

**COMMUNICATIONS AND STRATEGY PLAN
SOUFRIERE MARINE MANAGEMENT ASSOCIATION INC.**

Table of Contents

- 1. Executive Summary..... 3
- 2. Introduction 5
 - 2.1 Background 5
 - 2.2 Context 6
- 3. Goals & Objectives..... 7
- 4. Target Audiences 9
 - 4.1. Target Audiences 9
 - 4.2. Key Messages for Target Audiences 11
- 5. Communication & Marketing Approach..... 12
 - 5.1. Communication Approach..... 12
 - 5.2 Branding Resources..... 14
- 7. Communication Mix..... 21
- 8. Measurement Metrics for SMMA Inc. 26
- 9. Marketing Mix..... 28

1. Executive Summary

The executive summary provides an overview of the communication and strategy plan designed to enhance organizational effectiveness and drive successful outcomes of the Soufriere Marine Management Association Inc. (SMMA). The plan aims to improve communication practices both internally and externally, align strategic goals with key stakeholders, and establish a comprehensive framework for effective communication.

The plan focuses on internal communication. It emphasizes the importance of fostering a transparent and collaborative work environment. The proposed strategies include implementing regular town hall meetings, enhancing the use of digital communication tools, and establishing effective channels for feedback and idea-sharing among employees. By promoting open dialogue and information sharing, the plan aims to boost employee engagement, productivity, and overall satisfaction.

It also addresses external communication. Recognizing the significance of building strong relationships with customers, partners, and the broader community, the plan outlines key strategies to enhance external communication efforts. This includes developing a consistent brand voice and messaging, leveraging various communication channels (such as social media, press releases, and website content), and actively engaging with the target audience through visibility and meaningful interactions. The goal is to strengthen the organization's reputation, increase brand awareness, and foster positive relationships with stakeholders.

The plan further focuses on aligning strategic goals with key stakeholders. The plan emphasizes the importance of understanding stakeholders' needs, expectations, and concerns. It proposes conducting stakeholder analysis and implementing tailored communication and marketing mix strategies to address their specific requirements. By building strong relationships and keeping stakeholders informed, the organization can improve decision-making processes, gain support for initiatives, and mitigate potential risks or conflicts. The communication and strategy plan highlight the significance of monitoring and evaluating communication efforts. It suggests implementing key performance indicators (KPIs) to measure the effectiveness of communication initiatives and

make data-driven improvements. Regular feedback loops, surveys, and analytics tools will enable continuous evaluation and refinement of the plan, ensuring its long-term success.

In conclusion, this communication and strategy plan offers a comprehensive framework for improving both internal and external communication, aligning strategic goals with stakeholders, and fostering a culture of transparency and collaboration. By implementing the proposed strategies, the organization can enhance its reputation and build stronger relationships.

2. Introduction

Effective communication lies at the heart of any successful organization. It connects people, aligns goals, and drives collaborative efforts towards achieving desired outcomes. In today's fast-paced and interconnected world, organizations face increasing complexities and challenges in effectively communicating their vision, values, and strategies. To navigate this dynamic landscape, a well-crafted communication and strategy plan becomes an essential tool for the SMMA to achieve their objectives and maintain a successful edge. The purpose of this communication and strategy plan is to provide a roadmap for enhancing communication practices both internally and externally, aligning strategic goals with key stakeholders, and establishing a comprehensive framework for effective communication. By adopting a proactive and strategic approach, the organization can cultivate a culture of transparency, engagement, and trust, resulting in improved decision-making, increased productivity, and strengthened relationships with stakeholders.

2.1 Background

The SMMA was established in 1995 by Cabinet Conclusion and subsequently registered as a not-for-profit Company. The organization is managed by a board of Directors as per its by laws. The SMMA operates from a small office on Bay Street, Soufriere. One of the key objectives are to address issues of user conflict within the demarcated area (11km along the island's west coast from Anse L'Ivrogne in the south to Pointe Blanche in the north).

The mission of SMMA Inc is to contribute to national and local development, particularly in the fishing and tourism sectors, through the management of the coastal zone of Soufriere, based on the principles of sustainable use, cooperation amongst users, institutional collaboration, active and enlightened local participation, and equitable sharing of benefits and responsibilities among stakeholders.

2.2 Context

The organisation has been unable to successfully and sustainably incorporate communication, advocacy, and marketing within its daily operations. Its communication plan is outdated and in need of revision to reflect changes which have occurred over the past 8 years. The SMMA is presently focussing its efforts toward developing a fresh image, improving its visibility, creating more public buy-in and involvement in management of the shared marine space, and establishing continuous public awareness and community outreach initiatives. This project will utilize as many relevant platforms as are possible, particularly the existing SMMA website and community and local media houses and social media platforms, to achieve those objectives. The organization was fortunate to source a small grant from GIZ under its local subsidy financing mechanism to assist with this initiative.

3. Goals & Objectives

1. Goal 1- Enhance Internal Communication and Engagement

Objectives

- ❖ Improve information flow within the organization by implementing regular town hall meetings, team briefings, and internal newsletters to keep employees informed about organizational updates, initiatives, and various projects of the organization.
- ❖ Establish effective digital communication channels to facilitate seamless communication, knowledge sharing, and collaboration among employees.
- ❖ Foster a culture of feedback and idea-sharing by implementing mechanisms for employees to provide suggestions, share insights, and contribute to decision-making processes.

2. Goal 2- Strengthen External Communication and Stakeholder Collaborations

Objectives

- ❖ Develop a consistent and compelling brand voice that reflects the mission, values, and unique offerings of the Soufriere Marine Management Association Inc. across all external communication channels.
- ❖ Utilize various communication channels, including social media platforms, website content, press releases, and community events, to effectively communicate the organization's initiatives, accomplishments, and environmental conservation efforts to external stakeholders.
- ❖ Actively engage with the target audience by responding to inquiries, addressing concerns, and encouraging two-way communication to build trust, loyalty, and support for the Soufriere Marine Management Association Inc.

3. Goal 3- Align Strategic Goals with Key Stakeholders

Objectives

- ❖ Conduct a comprehensive stakeholder analysis to identify the key stakeholders, their needs, expectations, and concerns.

- ❖ Tailor communication strategies and messages to effectively address the specific needs and concerns of each stakeholder group, ensuring clear and consistent messaging that aligns with the organization's strategic goals.

- ❖ Establish mechanisms for regular communication and engagement with stakeholders, such as organizing stakeholder forums, soliciting feedback through surveys, and maintaining open lines of communication to foster positive relationships and mutual understanding.

By setting these goals and objectives, the Soufriere Marine Management Association Inc. can effectively implement a communication and strategy plan that enhances internal communication, strengthens external communication and stakeholder relationships, aligns strategic goals with stakeholders, and continually monitors and evaluate communication effectiveness. These efforts will contribute to the organization's mission of preserving and managing marine resources while garnering support and engagement from stakeholders.

4. Target Audiences

4.1. Target Audiences

The target audiences of the Soufriere Marine Management Association Inc. include:

- ❖ Community Members which include residents of Soufriere and surrounding areas who are directly impacted by the activities of the Soufriere Marine Management Association Inc. They are key stakeholders who should be informed about the organization's community engagement programs and opportunities for involvement.
- ❖ Hoteliers, Tourists and Visitors: Soufriere is a popular tourist destination, and communicating with tourists and visitors is crucial to raise awareness. This audience should be provided with information on a quarterly basis in the form of a progress bulletin or an informational sheet, to be distributed by hotels.
- ❖ Fishers and Local Industry: Engaging with fishers and local industry stakeholders is essential for sustainable marine resource management. Communication should focus on providing updates on regulations, sustainable fishing practices, and opportunities for collaboration between the Soufriere Marine Management Association Inc. and the fishermen.
- ❖ Government and Regulatory Bodies: Building strong relationships with government entities and regulatory bodies is crucial for the organization's success. Communicating the organization's goals, accomplishments, and challenges to these stakeholders is important to ensure compliance, garner support, and advocate for policies that align with the organization's objectives.
- ❖ Non-Governmental Organizations (NGOs) such as the Piton Management Area and Environmental Groups: Collaborating with NGOs and environmental groups can amplify the impact of the organization's initiatives. Effective communication with these

stakeholders should emphasize partnership opportunities, shared goals, and collaboration on projects related to marine sustainability.

- ❖ **Educational Institutions:** Engaging with community schools is essential for raising awareness among students about marine conservation. The communication plan should include educational materials, student consultation meetings, and outreach programs to promote environmental education, awareness and encourage future generations to become stewards of the marine ecosystem.

- ❖ **Media and Press:** Maintaining positive relationships with media outlets and journalists is vital for effective communication and increasing the organization's visibility. Regular press releases, media interviews, and media engagement activities should be included in the communication plan to ensure accurate and widespread coverage of the organization's activities and achievements.

- ❖ **Local/ International Funding Agencies:** Communication efforts should also target potential funding agencies to secure financial support for the organization's initiatives. Sharing success stories, impact reports, and demonstrating the value of contributions will be crucial in attracting and retaining funding from these stakeholders.

It is important for the Soufriere Marine Management Association Inc. to tailor its communication strategies and messages to each target audience, considering their specific needs, interests, and communication preferences.

4.2. Key Messages for Target Audiences

1. Community Members

- ❖ “Preserving our marine ecosystem for a sustainable future in Soufriere.”
- ❖ “Get involved! Join us in protecting our marine resources and supporting community-driven initiatives.”
- ❖ “Discover the beauty of our underwater world and the importance of sustainability in our local community.”
- ❖ “Together, we can make a positive impact on marine life and preserve the natural wonders of Soufriere.”

2. Hotelier, Tourists and Visitors

- ❖ "Experience responsible tourism: Explore Soufriere's marine wonders while leaving a positive footprint."
- ❖ "Discover the vibrant marine life and breathtaking coral reefs of Soufriere. Help us protect these treasures."
- ❖ "Support sustainable tourism practices and learn about the rich cultural heritage intertwined with our marine environment."
- ❖ "Be an eco-conscious traveler. Contribute to the preservation of Soufriere's marine biodiversity during your visit."

3. Fishers and Local Industry

- ❖ "Promoting sustainable fishing practices for a thriving fishing industry in Soufriere."
- ❖ "Collaborate with us to protect our fisheries and ensure a sustainable livelihood for fishers."
- ❖ “Coral rehabilitation”
- ❖ “Respect existing legislations”
- ❖ “Improvement of water quality”
- ❖ Awareness of invasive species and coral tissue disease”

5. Communication & Marketing Approach

5.1. Communication Approach

The communication approach should be comprehensive, inclusive, and engaging. The following elements should be included in the communication approach:

1. Clear and Consistent Messaging

- ❖ Develop clear and concise messages that convey the organization's mission, goals, and initiatives. Use plain language that is easily understood by various audiences, avoiding jargon or technical terms. Ensure consistency in messaging across different communication channels to build a strong brand identity.

2. Multi-Channel Communication

- ❖ Utilize a variety of communication channels to reach different target audiences effectively. This can include social media platforms, websites, newsletters, press releases, public events, community meetings, and direct engagement with stakeholders. Adapt the communication approach to the preferences and habits of each target audience to maximize engagement and impact.

3. Engaging Visual Content

- ❖ Incorporate visual elements, such as images, infographics, videos, and interactive content, to make the communication materials more engaging and visually appealing. Visual content can effectively convey complex information and evoke emotional responses, helping to capture the attention and interest of the target audience.

4. Storytelling and Impactful Narratives

- ❖ Share compelling stories and narratives that illustrate the importance of marine conservation, the positive impact of the organization's efforts, and the personal experiences of individuals connected to the marine environment. Highlight success stories, testimonials, and real-life examples to make the communication more relatable and inspiring.

5. Stakeholder Engagement

- ❖ Foster two-way communication and active engagement with stakeholders. Encourage feedback, suggestions, and ideas from the community, employees, partners, and other stakeholders. Provide platforms for open dialogue, such as town hall meetings, online forums, and surveys, to create a sense of ownership and involvement in the organization's initiatives.

6. Collaboration and Partnerships

- ❖ Emphasize the importance of collaboration and partnerships in achieving the organization's goals. Highlight existing collaborations with other organizations, community groups, and government agencies to showcase collective efforts and encourage further collaboration. Communicate the benefits and opportunities of working together to reinforce the message of shared responsibility for marine conservation.

7. Education and Awareness

- ❖ Incorporate educational initiatives and awareness campaigns into the communication approach. Provide accessible and informative materials or literature about marine ecosystems, sustainable practices, and the importance of conservation. Organize workshops, training sessions, and educational events to empower the community and stakeholders with knowledge and skills for positive action.

Elements	Details
Website	« Soufriere Marine Management Association SMMA (www.smma.org.lc)
Facebook	www.facebook.com/smmainc
Instagram	smma_protectingthefuture
Email	Smma.inc@gmail.com
Informational Brochures	This should include the history, background, marine reserve, goals and objectives, information on projects, boat fees.
Paraphanelia	Customized tote bags, stylus pens, mugs
Public Consultations	<p>Yearly community engagements.</p> <p>Meetings should be advertised at least 10-15 days prior. It should be advertised via a town crier, church announcements, the local radio stations and on social media.</p> <p>The following agenda can serve as a general guide for meetings:</p> <ul style="list-style-type: none"> - Provide progress information from meetings and discussions of previous meeting. - Allow for Q&A during or after each presenter.
Organization Tagline	Create a campaign tagline which is memorable.
Interviews	Occasional Radio and TV Interviews

5.2 Branding Resources

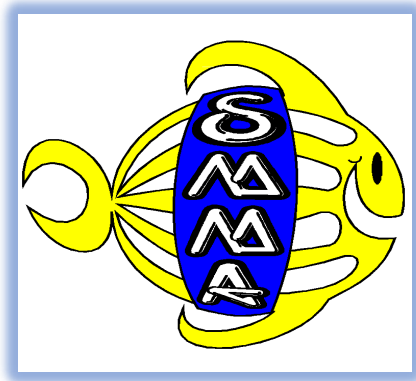
1. Campaign Tagline



PROTECTING SOUFRIERE'S MARINE TREASURES

❖ Campaign Logo and Signage

A more attractive logo will be needed to visually brand and depict a true representation of the organization. This will allow the community members to recognize the educational and marketing campaign of the SMMA. Currently, the logo is blue and yellow, however customizations are needed to establish a more distinctive and unique logo.



Imagine showing Current Logo



Suggested Double- sided Signage

2. Campaign Billboard

A billboard should be placed at a strategic location in Soufriere which will provide information and create visibility for the organization.



3. Campaign Informercial

Infomercials provide a clear call-to-action which creates an effective platform to educate, engage, and persuade target audiences, leading to increased organization brand recognition and awareness. The infomercial must incorporate Soufriere’s culture, the organization’s mission, objectives, and successions.

Local theatrical groups and positive influencers should be contracted to create infomercials for the organization.

4. Public Service Announcements (PSAs)

FORUM	DETAILS
Television & Radio	What is SMMA? Objectives of the SMMA. What are the roles of the Rangers? Discuss some of the conflicts solved by Rangers. Past and on-going projects.

Media houses should be contacted, and airtime must be negotiated. The administrative assistant will agree with the times when advertisements are viewed most. For example:

- MBC- Zafe Nous En St. Licie- 7am- 9am
- /Hot FM- Juke Bois- 5am- 7am
- Liberty FM- Dr. Waters Show- 1pm- 2pm (weekdays)
- Soufriere FM 88.5- Live with Kabrina 10am- 12pm (weekdays)

5. Stakeholder Partnerships

The SMMA can form various partnerships with the following organizations which can assist in marketing and advocacy by disseminating key messages to surrounding areas.

- Soufriere Regional Development Foundation
- Religious Groups in Soufriere and Fond St. Jacques
- Soufriere Youth and Sports Council
- Piton Management Area
- Soufriere Constituency Council
- Fond St. Jacques Development Committee
- Schools in Soufriere, Fond St. Jacques, Choiseul and Canaries
- Fisher's Co- operative in Soufriere and Choiseul

The Soufriere Marine Management Association (SMMA) can benefit from forming partnerships with other organizations for the following reasons:

- Resource sharing: Partnerships allow SMMA to share resources with other organizations, which can include financial resources, equipment, technology, and expertise. This can help SMMA expand its capacity. For example, partnering with research institutions or environmental organizations could provide access to scientific knowledge and data that can enhance SMMA's conservation efforts.

- Collaborative conservation efforts: By partnering with other organizations, SMMA can collaborate on conservation initiatives. This can involve joint research projects, sharing best practices, and implementing coordinated conservation strategies. Collaborative efforts often lead to more effective outcomes in preserving marine ecosystems and managing natural resources.
- Stakeholder engagement: Partnerships with local communities, businesses, and non-governmental organizations (NGOs) can facilitate effective stakeholder engagement. By involving diverse stakeholders in decision-making processes, SMMA can ensure that the interests and concerns of different groups are considered. Partnerships can help build trust, foster collaboration, and create a sense of shared responsibility towards marine conservation.
- Increased influence and advocacy: Forming partnerships with like-minded organizations amplifies SMMA's voice and advocacy efforts. Collaborating with NGOs, government agencies, or international bodies can provide a platform for SMMA to raise awareness about marine conservation issues, advocacy and influence decision-making processes at various levels.
- Enhanced expertise and capacity building: Partnerships can provide SMMA with access to specialized expertise and capacity-building opportunities. Collaborating with educational institutions, research organizations, or international conservation networks can offer training programs, workshops, or knowledge exchanges that improve the skills and knowledge of SMMA staff.
- Leveraging funding opportunities: Partnerships can open doors to additional funding sources and grant opportunities. Many funding organizations prefer projects that involve collaborations since there is a broader impact. By partnering with other organizations, SMMA can increase its eligibility for grants and secure financial support for its conservation initiatives.

- **Tourism and economic development:** Collaborating with tourism boards, local businesses, and community organizations can promote sustainable tourism practices and support economic development.
- Data sharing and research:** Partnerships with research institutions or universities can facilitate data sharing and research collaborations. By pooling resources and knowledge, SMMA and its partners can conduct joint studies, monitor marine ecosystems, and gather valuable data for informed decision-making and evidence-based conservation practices.

6. Public Relations Officer/ Team

The role of a Public Relations (PR) Officer at the Soufriere Marine Management Association Inc. should involve various responsibilities related to managing the organization's public image, communications, and relationships with stakeholders. Some key roles of a PR Officer at SMMA must include:

- ❖ **Media Relations:** The PR Officer is responsible for establishing and maintaining positive relationships with media outlets, journalists, and reporters. They coordinate media inquiries, prepare press releases, and organize media events to ensure accurate and timely coverage of SMMA's activities and initiatives.
- ❖ **Public Image Management:** The PR Officer plays a crucial role in managing SMMA's public image and reputation. They develop and implement strategies to promote a positive perception of the organization, its mission, and its conservation efforts. This may involve creating branding materials, managing social media accounts, and responding to public inquiries or concerns.
- ❖ **Stakeholder Communication:** The PR Officer facilitates effective communication with various stakeholders, including local communities, government agencies, NGOs, businesses, and tourism operators. They ensure that stakeholders are informed about SMMA's initiatives, policies, and projects, and seek their input and feedback. Regular communication through newsletters, public meetings, and presentations helps foster transparency and maintain strong relationships.

- ❖ **Crisis Communication:** In the event of a crisis or negative publicity, the PR Officer plays a vital role in managing communication and mitigating reputational damage. They develop crisis communication plans, coordinate messaging, and provide timely and accurate information to stakeholders, media, and the public. Their objective is to handle crises effectively and protect SMMA's reputation.

- ❖ **Community Outreach:** The PR Officer actively engages with local communities and organizations to build relationships and foster support for SMMA's conservation goals. They organize community events, workshops, and educational programs to raise awareness and encourage community involvement in SMMA's initiatives.

- ❖ **Advocacy and Public Awareness:** The PR Officer promotes sustainable practices by advocating for policy changes and raising public awareness. They work to influence decision-makers, engage with government agencies, and participate in public forums or consultations.

- ❖ **Event Management:** The PR Officer may be responsible for organizing and coordinating events such as conferences, workshops, fundraising activities, or community outreach programs. They manage logistics, handle media coverage, invite stakeholders, and ensure that events effectively convey SMMA's messages and objectives.

- ❖ **Monitoring and Evaluation:** The PR Officer monitors media coverage, public sentiment, and stakeholder feedback to assess SMMA's reputation and the effectiveness of its communication strategies. They collect data, conduct surveys, and analyze information to make informed recommendations for improving PR efforts and communication practices.

7. Communication Mix

The communication mix for the Soufriere Marine Management Association Inc. (SMMA) should encompass a comprehensive range of communication channels and strategies to effectively reach and engage with various stakeholders. The table below an in-depth communication mix for the SMMA:

Communication Component	Details
Website	<p>Develop and maintain an informative and user-friendly website that highlights SMMA's mission, initiatives, and achievements.</p> <p>Regularly update the website with news, events, project updates, and educational resources related to the SMMA.</p> <p>Optimize the website for search engines to ensure it is easily discoverable by relevant audiences.</p> <p>Integrate social media sharing buttons and encourage visitors to follow SMMA's social media accounts.</p>
Social Media Forums	<p>Establish and manage active profiles on popular social media platforms, such as Facebook, Twitter, Instagram, and LinkedIn.</p> <p>Share engaging and educational content, including photos, videos, infographics, and articles related to marine conservation and SMMA's work.</p> <p>Respond promptly to comments, messages, and inquiries from followers and engage in conversations to foster a sense of community.</p> <p>Collaborate with influencers, local organizations, and relevant stakeholders to amplify reach and engagement.</p>

<p>Press Releases and Media Relations/ Interviews</p>	<p>Develop a media contact list and maintain relationships with journalists, reporters, and media outlets.</p> <p>Regularly press releases to announce significant events, achievements, and initiatives.</p> <p>Organize media events, press conferences, or interviews to generate media coverage and promote SMMA's work.</p>
<p>Newsletters and Brochures</p>	<p>Develop a regular newsletter or brochure that highlights recent accomplishments, upcoming events, and important updates.</p> <p>Encourage stakeholders to subscribe to the newsletter through the website and other communication channels.</p> <p>Personalize email communication to different stakeholder groups based on their interests and engagement level.</p> <p>Share success stories, educational content, volunteer opportunities, and ways for stakeholders to get involved.</p>
<p>Community Outreach and Events</p>	<p>Organize community events, workshops, and training programs to raise awareness about SMMA's initiatives.</p> <p>Collaborate with local schools, community organizations, and tourism operators to deliver educational programs and engage with the local community.</p>

	<p>Participate in local festivals, environmental fairs, and public gatherings to promote SMMA's work and interact with the public.</p>
Partnerships and Collaboration	<p>Foster strategic partnerships with other organizations, both local and international, to enhance SMMA's reach and impact.</p> <p>Engage in cross-promotion and co-branding activities to increase visibility and credibility.</p>
Visual Media	<p>Utilize visual media such as photos, videos, and infographics to convey SMMA's efforts effectively.</p> <p>Create high-quality videos showcasing underwater habitats.</p> <p>Share visually appealing content on social media platforms to attract attention and encourage sharing.</p>
Public Speaking and Presentations	<p>Engage in public speaking opportunities at conferences, seminars, and industry events to share SMMA's expertise and knowledge.</p> <p>Deliver presentations to local communities, schools, and businesses to educate and raise awareness about marine conservation.</p>

	<p>Participate in panel discussions and workshops to exchange ideas and best practices with other experts and stakeholders.</p> <p>Stakeholder Engagement and Feedback Establish a feedback mechanism to allow stakeholders to provide suggestions, report concerns, or ask questions.</p> <p>Respond promptly to stakeholder inquiries and address concerns transparently and effectively.</p> <p>Conduct surveys, focus groups, and interviews to gather feedback and insights from stakeholders about the SMMA.</p>
<p>Monitoring and Evaluation</p>	<p>Regularly monitor media coverage, social media posts, and website analytics to assess the effectiveness of communication efforts.</p> <p>Collect data on stakeholder engagement and event attendance to measure reach and impact. This can be done using a brief survey/questionnaire at the end of the engagement.</p> <p>Analyze the results to identify areas for improvement and refine communication strategies accordingly.</p>

N.B.- The communication mix should be adapted and refined based on the specific needs and preferences of SMMA's target stakeholders. Regular evaluation and adjustments will ensure that the communication efforts align with the organization's goals and objectives.

8. Measurement Metrics for SMMA Inc.

Activity	Key Indicators
Social Media Engagement	<p>Number of followers, likes, shares, and comments on social media platforms (Facebook, Instagram, Twitter).</p> <p>Reach and impressions of social media posts.</p> <p>Engagement rate (likes, comments, shares divided by total followers).</p>
Website	<p>Number of website visitors.</p> <p>Time spent on the website.</p> <p>Pages visited per session.</p> <p>Bounce rate (percentage of visitors who leave the website after viewing only one page).</p> <p>Conversion rate (percentage of visitors who take desired actions, such as signing up for newsletters or making donations).</p>
Community Engagement	<p>Attendance and participation rates in community events, workshops, and meetings organized by SMMA Inc.</p> <p>Number of community members actively involved in volunteer programs or initiatives.</p> <p>Feedback and satisfaction surveys from community members and participants in SMMA Inc.'s activities.</p>
Media Coverage	<p>Number of press releases distributed and media mentions received.</p> <p>Media reach (circulation, viewership, or readership) of articles or stories featuring SMMA Inc.</p> <p>Tone and sentiment analysis of media coverage (positive, neutral, negative).</p>

Stakeholder Satisfaction	<p>Surveys and feedback mechanisms to assess stakeholder satisfaction and perception of SMMA Inc.'s communication efforts.</p> <p>Stakeholder perception of the organization's transparency, responsiveness, and effectiveness in communicating its goals and initiatives.</p>
Partnerships and Collaborations	<p>Number of partnerships established with other organizations, government agencies, or NGOs.</p> <p>Joint initiatives and projects undertaken with partners.</p> <p>Outcomes and impact of collaborative efforts (e.g., research publications, policy changes, conservation outcomes).</p>
Employee Engagement	<p>Employee satisfaction surveys to assess their perception of internal communication practices.</p> <p>Participation rates in internal communication initiatives (e.g., town hall meetings, feedback sessions).</p> <p>Employee retention rates and feedback on communication effectiveness within the organization.</p>
Fundraising Engagement	<p>Amount of funds raised through grants.</p> <p>Number of new grant agencies acquired and grant agency retention rates.</p> <p>Grant agencies feedback and satisfaction with communication efforts and impact reporting.</p>
Environmental Impact	<p>Tracking and monitoring of key environmental indicators and targets (e.g., coral reef health, fish population, water quality, lionfish) through scientific assessments and monitoring programs.</p> <p>Assessment of changes in environmental indicators over time because of SMMA Inc.'s conservation effort.</p>

NB: Keep a log of each activity such as recordings, videos, audio, pictures, and files

9. Marketing Mix

The marketing mix for the Soufriere Marine Management Association Inc. comprises a set of strategies and initiatives to promote its services, raise awareness and engage stakeholders.

1. Product/ Service

- ❖ Position SMMA's services as comprehensive and effective solutions for marine conservation, sustainable resource management, and ecosystem preservation.
- ❖ Highlight the range of services offered, such as marine protected area management, environmental education, research, and community engagement programs, water quality management, coral restoration, and conflict resolution.
- ❖ Emphasize the benefits and positive impacts of SMMA's services on the local community, biodiversity, and long-term sustainability.

N.B. Key products offering specifically inclusive to the SMMA will include; Independence Day Rally (February 22), Fisherman's Feast (June 29).

2. Price

- ❖ Determine pricing structures that align with the specific services provided by SMMA.
- ❖ Offer flexible pricing options for different stakeholders, including government agencies, NGOs, businesses, and community groups, to accommodate varying budgets.
- ❖ Ensure that piece mechanisms are supported by a legal framework and compliance with existing legislations governing activities within the protected area.
- ❖ Introduce an online payment system.

- ❖ Introduce an online booking system for moorings.

3. **Promotion**

The DR.I.P. Framework (Belch, 2014), will be used where the company will seek to inform stakeholders of the service. This will ensure that more persons will be made knowledgeable and further build relationships. This will be done through the following Integrated Marketing Communications (IMCs).

- ❖ Utilize various communication channels, such as websites, social media, newsletters, and press releases, to promote SMMA's services, achievements, and initiatives. Buzz indicators such as hashtags and shares can also be used to increase awareness levels.
- ❖ Leverage public relations activities, including media relations, feature articles, and thought leadership opportunities, to raise awareness about SMMA and its impact.
- ❖ Collaborate with local influencers, conservation organizations, and stakeholders to amplify SMMA's reach and engagement.
- ❖ Participate in relevant industry conferences, trade shows, and community events to network, educate, and showcase SMMA's expertise.

4. **Place**

- ❖ Establish an information desk at the office where stakeholders, visitors, and tourists can seek information about the SMMA.
- ❖ Ensure that SMMA's presence is visible at key tourism destinations and popular marine sites in the Soufriere region such as the Soufriere Regional Development Foundation, Sulphur Springs Park, Tet- Paul Nature Trail, Gros Piton Hiking Trail.

- ❖ Develop partnerships with local tourism operators and businesses to promote SMMA's services and raise awareness among tourists and visitors.
- ❖ Strengthen relationship with Soufriere Regional Development Foundation, thus sharing resources.

The diagram below shows the channel distribution system which can be used by the organization.

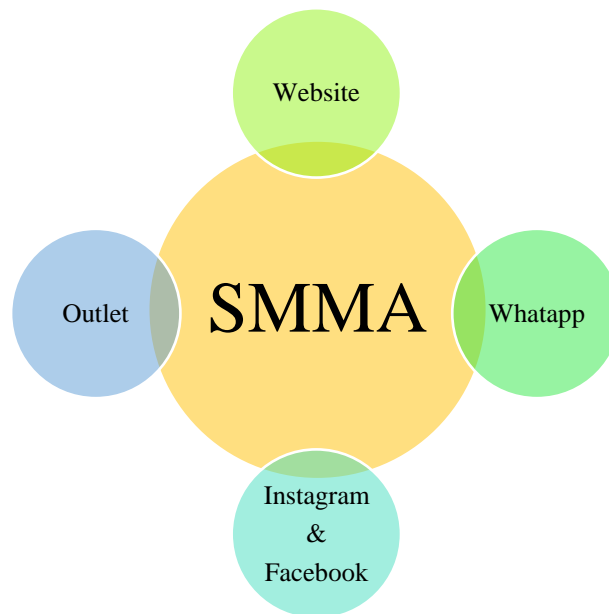


Fig. 1 showing Omni- channel structure

The SMMA can employ an omni-channel distribution system. This strategy will create an amalgamated experience for stakeholders. They should have the opportunity to book or pay fees via the mobile or the website. Customers can pre-request spots on the jetty. Additionally, if booked via the website, they can receive a 10% coupon which can be used at a tourist site in Soufriere.

A hashtag can also be used for example, **#ProtectingSoufriere'sMarineTreasures**, to engage customers via social media forums, help achieve objectives, which will also increase social media presence.

5. **People**

- ❖ Train and empower SMMA staff members to be knowledgeable, passionate, and effective advocates for marine conservation.
- ❖ Foster a stakeholder-centric culture within SMMA, ensuring that staff members prioritize stakeholder needs and provide exceptional service.
- ❖ Encourage staff engagement in professional development opportunities to enhance their expertise and stay updated on the latest developments in marine conservation.

6. **Process**

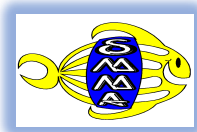
- ❖ Streamline and optimize internal processes to ensure efficiency and effective service delivery.
- ❖ Develop clear and transparent project management procedures, timelines, and reporting mechanisms for clients and stakeholders.
- ❖ Implement monitoring and evaluation frameworks to track the progress and impact of SMMA's initiatives and communicate the results to stakeholders.

7. **Physical Evidence**

- ❖ Showcase tangible evidence of SMMA's accomplishments and impact, such as success stories, case studies, and research findings.
- ❖ Develop visually appealing and informative materials, including brochures, reports, and infographics, that highlight SMMA's work and communicate complex concepts in an easily understandable manner.

- ❖ Provide stakeholders with access to up-to-date and accurate information through well-designed websites, educational resources, and interactive tools.

By effectively implementing the marketing mix strategies, SMMA can strengthen its brand presence, increase engagement with stakeholders, and generate support for marine conservation efforts in the Soufriere region and internationally. Regular evaluation and adjustments to the marketing mix will ensure its alignment with SMMA's goals and adaptability to the evolving needs of stakeholders and the industry.



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