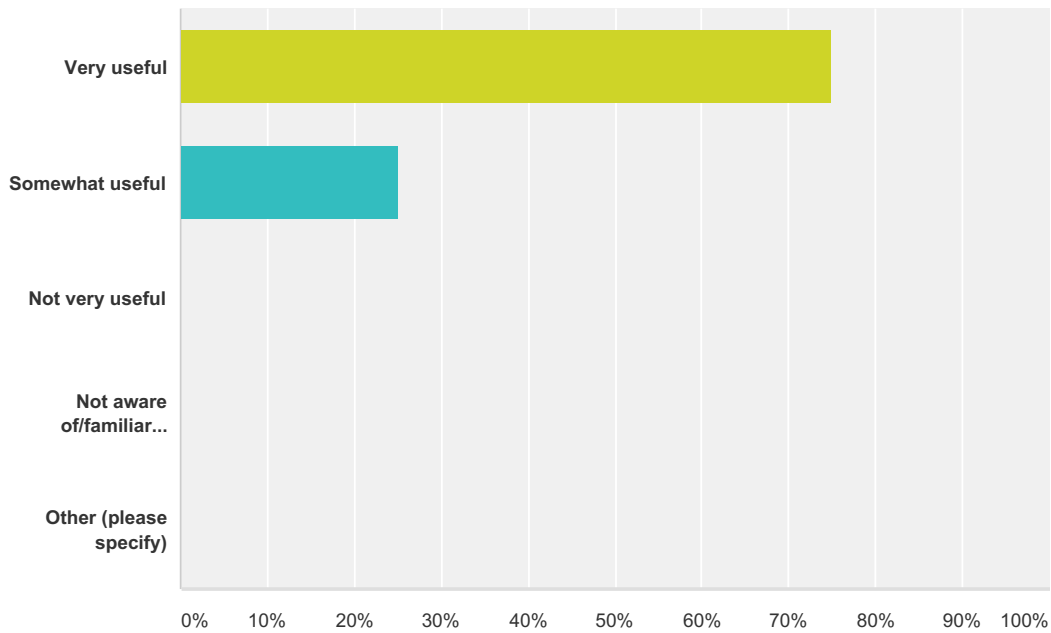


Answer Choices	Responses
Regularly	100.00%8
Usually	0.00%0
Rarely	0.00%0
Never	0.00%0
Other (please specify)	0.00%0
Total	8

#	Other (please specify)	Date
	There are no responses.	

Q13 How would you rate the usefulness of the Australian Banana News?

Answered: 8 Skipped: 2

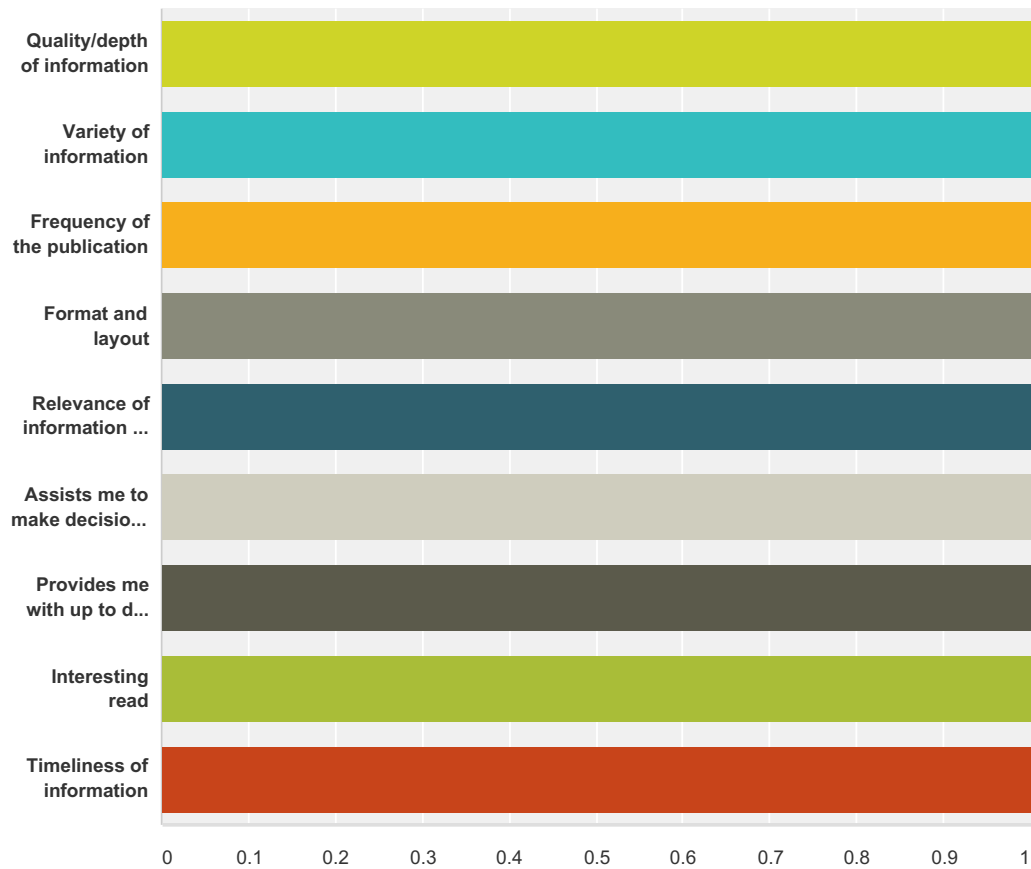


Answer Choices	Responses	
Very useful	75.00%	6
Somewhat useful	25.00%	2
Not very useful	0.00%	0
Not aware of/familiar with this communication tool	0.00%	0
Other (please specify)	0.00%	0
Total	8	

#	Other (please specify)	Date
	There are no responses.	

Q14 What do you like/dislike about the Australian Banana News?

Answered: 8 Skipped: 2



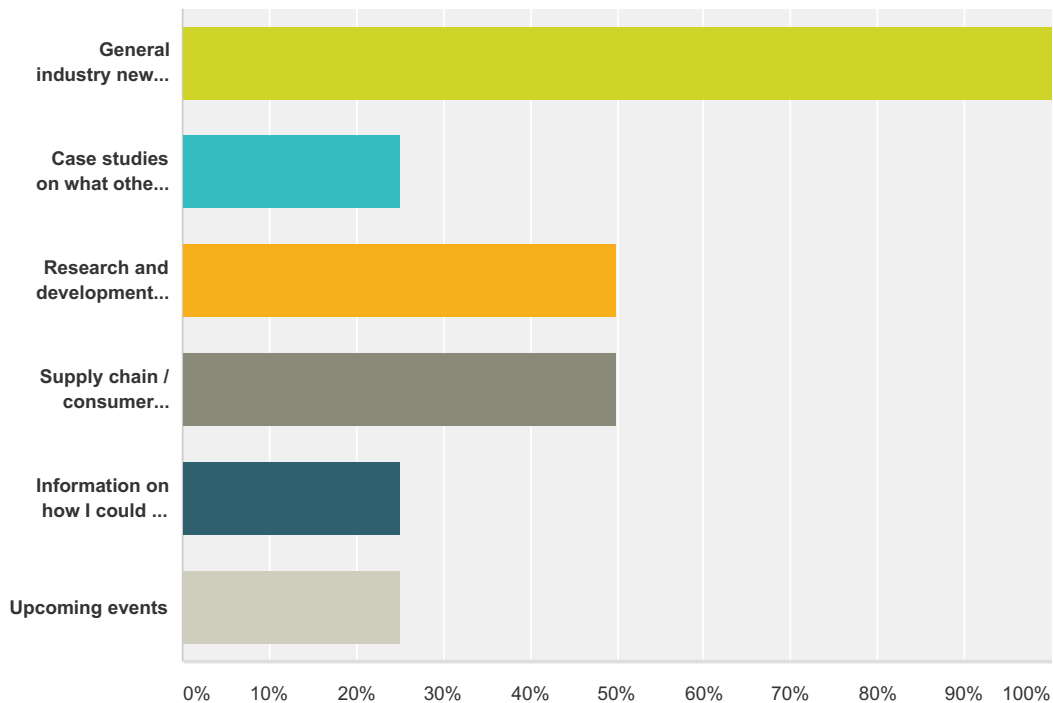
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	87.50% 7	0.00% 0	12.50% 1	8	1.00
Variety of information	75.00% 6	0.00% 0	25.00% 2	8	1.00
Frequency of the publication	75.00% 6	0.00% 0	25.00% 2	8	1.00
Format and layout	75.00% 6	0.00% 0	25.00% 2	8	1.00
Relevance of information for me	87.50% 7	0.00% 0	12.50% 1	8	1.00
Assists me to make decisions about production and plan my activities	71.43% 5	0.00% 0	28.57% 2	7	1.00
Provides me with up to date information about the banana industry	100.00% 8	0.00% 0	0.00% 0	8	1.00
Interesting read	87.50% 7	0.00% 0	12.50% 1	8	1.00
Timeliness of information	75.00% 6	0.00% 0	25.00% 2	8	1.00

Australian Banana Industry - Communications Review (Industry Stakeholders)

#	Other (please specify)	Date
1	Provides a bit more depth than the e-bulletin	10/16/2015 1:53 PM

Q15 What information do you specifically look for in the Australian Banana News?

Answered: 8 Skipped: 2



Answer Choices	Responses
General industry news, issues	100.00% 8
Case studies on what other growers are doing	25.00% 2
Research and development news to inform farming practices and productivity	50.00% 4
Supply chain / consumer related matters	50.00% 4
Information on how I could get involved in the extension activities	25.00% 2
Upcoming events	25.00% 2
Total Respondents: 8	

#	Other (please specify)	Date
1	Again with my involvement in the National Extension and Banana Project means that I use the newsletter to relay information to growers.	10/21/2015 6:33 PM

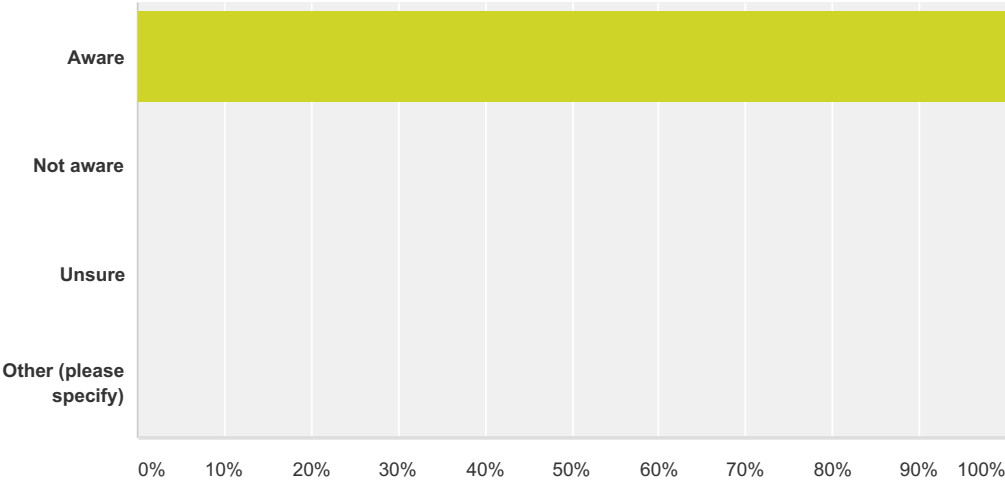
Q16 If the Australian Banana News was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 3 Skipped: 7

#	Responses	Date
1	Yearly fee of \$10	10/21/2015 6:33 PM
2	Would share amongst colleagues, annual subscription \$20	10/20/2015 9:33 AM
3	Maybe \$10 annually	10/16/2015 1:41 PM

Q17 Please indicate if you are aware of, or have received/read a copy of the Australian Bananas Magazine in the last 6 - 12 months

Answered: 8 Skipped: 2

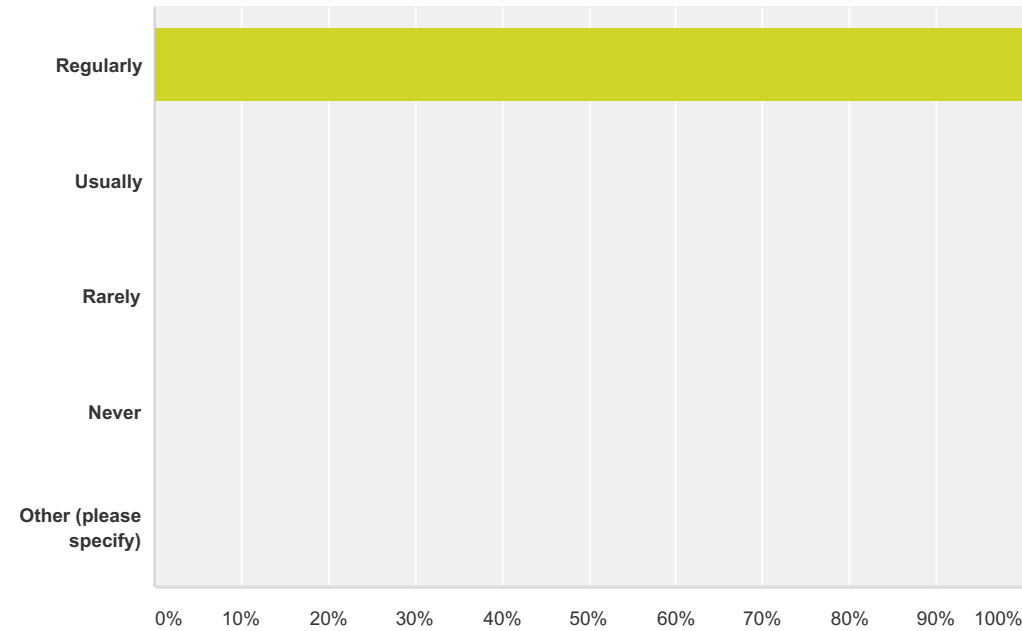


Answer Choices	Responses	
Aware	100.00%	8
Not aware	0.00%	0
Unsure	0.00%	0
Other (please specify)	0.00%	0
Total		8

#	Other (please specify)	Date
	There are no responses.	

Q18 How often do you read / use the Australian Bananas Magazine?

Answered: 8 Skipped: 2

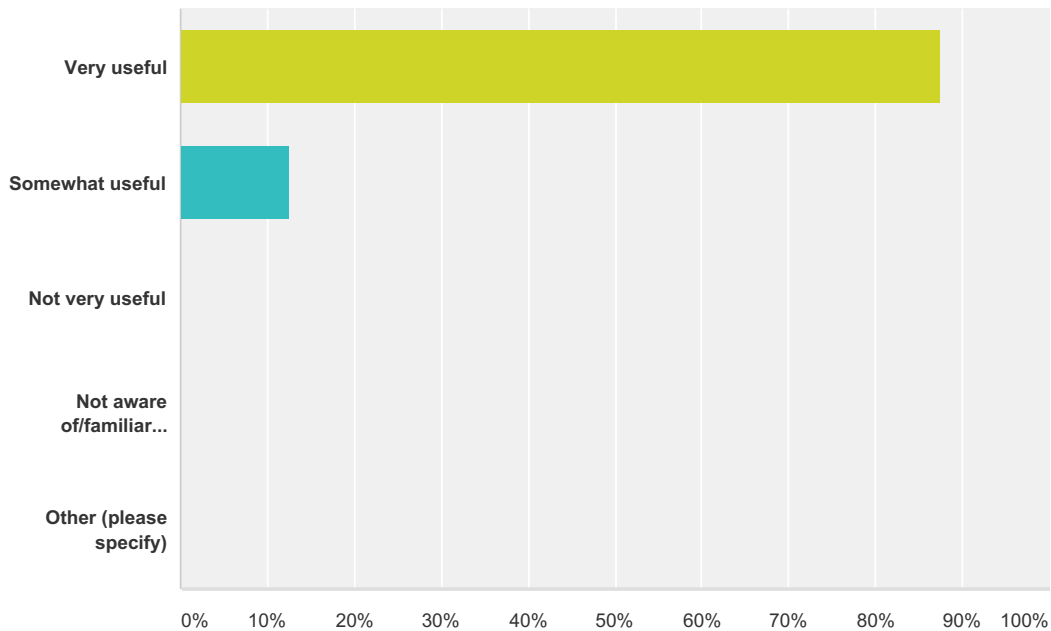


Answer Choices	Responses
Regularly	100.00%8
Usually	0.00%0
Rarely	0.00%0
Never	0.00%0
Other (please specify)	0.00%0
Total	8

#	Other (please specify)	Date
	There are no responses.	

Q19 How would you rate the usefulness of the Australian Bananas Magazine?

Answered: 8 Skipped: 2

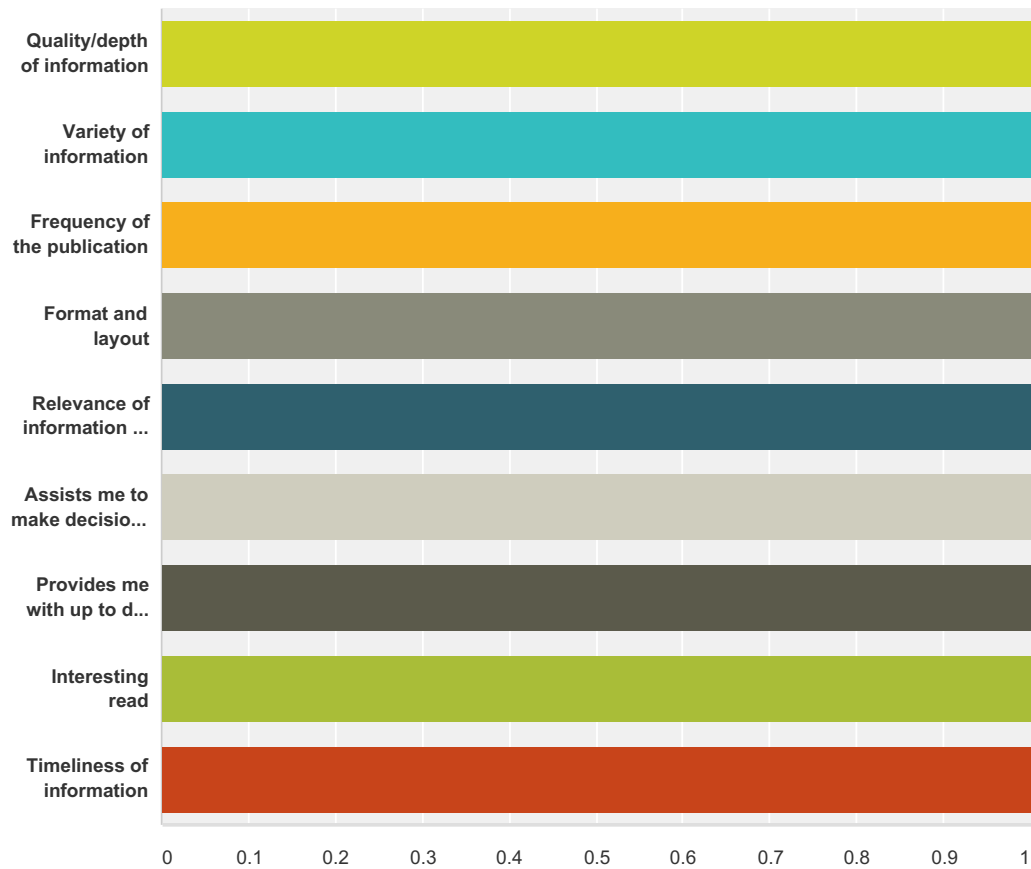


Answer Choices	Responses	
Very useful	87.50%	7
Somewhat useful	12.50%	1
Not very useful	0.00%	0
Not aware of/familiar with this communication tool	0.00%	0
Other (please specify)	0.00%	0
Total		8

#	Other (please specify)	Date
	There are no responses.	

Q20 What do you like/dislike about the Australian Bananas Magazine?

Answered: 8 Skipped: 2



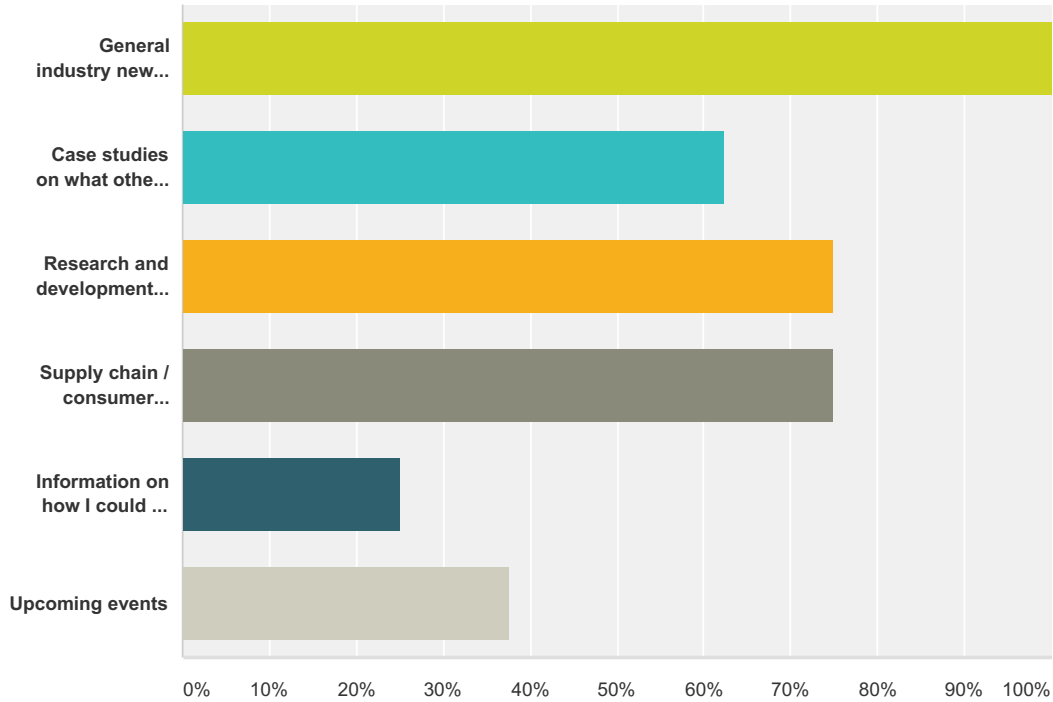
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	100.00% 8	0.00% 0	0.00% 0	8	1.00
Variety of information	100.00% 8	0.00% 0	0.00% 0	8	1.00
Frequency of the publication	100.00% 8	0.00% 0	0.00% 0	8	1.00
Format and layout	87.50% 7	0.00% 0	12.50% 1	8	1.00
Relevance of information for me	100.00% 8	0.00% 0	0.00% 0	8	1.00
Assists me to make decisions about production and plan my activities	85.71% 6	0.00% 0	14.29% 1	7	1.00
Provides me with up to date information about the banana industry	100.00% 8	0.00% 0	0.00% 0	8	1.00
Interesting read	87.50% 7	0.00% 0	12.50% 1	8	1.00
Timeliness of information	100.00% 8	0.00% 0	0.00% 0	8	1.00

Australian Banana Industry - Communications Review (Industry Stakeholders)

#	Other (please specify)	Date
1	The frequency and format of the magazine is great	10/21/2015 6:36 PM
2	I find this a great publication. Allows in depth information so perfect for case studies/showcasing practices etc	10/16/2015 1:55 PM

Q21 What information do you specifically look for in the Australian Bananas Magazine?

Answered: 8 Skipped: 2



Answer Choices	Responses	
General industry news, issues	100.00%	8
Case studies on what other growers are doing	62.50%	5
Research and development news to inform farming practices and productivity	75.00%	6
Supply chain / consumer related matters	75.00%	6
Information on how I could get involved in the extension activities	25.00%	2
Upcoming events	37.50%	3
Total Respondents: 8		

#	Other (please specify)	Date
1	Would also be great to get some features on innovations from other industries	10/16/2015 1:55 PM

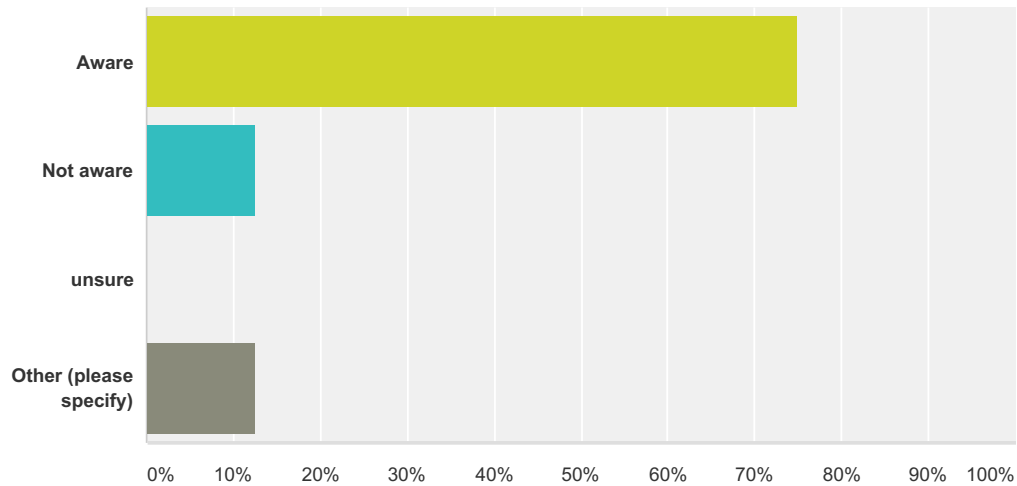
Q22 If the Australian Bananas Magazine was not provided free to the industry (via levy funds), how much would you be willing to pay for the following publications?

Answered: 4 Skipped: 6

#	Responses	Date
1	\$5 per issue	10/21/2015 6:36 PM
2	Share an annual subscription \$50	10/20/2015 9:34 AM
3	whatever it takes	10/16/2015 3:16 PM
4	Up to \$30 annually	10/16/2015 1:41 PM

Q23 Please indicate if you are aware of, or if you have been on the Facebook page in the last 6 - 12 months

Answered: 8 Skipped: 2

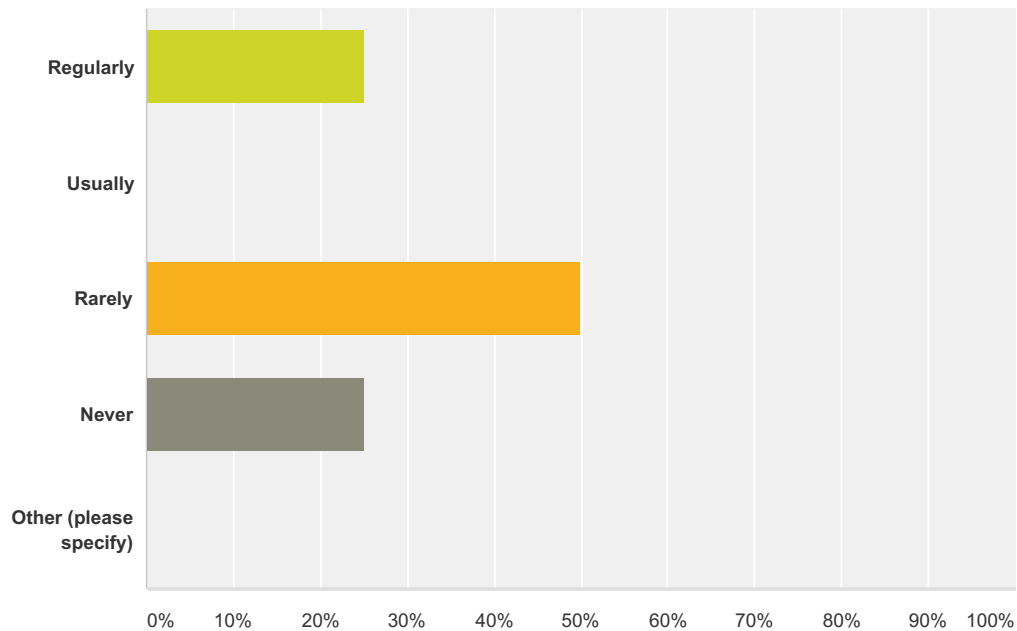


Answer Choices	Responses	
Aware	75.00%	6
Not aware	12.50%	1
unsure	0.00%	0
Other (please specify)	12.50%	1
Total		8

#	Other (please specify)	Date
1	not facebook connected	10/16/2015 3:17 PM

Q24 How often do you look at the Facebook page?

Answered: 8 Skipped: 2

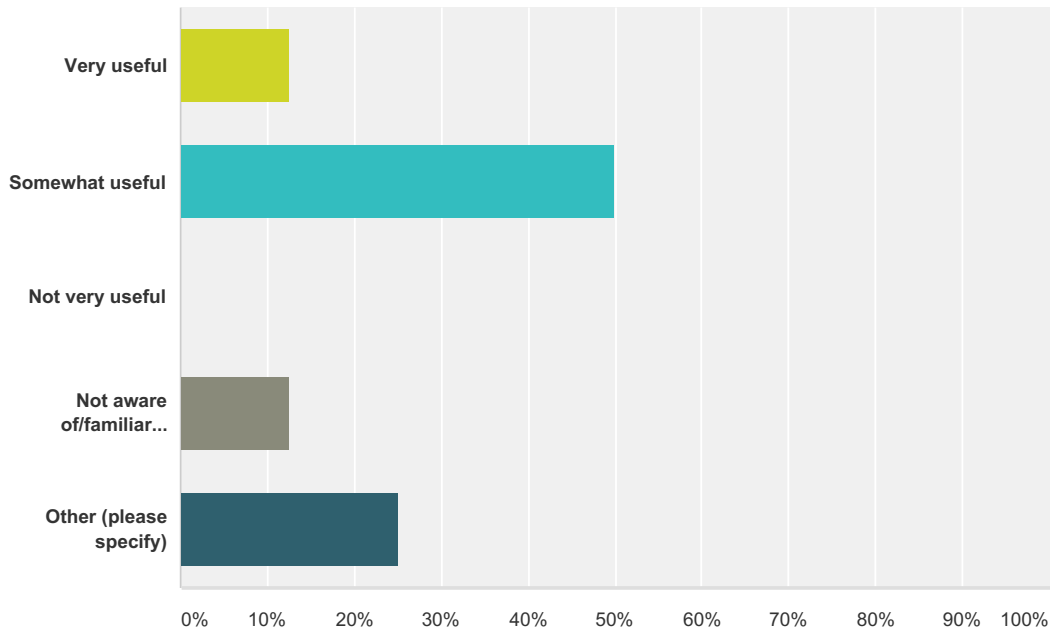


Answer Choices	Responses
Regularly	25.00% 2
Usually	0.00% 0
Rarely	50.00% 4
Never	25.00% 2
Other (please specify)	0.00% 0
Total	8

#	Other (please specify)	Date
	There are no responses.	

Q25 How would you rate the usefulness of the Australian Banana Growers Facebook page?

Answered: 8 Skipped: 2

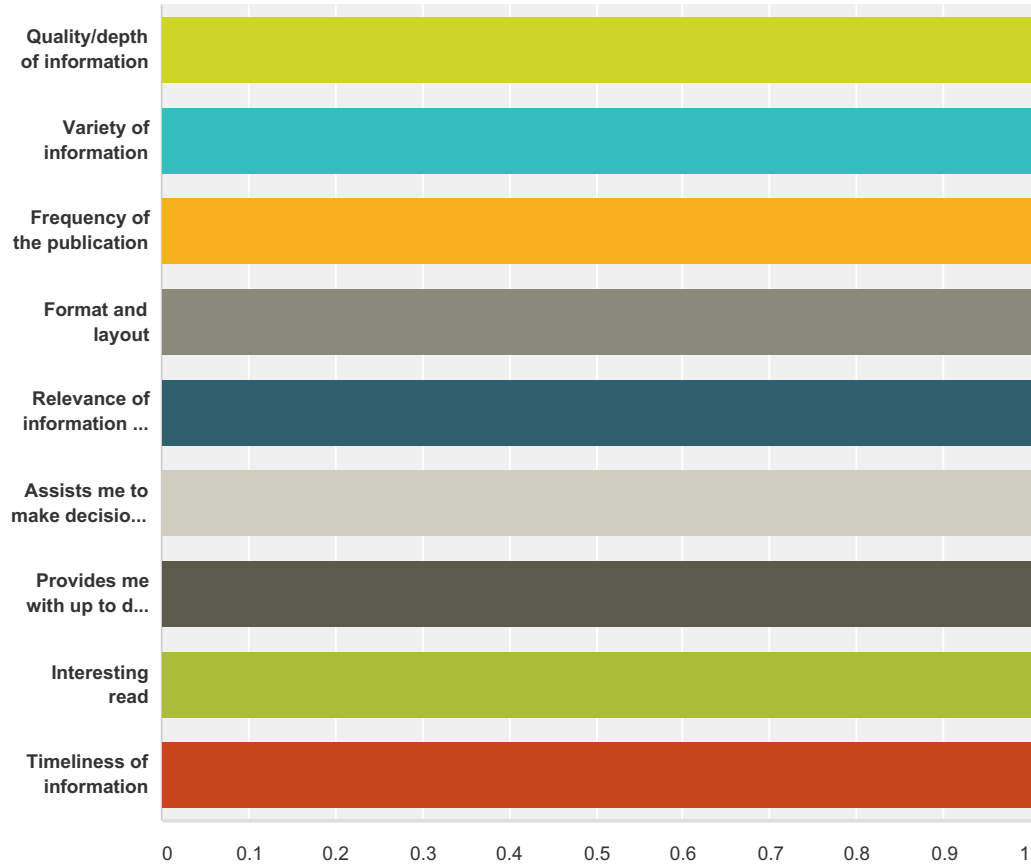


Answer Choices	Responses
Very useful	12.50% 1
Somewhat useful	50.00% 4
Not very useful	0.00% 0
Not aware of/familiar with this communication tool	12.50% 1
Other (please specify)	25.00% 2
Total	8

#	Other (please specify)	Date
1	I don't have Facebook and don't want it.	10/20/2015 9:35 AM
2	no idea	10/16/2015 3:17 PM

Q26 What do you like/dislike about the Australian Banana Growers Facebook page?

Answered: 6 Skipped: 4



	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	16.67% 1	16.67% 1	66.67% 4	6	1.00
Variety of information	16.67% 1	0.00% 0	83.33% 5	6	1.00
Frequency of the publication	33.33% 2	0.00% 0	66.67% 4	6	1.00
Format and layout	16.67% 1	16.67% 1	66.67% 4	6	1.00
Relevance of information for me	16.67% 1	0.00% 0	83.33% 5	6	1.00
Assists me to make decisions about production and plan my activities	16.67% 1	16.67% 1	66.67% 4	6	1.00
Provides me with up to date information about the banana industry	33.33% 2	0.00% 0	66.67% 4	6	1.00
Interesting read	16.67% 1	0.00% 0	83.33% 5	6	1.00

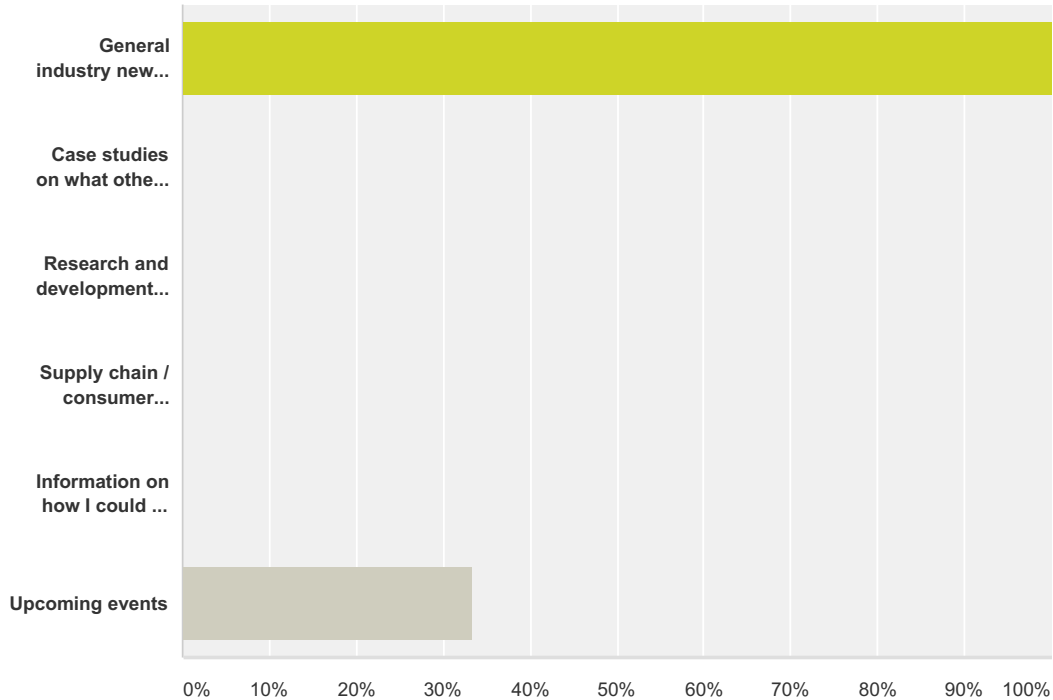
Australian Banana Industry - Communications Review (Industry Stakeholders)

Timeliness of information	16.67% 1	0.00% 0	83.33% 5	6	1.00
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#	Other (please specify)	Date
1	The nature of a facebook page is to direct people to further information or keep them updated on specific topical issues. I feel the facebook page certainly has more potential to be used by our younger growers and perhaps it could be more active.	10/21/2015 6:38 PM
2	I think the best part of the facebook page is it puts our consumers in touch with the industry. This is more the angle I see this working well rather than delivering information to growers/industry	10/16/2015 1:57 PM

Q27 What information do you specifically look for on the Australian Banana Growers Facebook page?

Answered: 3 Skipped: 7

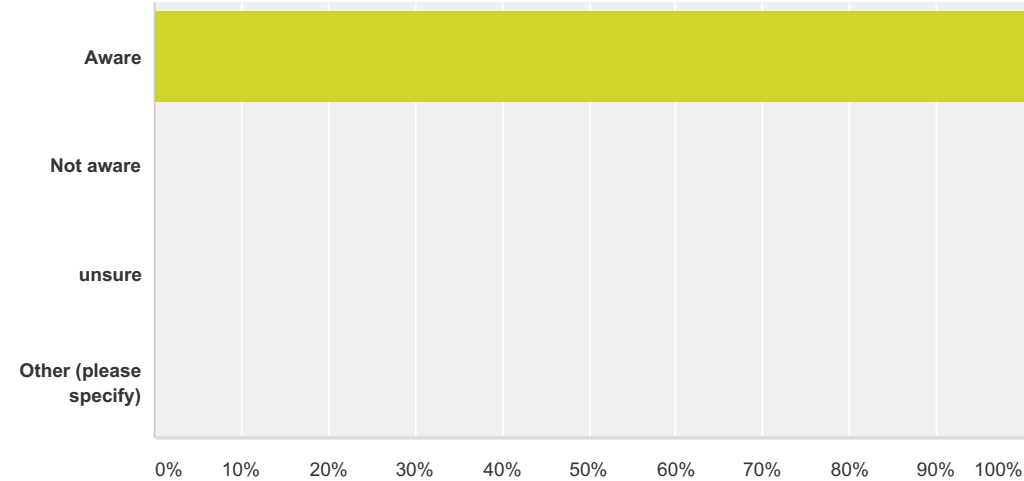


Answer Choices	Responses
General industry news, issues	100.00% 3
Case studies on what other growers are doing	0.00% 0
Research and development news to inform farming practices and productivity	0.00% 0
Supply chain / consumer related matters	0.00% 0
Information on how I could get involved in the extension activities	0.00% 0
Upcoming events	33.33% 1
Total Respondents: 3	

#	Other (please specify)	Date
1	Keeping up to date with the latest topical information. Panama disease is again a perfect example. I had a grower inform me that he found out about the second detection on IP1 via the facebook page.	10/21/2015 6:38 PM
2	I don't use Facebook	10/20/2015 9:35 AM
3	don't	10/16/2015 3:17 PM

Q28 Please indicate if you are aware of, or if you have been on the ABGC website in the last 6 - 12 months

Answered: 7 Skipped: 3

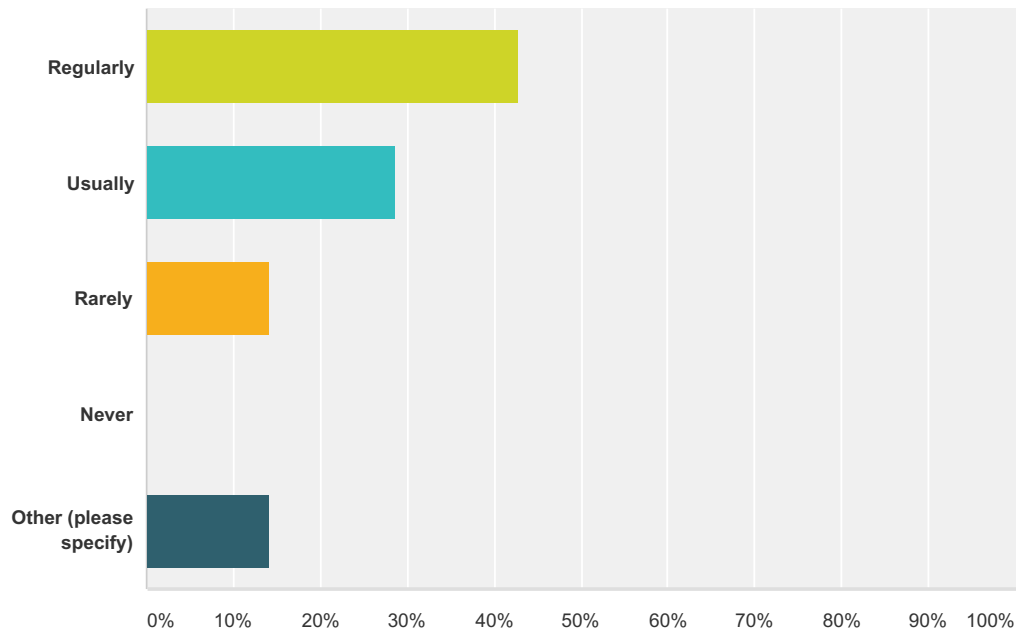


Answer Choices	Responses
Aware	100.00%7
Not aware	0.00%0
unsure	0.00%0
Other (please specify)	0.00%0
Total	7

#	Other (please specify)	Date
	There are no responses.	

Q29 How often do you look at the ABGC website?

Answered: 7 Skipped: 3

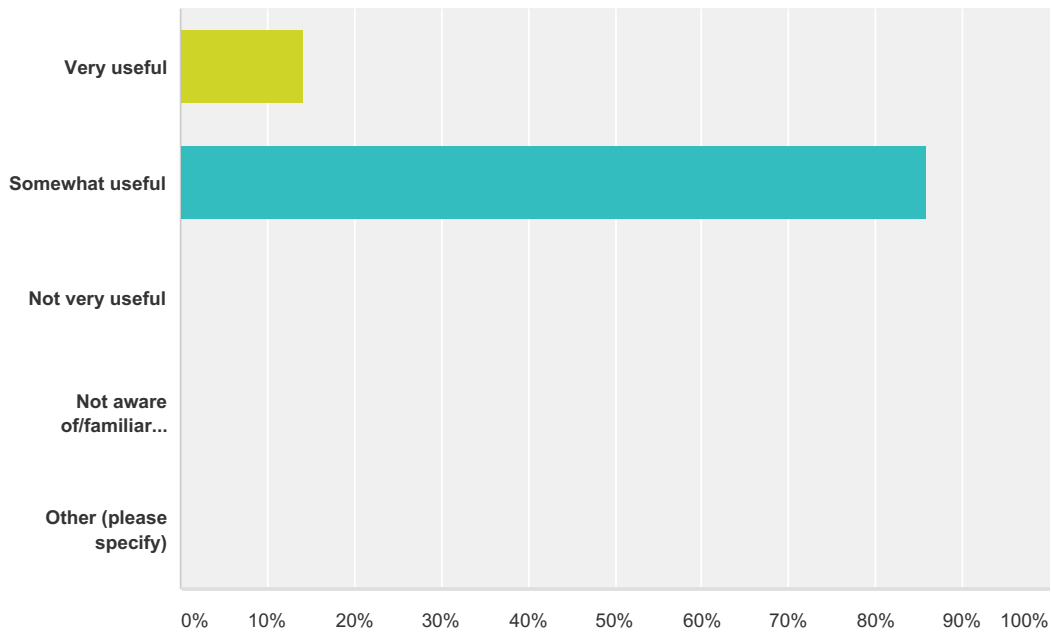


Answer Choices	Responses	
Regularly	42.86%	3
Usually	28.57%	2
Rarely	14.29%	1
Never	0.00%	0
Other (please specify)	14.29%	1
Total		7

#	Other (please specify)	Date
1	occasionally	10/16/2015 3:19 PM

Q30 How would you rate the usefulness of the ABGC website?

Answered: 7 Skipped: 3

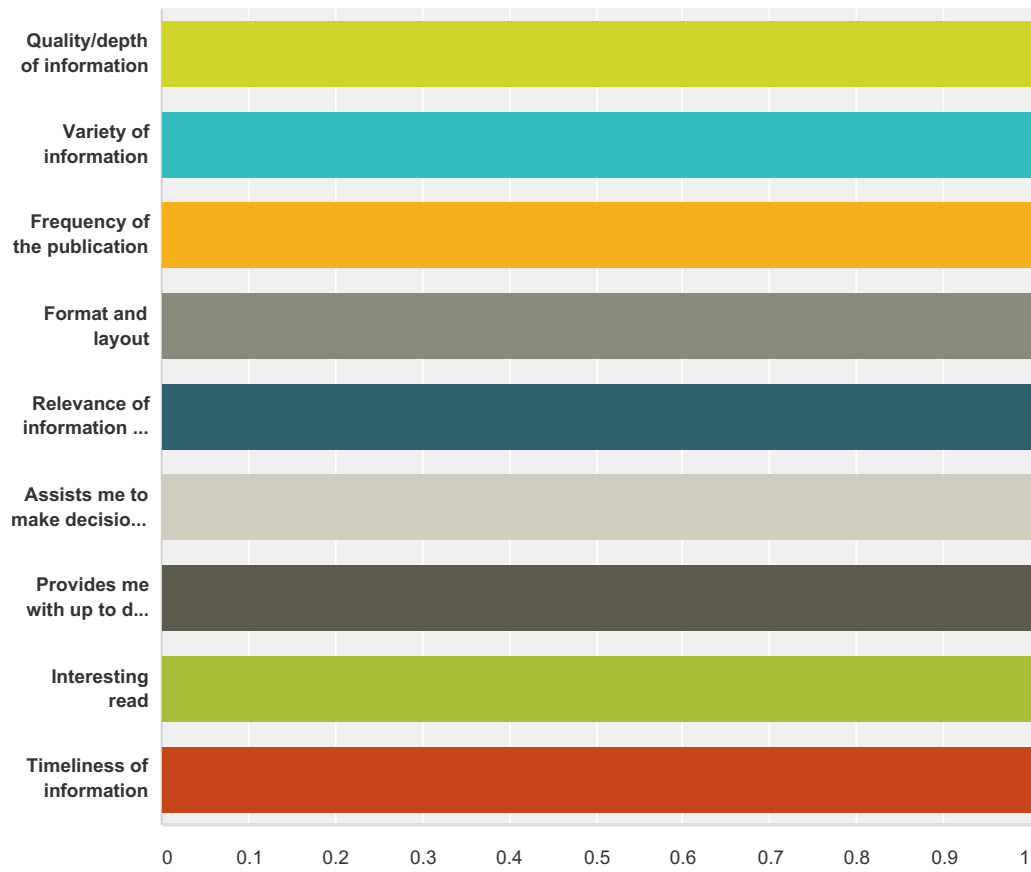


Answer Choices	Responses
Very useful	14.29% 1
Somewhat useful	85.71% 6
Not very useful	0.00% 0
Not aware of/familiar with this communication tool	0.00% 0
Other (please specify)	0.00% 0
Total	7

#	Other (please specify)	Date
	There are no responses.	

Q31 What do you like/dislike about the ABGC website?

Answered: 7 Skipped: 3



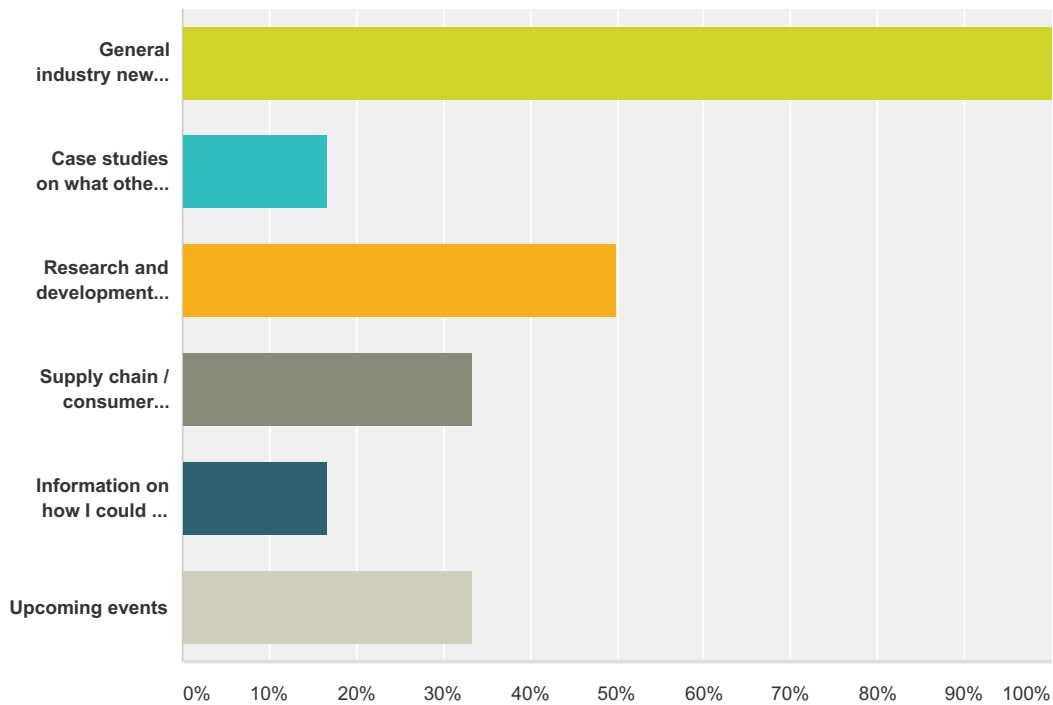
	Like	Dislike	No Opinion	Total	Weighted Average
Quality/depth of information	83.33% 5	0.00% 0	16.67% 1	6	1.00
Variety of information	100.00% 5	0.00% 0	0.00% 0	5	1.00
Frequency of the publication	75.00% 3	0.00% 0	25.00% 1	4	1.00
Format and layout	50.00% 2	25.00% 1	25.00% 1	4	1.00
Relevance of information for me	100.00% 4	0.00% 0	0.00% 0	4	1.00
Assists me to make decisions about production and plan my activities	100.00% 5	0.00% 0	0.00% 0	5	1.00
Provides me with up to date information about the banana industry	100.00% 5	0.00% 0	0.00% 0	5	1.00
Interesting read	60.00% 3	0.00% 0	40.00% 2	5	1.00
Timeliness of information	60.00% 3	0.00% 0	40.00% 2	5	1.00

Australian Banana Industry - Communications Review (Industry Stakeholders)

#	Other (please specify)	Date
1	I feel the website has the potential to be more organised however feel it is a very useful tool to make information and resources accessible to growers. The extension project has a dropdown menu page were we can make video's, presentations and factsheets available to growers.	10/21/2015 6:41 PM
2	This is specific information that I go looking for so it is usually very relevant. The ABGC web site is better maintained and easier to navigate then the State Governments or HIA's. This make information much more accessible for the banana industry, when it comes to specific topics. General banana statistics are also useful as I know I can find them on the ABGC website.	10/20/2015 9:40 AM
3	more set up for grower type audience	10/16/2015 3:19 PM
4	would be good if all research projects had a factsheet/summary page produced that ABGC could host on their website. Would be great if all previous banana research was available on ABGC's website so their was a central point for industry members to search for information	10/16/2015 1:59 PM

Q32 What information do you specifically look for on the ABGC website?

Answered: 6 Skipped: 4

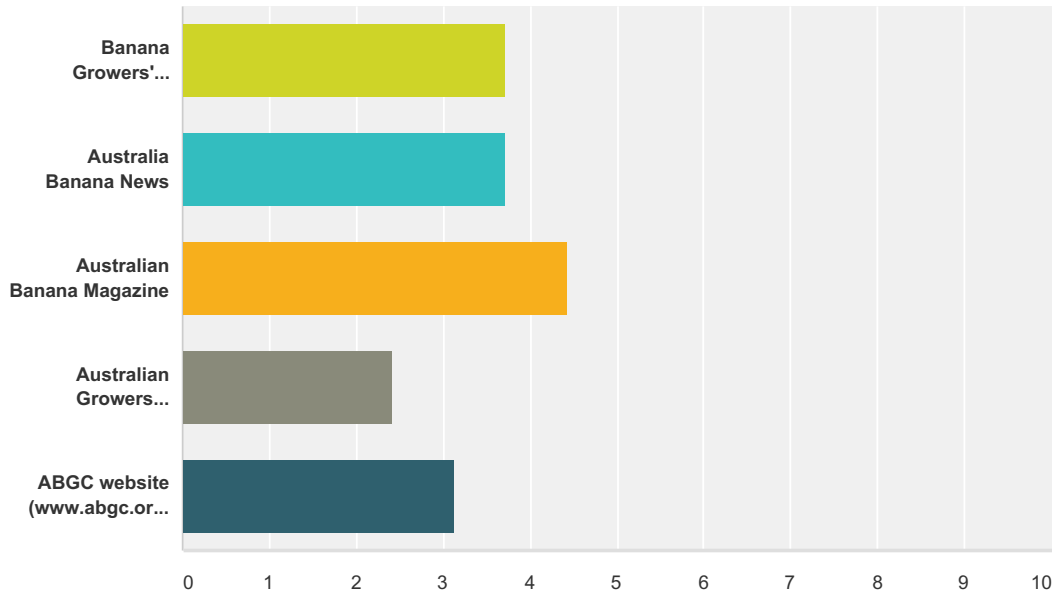


Answer Choices	Responses
General industry news, issues	100.00% 6
Case studies on what other growers are doing	16.67% 1
Research and development news to inform farming practices and productivity	50.00% 3
Supply chain / consumer related matters	33.33% 2
Information on how I could get involved in the extension activities	16.67% 1
Upcoming events	33.33% 2
Total Respondents: 6	

#	Other (please specify)	Date
1	Specific reports	10/20/2015 9:40 AM
2	don't much look for stuff there	10/16/2015 3:19 PM

Q33 Please rank the following communication tools according to your personal preferences as an industry stakeholder. 1 being least popular, 5 being most popular

Answered: 7 Skipped: 3



	1	2	3	4	5	Total	Weighted Average
Banana Growers' e-Bulletin	0.00% 0	28.57% 2	0.00% 0	42.86% 3	28.57% 2	7	3.71
Australia Banana News	0.00% 0	14.29% 1	28.57% 2	28.57% 2	28.57% 2	7	3.71
Australian Banana Magazine	14.29% 1	0.00% 0	0.00% 0	0.00% 0	85.71% 6	7	4.43
Australian Growers Facebook page	42.86% 3	0.00% 0	28.57% 2	28.57% 2	0.00% 0	7	2.43
ABGC website (www.abgc.org.au)	14.29% 1	28.57% 2	14.29% 1	14.29% 1	28.57% 2	7	3.14

Q34 How long do you tend to keep the various printed materials such as the Magazine or the Newsletters before they are disposed?

Answered: 6 Skipped: 4

#	Responses	Date
1	I keep all the magazines and newsletters. I find them useful to refer to for past information. They are good resource for summaries of project outputs.	10/21/2015 6:44 PM
2	I archive them and have an accumulation of banana communications material. The magazine has been kept since production and the newsletters about 10 years. Electronic information is usually deleted unless there is something relevant to current work.	10/20/2015 9:44 AM
3	18 months	10/16/2015 11:20 PM
4	magazine forever	10/16/2015 3:21 PM
5	I keep them on file, I do not discard	10/16/2015 2:00 PM
6	Permanently kept - frequently refer back to issue of the magazine	10/16/2015 1:45 PM

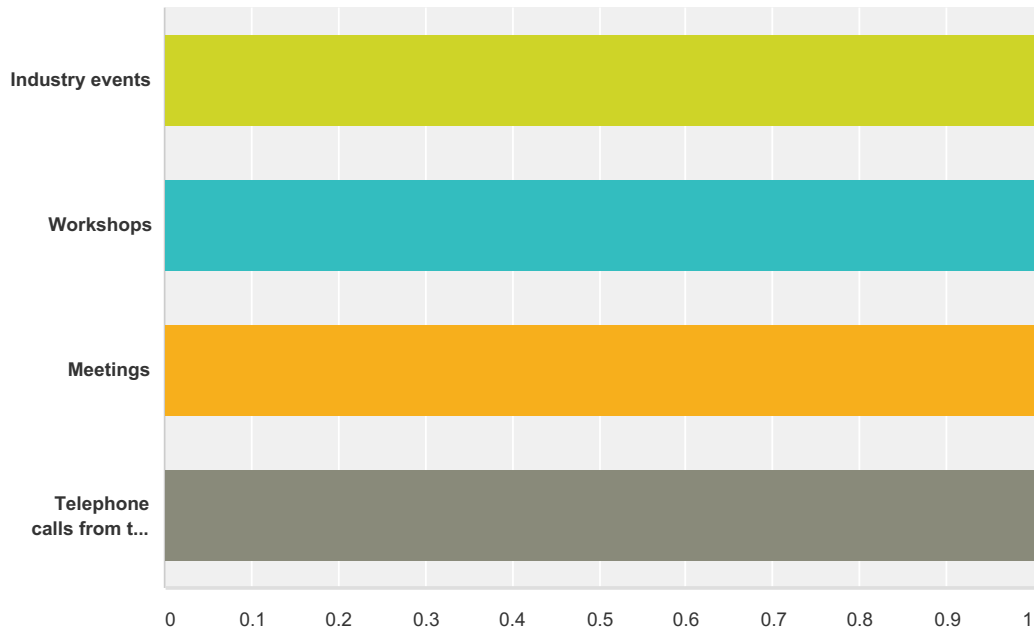
Q35 In order to receive the more pressing/urgent information that may have an impact on the supply chain/wider industry partners (e.g. regarding biosecurity issues), what communication tools or materials are most useful to you in order to receive this information in a timely manner? e.g. SMS, phone, email

Answered: 7 Skipped: 3

#	Responses	Date
1	Email twitter	10/28/2015 5:23 PM
2	I feel that the communication project provides a great deal of useful and reliable information to stakeholders. The magazine is always well received however I don't feel the frequency of publication should change. Overall I think the balance of communication on various platforms is excellent.	10/21/2015 6:44 PM
3	SMS and email, such as the e-bulletins that were issued in the Panama disease outbreak.	10/20/2015 9:44 AM
4	Email	10/16/2015 11:20 PM
5	email	10/16/2015 3:21 PM
6	SMS for brief alerts that may then alert me to an email with more content	10/16/2015 2:00 PM
7	SMS and email alerts	10/16/2015 1:45 PM

Q36 Please indicate which of the following events or meetings you may have attended in the last 6-12 months.

Answered: 7 Skipped: 3

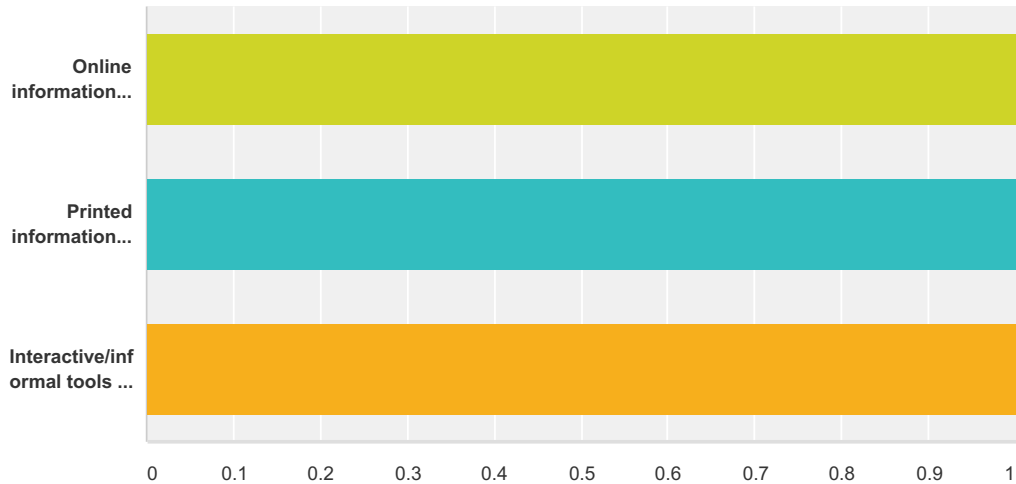


	Aware/attended	Not aware of them	Unsure	Total	Weighted Average
Industry events	100.00% 7	0.00% 0	0.00% 0	7	1.00
Workshops	100.00% 7	0.00% 0	0.00% 0	7	1.00
Meetings	100.00% 7	0.00% 0	0.00% 0	7	1.00
Telephone calls from the Australian Banana Industry Council	83.33% 5	16.67% 1	0.00% 0	6	1.00

#	Other (please specify)	Date
1	what is the 'Australian Banana Industry Council'?	10/16/2015 3:34 PM
2	Banana industry congress	10/16/2015 1:49 PM

Q37 When thinking about the mix of communication tools available to keep you updated on industry issues, would you like to see more of or less of the following:

Answered: 7 Skipped: 3

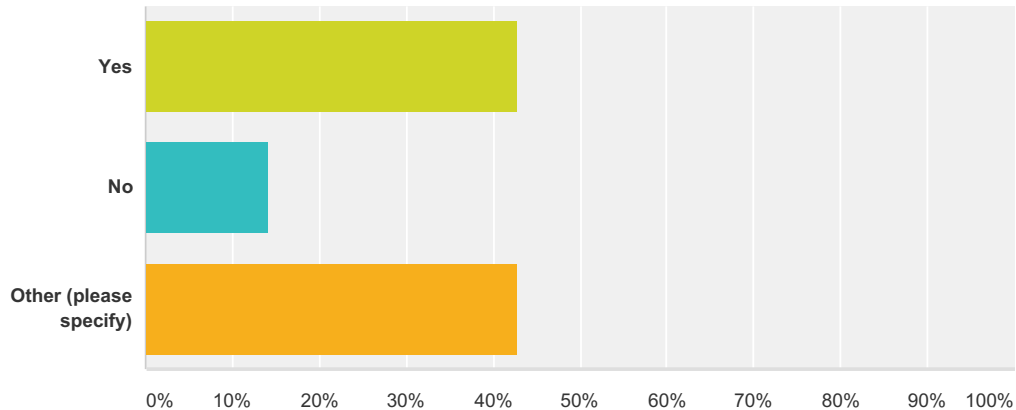


	More of	Less of	Total	Weighted Average
Online information sources (website, e-bulletins)	100.00% 4	0.00% 0	4	1.00
Printed information sources (Newsletter, magazine)	75.00% 3	25.00% 1	4	1.00
Interactive/informal tools - Facebook, YouTube videos etc	100.00% 7	0.00% 0	7	1.00

#	Could you suggest others?	Date
1	I feel that the magazine and newsletters are produced at a balanced frequency. However interactive tools could be perhaps used more frequently.	10/21/2015 6:45 PM
2	You need another option here, which suggests the mix is right. On line material is increased when something important like a disease incursion happens. The electronic media can respond faster than print to keep industry aware. The print media is right, both Newsletter and Magazine. More YouTube videos, or even Banana Research Snapchats to show things are happening would be good.	10/20/2015 9:57 AM
3	Written record of Australian Banana Industry Congress papers/presentations More YouTube clips is what I ticked above More field walks Work more closely with researchers in preparing overall packages of information related to findings of a project and integrating it into existing knowledge base Tropical banana information kit (Agrilink) should be produced as a new edition Create a 'Guide to pests and diseases of banana in Australia' - the format of TaroPest (see ACIAR publications) would be a useful start Create a final report database of all projects in last ~40 years Digitise any outstanding Australian Bananas editions and digitise Bananatopics	10/16/2015 3:34 PM
4	top question is not well structured - I would like the current amount of e-bulletins, certainly no less, but only 1 website. Important that ABGC's website is the hub for all banana material so we are not spreading resources/efforts over a number of sites I didn't answer the 2 as I am happy with the current amount but no option provided for this answer I would like more YouTube videos but not interested in facebook	10/16/2015 2:04 PM
5	More SMS alerts to breaking industry news or issues	10/16/2015 1:49 PM

Q38 Would you like to see more tools that would allow industry partners and growers to communicate and share information with each other in a more informal way e.g. on the dedicated Facebook group page?

Answered: 7 Skipped: 3

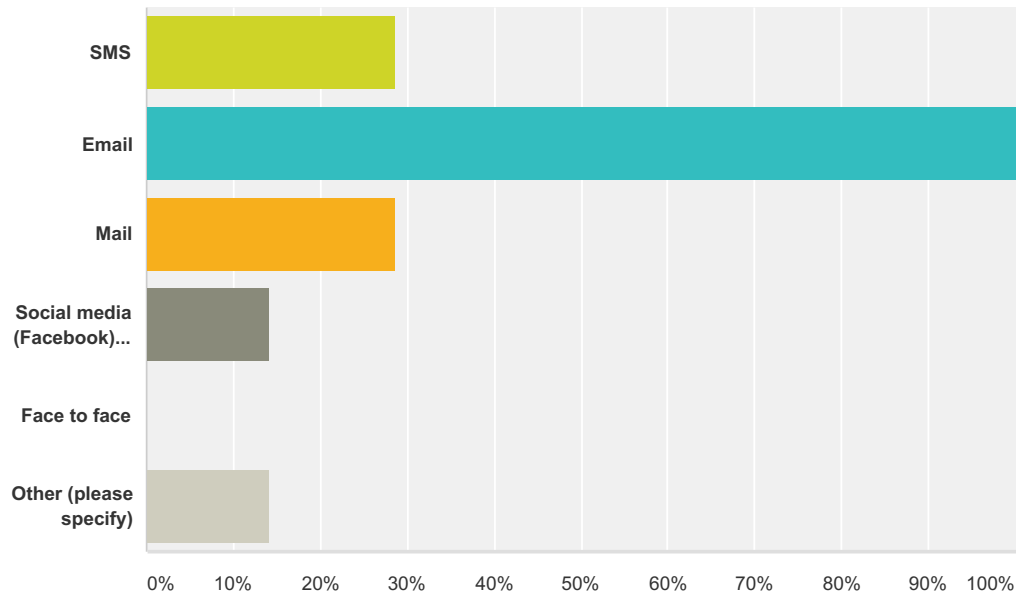


Answer Choices	Responses
Yes	42.86% 3
No	14.29% 1
Other (please specify)	42.86% 3
Total	7

#	Other (please specify)	Date
1	Snapchat of what is happening on the farms & research	10/20/2015 9:57 AM
2	don't	10/16/2015 3:34 PM
3	Use of social media would require a significant investment in resources to moderate so it would need to have significantly increased impact or efficiency beyond the existing communication channels to justify the investment	10/16/2015 1:49 PM

Q39 In general, how would you prefer to be contacted by either ABGC or Hort Innovation?

Answered: 7 Skipped: 3



Answer Choices	Responses
SMS	28.57% 2
Email	100.00% 7
Mail	28.57% 2
Social media (Facebook) updates	14.29% 1
Face to face	0.00% 0
Other (please specify)	14.29% 1
Total Respondents: 7	

#	Other (please specify)	Date
1	Whatsapp group?	10/16/2015 2:06 PM

Q40 Finally, if there was just one aspect that you could change about the communications to make it even more effective and useful, what would that be?

Answered: 6 Skipped: 4

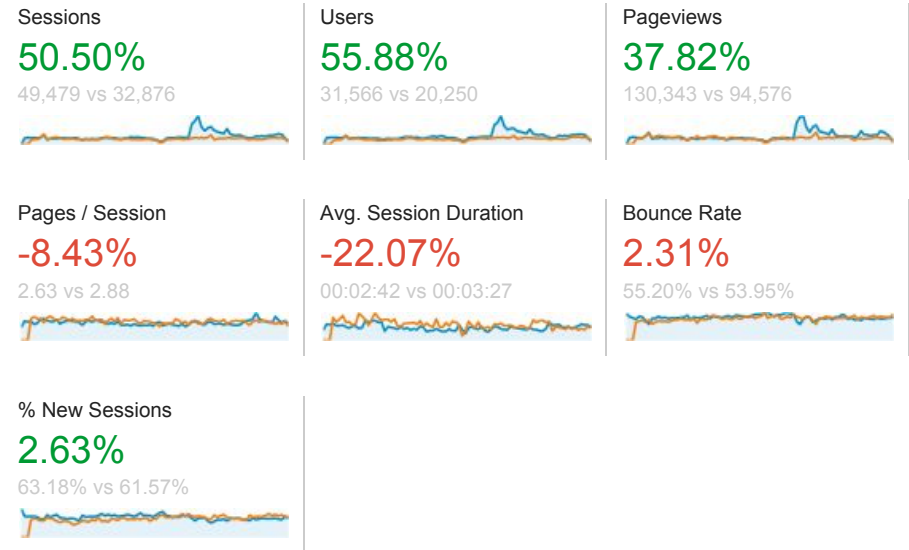
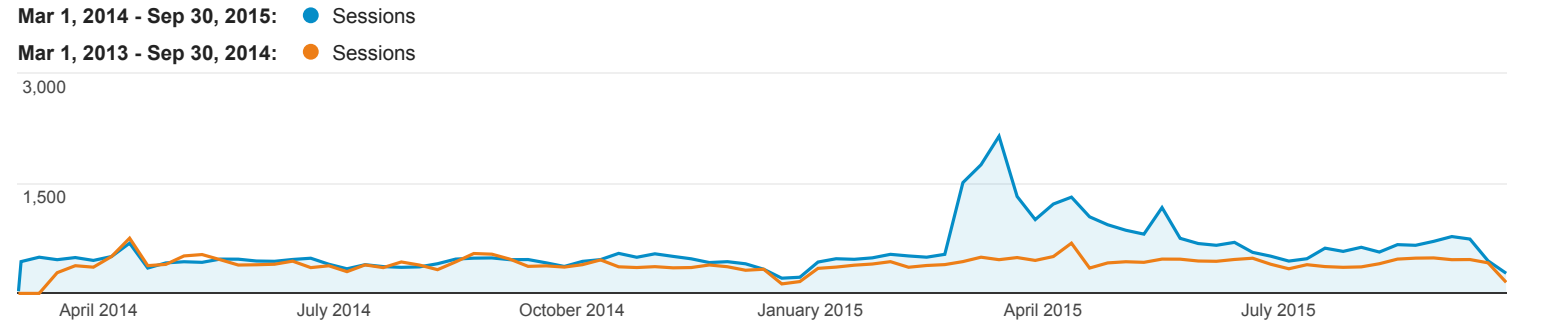
#	Responses	Date
1	Live streaming of meetings / extension program's rather than taking 2 hours to drive to central locations.	10/28/2015 5:25 PM
2	As the leader of the National Banana and Extension Project I have a good working relationship with the communications project and its leader. The success of my project would be diminished if this communications project was not running as effective as it is. The project similar to the extension project has been able to respond in emergency events (e.g. Panama Disease, Cyclones) to keep stakeholders updated.	10/21/2015 6:49 PM
3	The dedicated communications manager for bananas has been a terrific resource for the industry to link research with growers. Final reports in bananas from research projects should be available on the ABGC website and not just through HIA.	10/20/2015 9:59 AM
4	An Index for searching (once most relevant stuff is digitised)	10/16/2015 3:36 PM
5	All previous research funded by the banana industry located on the ABGC website, not HIA, DAF or any other. ABGC website should be the home of all information.	10/16/2015 2:06 PM
6	More support to the existing project officer who does a fantastic job but is seriously overcommitted in her role.	10/16/2015 1:50 PM

Audience Overview

Mar 1, 2014 - Sep 30, 2015
Compare to: Mar 1, 2013 - Sep 30, 2014

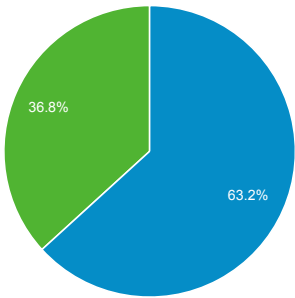


Overview

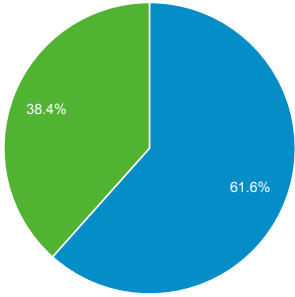


New Visitor Returning Visitor

Mar 1, 2014 - Sep 30, 2015



Mar 1, 2013 - Sep 30, 2014



Language	Sessions	% Sessions
1. en-us		
Mar 1, 2014 - Sep 30, 2015	29,965	60.56%
Mar 1, 2013 - Sep 30, 2014	25,438	77.38%
% Change	17.80%	-21.73%
2. en-au		
Mar 1, 2014 - Sep 30, 2015	8,093	16.36%
Mar 1, 2013 - Sep 30, 2014	1,799	5.47%
% Change	349.86%	198.91%
3. en-gb		
Mar 1, 2014 - Sep 30, 2015	6,118	12.36%
Mar 1, 2013 - Sep 30, 2014	2,855	8.68%
% Change	114.29%	42.38%

4. [\(not set\)](#)

Mar 1, 2014 - Sep 30, 2015	628		1.27%
Mar 1, 2013 - Sep 30, 2014	1		0.00%
% Change	62,700.00%		41,627.05%

5. [es](#)

Mar 1, 2014 - Sep 30, 2015	622		1.26%
Mar 1, 2013 - Sep 30, 2014	107		0.33%
% Change	481.31%		286.25%

6. [en](#)

Mar 1, 2014 - Sep 30, 2015	559		1.13%
Mar 1, 2013 - Sep 30, 2014	466		1.42%
% Change	19.96%		-20.30%

7. [pt-br](#)

Mar 1, 2014 - Sep 30, 2015	551		1.11%
Mar 1, 2013 - Sep 30, 2014	200		0.61%
% Change	175.50%		83.05%

8. [fr](#)

Mar 1, 2014 - Sep 30, 2015	255		0.52%
Mar 1, 2013 - Sep 30, 2014	192		0.58%
% Change	32.81%		-11.75%

9. [zh-cn](#)

Mar 1, 2014 - Sep 30, 2015	204		0.41%
Mar 1, 2013 - Sep 30, 2014	219		0.67%
% Change	-6.85%		-38.11%

10. [zh-tw](#)

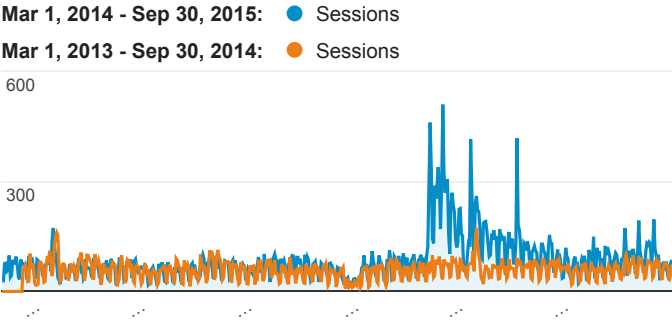
Mar 1, 2014 - Sep 30, 2015	188		0.38%
Mar 1, 2013 - Sep 30, 2014	206		0.63%
% Change	-8.74%		-39.36%

My Dashboard

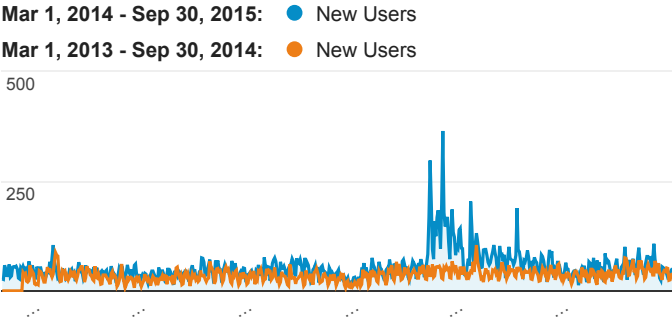
Mar 1, 2014 - Sep 30, 2015
Compare to: Mar 1, 2013 - Sep 30, 2014



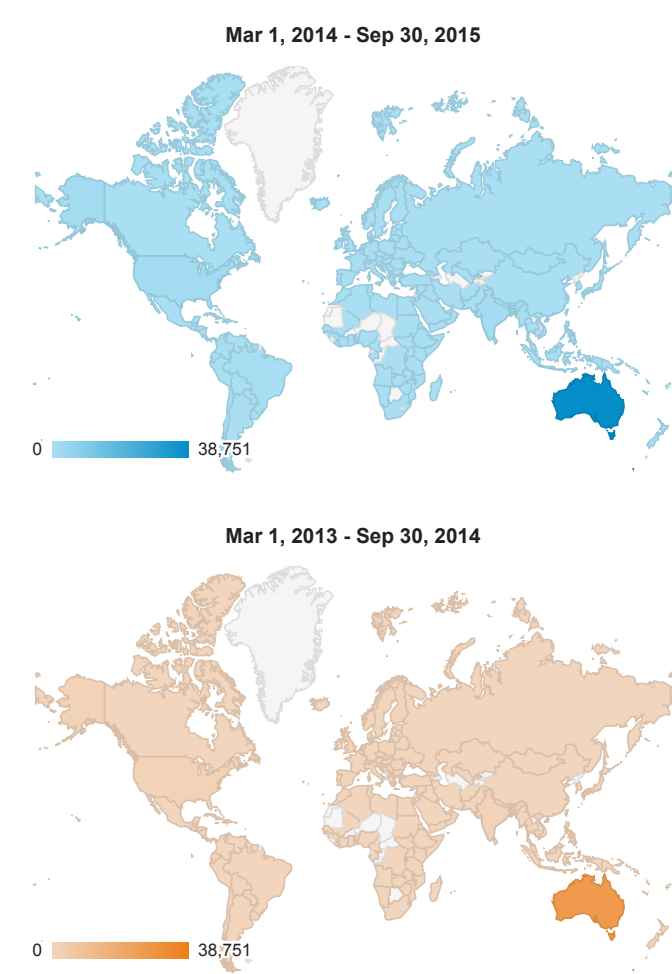
Sessions



New Users



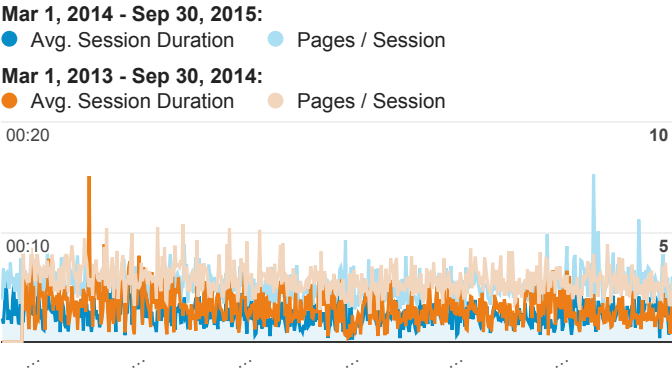
Sessions



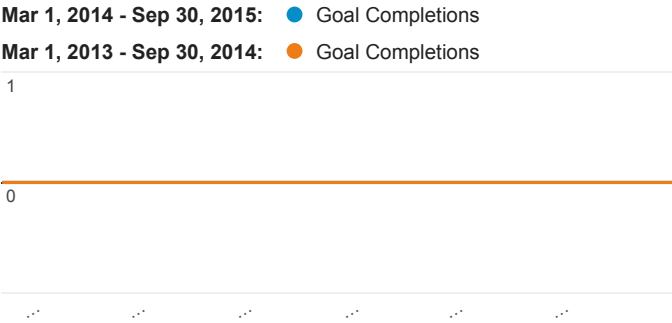
Sessions and % New Sessions by Language

Language	Sessions	% New Sessions
en-us		
Mar 1, 2014 - Sep 30, 2015	29,965	62.02%
Mar 1, 2013 - Sep 30, 2014	25,438	57.64%
% Change	17.80%	7.59%
en-au		
Mar 1, 2014 - Sep 30, 2015	8,093	54.28%
Mar 1, 2013 - Sep 30, 2014	1,799	70.21%
% Change	349.86%	-22.68%
en-gb		
Mar 1, 2014 - Sep 30, 2015	6,118	68.19%
Mar 1, 2013 - Sep 30, 2014	2,855	74.19%
% Change	114.29%	-8.08%
(not set)		
Mar 1, 2014 - Sep 30, 2015	628	99.04%
Mar 1, 2013 - Sep 30, 2014	1	100.00%
% Change	62,700.00%	-0.96%
es		
Mar 1, 2014 - Sep 30, 2015	622	25.72%
Mar 1, 2013 - Sep 30, 2014	107	90.65%
% Change	481.31%	-71.62%
en		
Mar 1, 2014 - Sep 30, 2015	559	87.30%
Mar 1, 2013 - Sep 30, 2014	466	68.67%
% Change	19.96%	27.13%
pt-br		
Mar 1, 2014 - Sep 30, 2015	551	95.46%
Mar 1, 2013 - Sep 30, 2014	200	93.50%
% Change	175.50%	2.10%
fr		
Mar 1, 2014 - Sep 30, 2015	255	79.61%
Mar 1, 2013 - Sep 30, 2014	192	79.17%
% Change	32.81%	0.56%
zh-cn		
Mar 1, 2014 - Sep 30, 2015	204	77.94%
Mar 1, 2013 - Sep 30, 2014	219	70.32%
% Change	-6.85%	10.84%
zh-tw		
Mar 1, 2014 - Sep 30, 2015	188	72.34%
Mar 1, 2013 - Sep 30, 2014	206	69.90%
% Change	-8.74%	3.49%

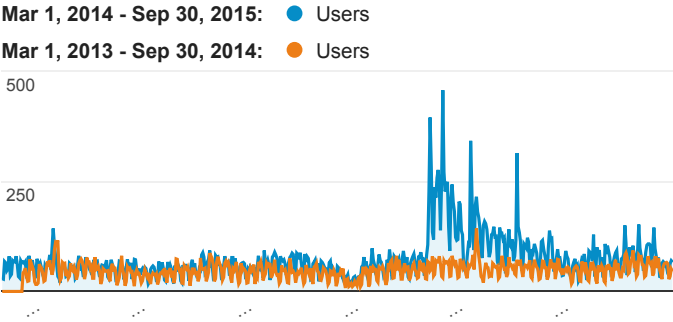
Avg. Session Duration and Pages / Session



Goal Completions



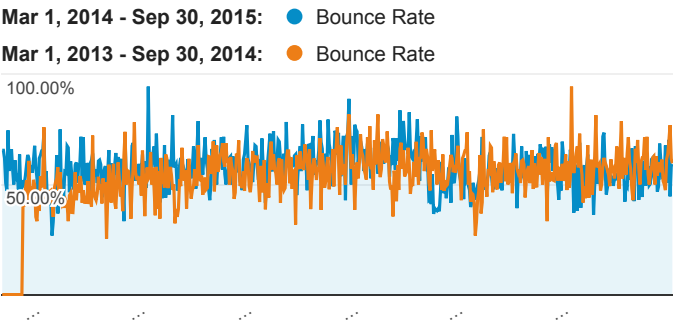
Users



Sessions by Browser

Browser	Sessions
Chrome	
Mar 1, 2014 - Sep 30, 2015	17,044
Mar 1, 2013 - Sep 30, 2014	7,939
% Change	114.69%
Internet Explorer	
Mar 1, 2014 - Sep 30, 2015	15,095
Mar 1, 2013 - Sep 30, 2014	14,245
% Change	5.97%
Safari	
Mar 1, 2014 - Sep 30, 2015	10,206
Mar 1, 2013 - Sep 30, 2014	5,805
% Change	75.81%
Firefox	
Mar 1, 2014 - Sep 30, 2015	4,499
Mar 1, 2013 - Sep 30, 2014	3,302
% Change	36.25%
Android Browser	
Mar 1, 2014 - Sep 30, 2015	984
Mar 1, 2013 - Sep 30, 2014	824
% Change	19.42%
Safari (in-app)	
Mar 1, 2014 - Sep 30, 2015	630
Mar 1, 2013 - Sep 30, 2014	117
% Change	438.46%

Bounce Rate



Revenue

Mar 1, 2014 - Sep 30, 2015: ● Revenue

Mar 1, 2013 - Sep 30, 2014: ● Revenue


\$1.00

\$0.00

.....

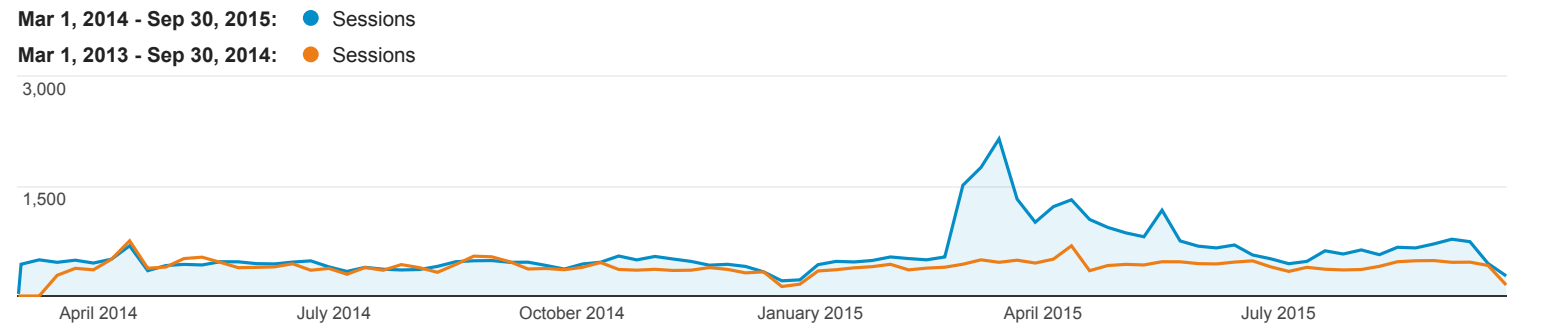
New vs Returning

Mar 1, 2014 - Sep 30, 2015
Compare to: Mar 1, 2013 - Sep 30, 2014

 All Sessions
+0.00%

Explorer

Summary




User Type	Acquisition			Behavior			Conversions		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	50.50% ▲ 49,479 vs 32,876	2.66% ▲ 63.23% vs 61.60%	54.50% ▲ 31,286 vs 20,250	2.31% ▼ 55.20% vs 53.95%	8.43% ▼ 2.63 vs 2.88	22.07% ▼ 00:02:42 vs 00:03:27	0.00% 0.00% vs 0.00%	0.00% 0 vs 0	0.00% \$0.00 vs \$0.00
1. New Visitor									
Mar 1, 2014 -	31,286 (63.23%)	100.00%	31,286 (100.00%)	61.29%	2.37	00:01:53	0.00%	0 (0.00%)	\$0.00 (0.00%)
Mar 1, 2013 -	20,250 (61.60%)	100.00%	20,250 (100.00%)	55.73%	2.80	00:02:11	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	54.50%	0.00%	54.50%	9.98%	-15.41%	-13.52%	0.00%	0.00%	0.00%
2. Returning Visitor									
Mar 1, 2014 -	18,193 (36.77%)	0.00%	0 (0.00%)	44.72%	3.09	00:04:04	0.00%	0 (0.00%)	\$0.00 (0.00%)
Mar 1, 2013 -	12,626 (38.40%)	0.00%	0 (0.00%)	51.10%	3.00	00:05:30	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	44.09%	0.00%	0.00%	-12.50%	3.06%	-25.83%	0.00%	0.00%	0.00%

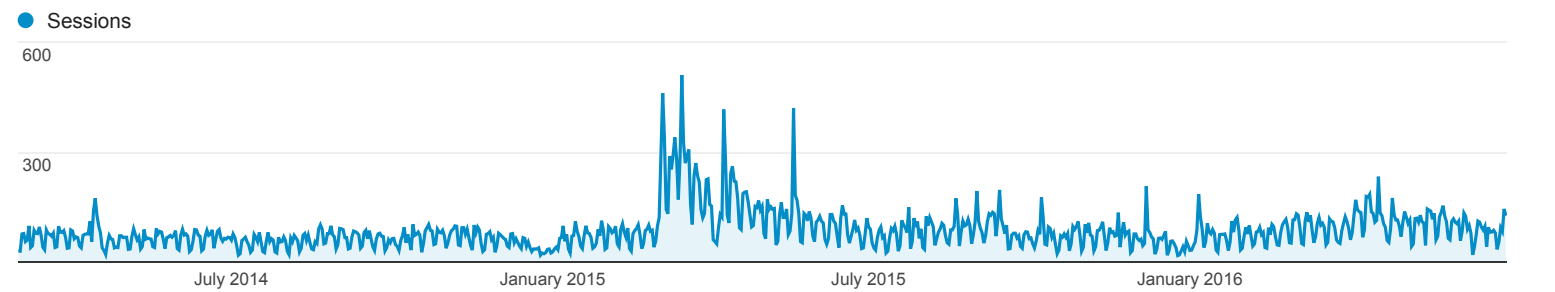
Rows 1 - 2 of 2

Audience Overview

Mar 1, 2014 - Jun 30, 2016


 All Users
100.00% Sessions

Overview




Sessions

72,499




Users

47,125




Pageviews

184,554




Pages / Session

2.55




Avg. Session Duration

00:02:36




Bounce Rate

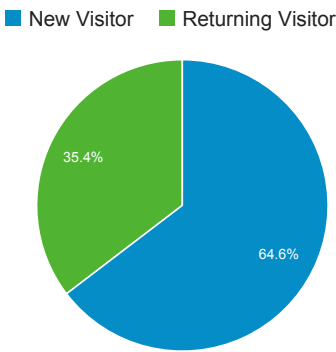
57.07%



% New Sessions

64.58%





Language		Sessions	% Sessions
1.	en-us	41,232	56.87%
2.	en-au	13,724	18.93%
3.	en-gb	9,655	13.32%
4.	(not set)	1,071	1.48%
5.	es	870	1.20%
6.	en	860	1.19%
7.	pt-br	724	1.00%
8.	fr	354	0.49%
9.	zh-cn	324	0.45%
10.	de	263	0.36%