



Fisheries and Tourism

Creating benefits for the community

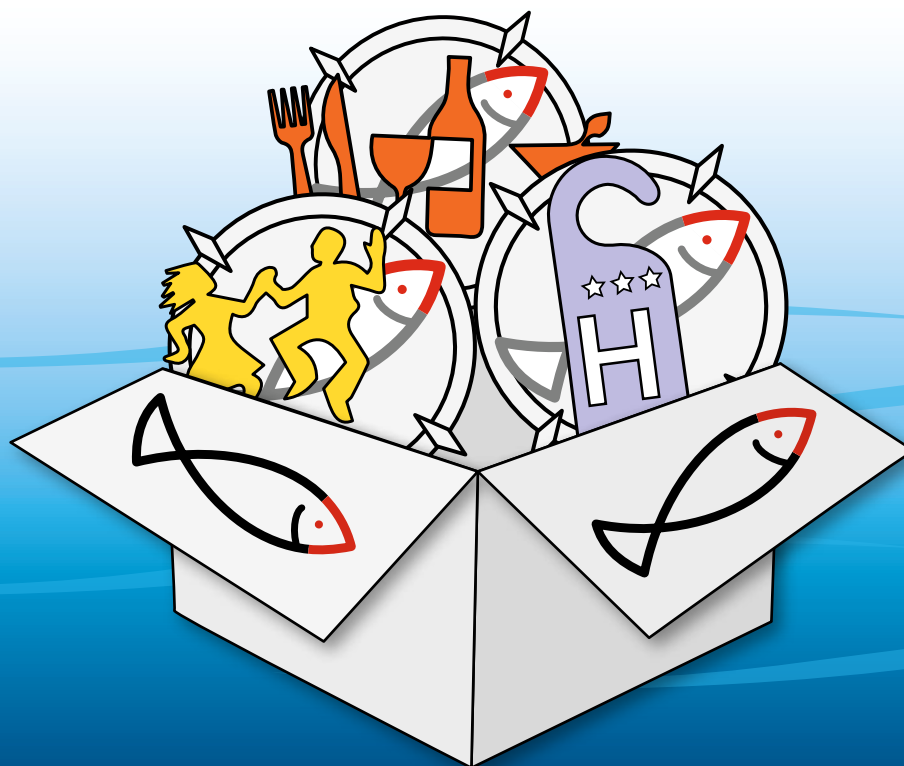


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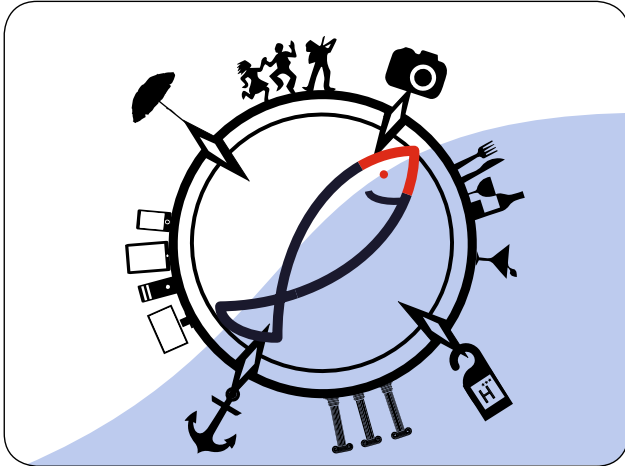
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Introduction



Europe's fisheries areas include some magnificent landscapes and attractive fishing harbours, as well as many other ingredients for making them popular tourist destinations. Indeed, coastal and maritime tourism is the largest maritime activity in Europe¹ and many FLAGs already operate in tourism hotspots. However, while most areas can gain from this growing market, the benefits often by-pass the fisheries community and tourism activities can even have a negative impact if not managed correctly. The decision to support tourism in a fisheries area should, therefore, always be carefully considered, taking account of the costs as well as the benefits.

While in some areas fishing remains an attractive profession, in many it is becoming increasingly difficult for fishermen to make a decent living and local

communities can no longer depend on fishing alone. The revenue and jobs that tourism can bring to an area can help diversify the local economy and job market, as well as providing additional income for fishing families, sometimes ensuring that their production activity remains viable. Indeed, tourism is one of the few industries that have kept growing, even during the economic crisis. As well as providing additional sources of income for fishing families and other local inhabitants, tourism can also help to improve sales of local fish through a range of activities, such as direct sales to tourists, promotion in local restaurants, and festivals that raise awareness of the area's fishing activity and products. At the same time, many tourist areas are looking for ways to offer something different from the typical sun and sand package. Building on traditional activities such as fishing can help attract visitors looking for a more authentic experience, favouring more sustainable tourism that values and contributes to the local community.

This guide is intended for those Fisheries Local Action Groups (FLAGs) that would like to develop tourism activities in their areas, while also ensuring that benefits accrue to the local fisheries community. It is addressed primarily to FLAG members and staff, as well as to potential promoters of tourism projects.

¹ EC Communication on Growth and Jobs in Coastal and Maritime Tourism

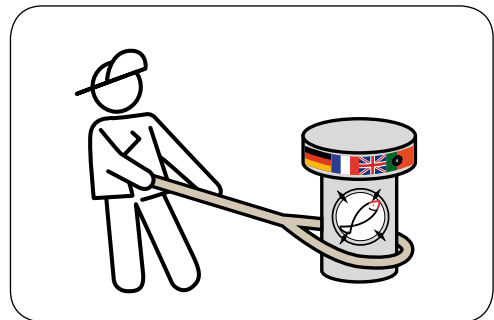
The guide aims to encourage FLAGs and actors in fisheries areas to develop and support quality tourism projects that bring benefits to the fisheries community, and to provide practical advice on how this can

be done. Thus, the structure of the publication corresponds to the tasks that a FLAG has to carry out in order to develop fisheries-related tourism in its area:

Chapter 1

Linking fisheries with the world of tourism:

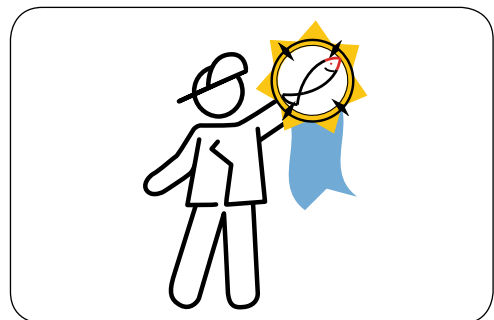
Formulating the FLAG strategy and developing potential project ideas



Chapter 2

Supporting quality tourism in fisheries areas:

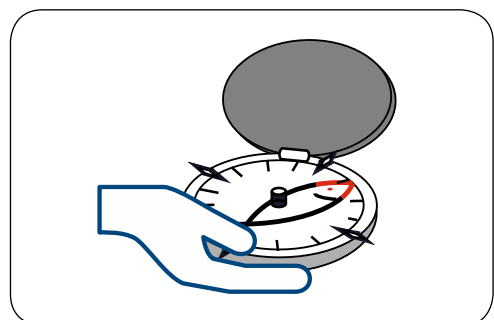
Selecting and developing projects



Chapter 3

Promoting fisheries tourism:

Making a name for fisheries areas and their specific tourism offer

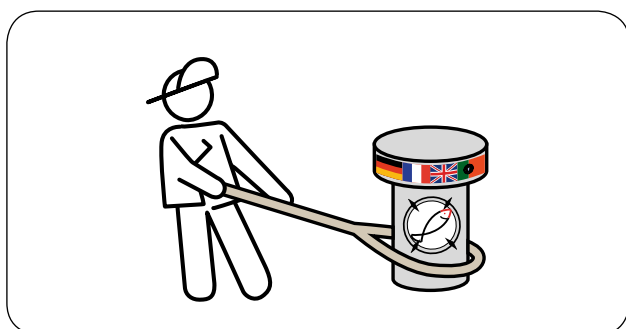


In all sections of the guide, in addition to describing the basic principles and providing practical tools, we also present examples of tourism projects from FLAG

areas across Europe – these are intended for illustrative purposes but can also be a source of inspiration.

1. Linking fisheries with the world of tourism:

Formulating the FLAG strategy for fisheries-related tourism and developing potential project ideas



This chapter deals with tasks that the FLAG has to carry out in the first phase of the tourism development process.

These tasks include:

Analysing your area: potential links between fisheries and tourism

Identifying assets for fisheries-related tourism

Identifying potential positive and negative impacts of tourism development

Preparing project ideas, involving stakeholders, ensuring linkages

1.1 Analysing your area: potential links between fisheries and tourism

Many tourists are losing interest in the traditional sun, sand and sea package and are instead looking to experience something more authentic. Fishing activities and fishing heritage can be an important attraction in this “experience economy”. Indeed, according to a recent study², the presence of a fishing port with boats and – to a lesser extent – the possibility of buying freshly caught fish can increase the willingness of tourists to visit a coastal area.

When a FLAG is preparing its local development strategy, strengthening links between the fisheries and tourism sectors often presents itself as an area of potential. However, in order to take a decision on whether or not this is a good strategic choice, the FLAG should undertake a SWOT analysis of the local tourist sector and of the local fisheries sector before analysing the extent to which the local fishing community could benefit from support for tourism activities that link the two.

² *Is inshore fishery an asset for recreational demand on the coastline?*, Agrocampus Ouest, 2014

An analysis of the strengths, weaknesses, opportunities and threats of the local tourism sector should take into consideration, for example, accessibility, infrastructure, environmental impacts and availability of labour with the necessary skills. It should also aim to establish the key characteristics of tourism in the area (the number and type of tourists, average length of stay, number of day-trippers, hotel occupancy rates...), whether the sector is growing, stable or declining, and to what extent additional activities can enhance the current tourist offer and have the potential for long term development. In this respect, a thorough analysis of the area's assets is needed, as well as an assessment of the extent to which the existing provision of tourist services meets demand and attracts sufficient visitor interest. Moreover, analysis of potential competition (for example, areas within range of the same transport hubs and those with a similar tourism offer) is vital to understanding trends, prices and quality standards shaping tourism development.

A similar analysis should be carried out of the local fisheries sector, with a view to identifying the synergies that could be developed with the tourism sector. Is the sector growing, stable or in decline? Could it be made more competitive by linking it with tourism? Does it have assets (boats, buildings, other facilities) that could be attractive if mobilised (see section 1.2 on identifying assets)? Do those working in the sector have an interest in working more closely with tourism and do they have the skills to do so (see section 2.2, example 5 on training for fishermen)?

The extent to which tourism is already developed in a given area is fundamental to determining the strategy for developing fisheries-related tourism and where the FLAG should focus its energy. Generally speaking, areas can be divided into three broad types, as shown below.

Types of areas where FLAGs may want to support tourism

Areas where tourism is already strong	These are attractive areas where tourism is already well developed . This could be the case, for instance, where tourist resorts are already located in or near the FLAG area.
	A key concern of the FLAG is to make sure that tourism development does not by-pass the fisheries community. The FLAG should work closely with established tourism interests to promote local fisheries.
Areas with strong tourism potential	These are fisheries areas that are less well known but have significant potential for tourism development; they need to build recognition in order to attract more visitors.
	The FLAG will need to focus largely on promotion , making sure that visitors are aware of the area, while capitalising on its fisheries activities as a central part of the areas's identity.
Areas with little or no tourism development	In some remote and/or less developed areas there is a need to create appropriate conditions before tourism can be developed.
	FLAGs will need to support promotion, but also the development or improvement of basic tourism infrastructure, services and activities for tourists . They should ensure that the fisheries community and their assets are taken into account throughout the process.

This context in which the FLAG is operating is fundamental to the strategy that it will develop for its area. In addition to the SWOTs mentioned above, and the extent of tourism development in the area already, the FLAG strategy should also take account of any existing tourism strategies in the area and sources of funding available. This will allow the FLAG to position itself vis-à-vis other tourism actors and focus its support on actions that can have the greatest impact.

FLAG strategies should also take into account existing *Marine Spatial Planning* and *Integrated Coastal Management* initiatives as they often have an important tourism element to them. In this respect, FLAGs should establish contacts with the relevant authorities to ensure coordination and integrate fisheries' interests into what can be a competitive and complex process of managing conflicting uses of the coastline and marine space.

Example 1: Developing a FLAG strategy



Located on the Mediterranean Côte d'Azur, the *Var FLAG* finds itself at the heart of one of France's top tourist destinations, attracting an average of 10 million visitors per year³. For the area's small scale fishing fleet, this means tough competition for marine space and resources from activities such as sailing, diving and recreational fishing, not to mention the environmental impacts of urbanisation. It also means an impressive potential market for local fisheries products. Originally proposed by the WWF, the idea to set up a FLAG was taken up by the Var County Council in collaboration with the Local Fishing Committee who, together, developed a local development strategy

for the area. The leading role played by the Local Fishing Committee was vital to ensuring that the strategy responded to the needs of the sector, while the County Council provided the technical capacity needed for developing a territorial strategy. The strategy development phase included meetings with local fishermen and other stakeholders in order to present proposals and take on board ideas.

It was clear from the outset that the local strategy would have to take into account the strong presence of tourism, but the fisheries sector's role in articulating priorities meant that the focus was on addressing three main concerns: studying the impacts of different fishing practices (including leisure fishing) on stocks; adding value to small scale fisheries; and developing coordinated management of coastal activities.

Links with tourism were present to some extent in all three priorities, either with the objective of ensuring the sustainable co-existence of the different coastal activities, or helping the sector to benefit from tourism, rather than becoming a victim of it. Wealthy tourists and retirees, for example, were identified as a potential market for increasing sales at the morning fish markets, as well as a target audience for restaurants to attract by serving fresh, local and sustainably caught fish. Finally, the strategy envisaged piloting pesca-tourism⁴ activities to diversify fishermen's income and raise awareness about their profession.

³ Var Chamber of Commerce

⁴ Taking tourists on active fishing boats to see fishermen at work

In the next funding period (2014-2020), within the enhanced approach to Community-Led Local Development (CLLD) envisaged by the Common Strategic Framework, some FLAGs will be able to finance their strategy from several EU Funds. Depending on the national legislative framework, they may be able to finance tourism-related activities from different sources. For instance, in addition to the European Maritime and Fisheries Fund, some investment costs could be covered by the European Regional Development Fund, while training for fishermen could, under certain circumstances, be funded by the European Social Fund.

In addition to increasing the financial possibilities of the FLAG, this might also be an opportunity for involving new types of stakeholders from the FLAG area, who may be interested in accessing these other sources of funding – without, however, losing sight of the fisheries sector whose involvement is essential to making fisheries-related tourism a success.

Securing fishermen's involvement in tourism projects

It may not be easy to get fishermen to engage in the process of developing tourism, be it due to the nature of their job (being away at sea so often), a general resistance to change, a lack of skills to undertake new activities or to a lack of liquidity to invest in new activities. FLAGs wishing to focus on tourism should, therefore, have a clear strategy for how to encourage and facilitate the participation of the local fisheries sector. Actions that have shown to help with this include:

- > Involving fishermen at all stages of developing the FLAG strategy and project ideas (ensure timing and location of meetings are convenient for fishermen, avoiding seasons of intensive fishing activity...). The key is for fishermen to have a say in what activities should be developed and where (even if projects will ultimately be implemented by other actors) and to establish working relationships with actors from other sectors. FLAG board members can act as 'ambassadors' for the fisheries sector, ensuring its voice is heard but also in actively encouraging fishermen to engage with the FLAG.
- > Involving young people, including as volunteers (e.g. to develop an inventory of fishing heritage or to interview fishermen on tourism ideas). An aging fisheries sector is usually keenly aware of its need to connect with young people.
- > Showing fishermen concrete examples of how other fishers have benefited from an involvement in tourism (e.g. study trips can be highly effective at motivating fishermen to consider new ideas and learn how to put them into practice).
- > Reaching out to fishermen's spouses and women's groups who often have more time and interest in carrying out new activities.
- > Planning some simple projects early on that can be easily implemented and that demonstrate a benefit for fishermen (e.g. upgrading port equipment (concrete and visible) or promoting the local fishing heritage and products – inexpensive and yet values the role of fisheries in the community).
- > Minimising the administrative burden by providing personalised support to develop tourism projects and ensuring projects proposed are realistic for the potential beneficiary.
- > Ensuring fishermen and/or their families receive appropriate training to undertake new activities

Involving the tourism sector

At the other end of the scale, the tourism sector itself might also need targeted activities that demonstrate why it could be beneficial to engage with fisheries. Indeed, in many areas, the fisheries sector is very removed from other, newer economic activities and fishing ports are not always easily connected to the area's tourist sites. FLAGs can help to overcome these gaps by:

- > Raising awareness in the tourism community of EU funding possibilities related to local fisheries.
- > Organising visits for tourist professionals to see how the local sector works and what it might offer to tourists in terms of visits, products, tastings and other activities.
- > Including the local tourist representatives in the FLAG board or at least in the broader FLAG partnership.
- > Encouraging tourism professionals to build personal relationships with charismatic and dynamic fishermen that they could imagine working with tourists. This can be facilitated, for instance, by organising joint working groups or promotional events.
- > Providing examples of how other areas successfully attract tourists to enjoy their local fishing heritage and products (including numbers of visitors attracted, prices charged...)

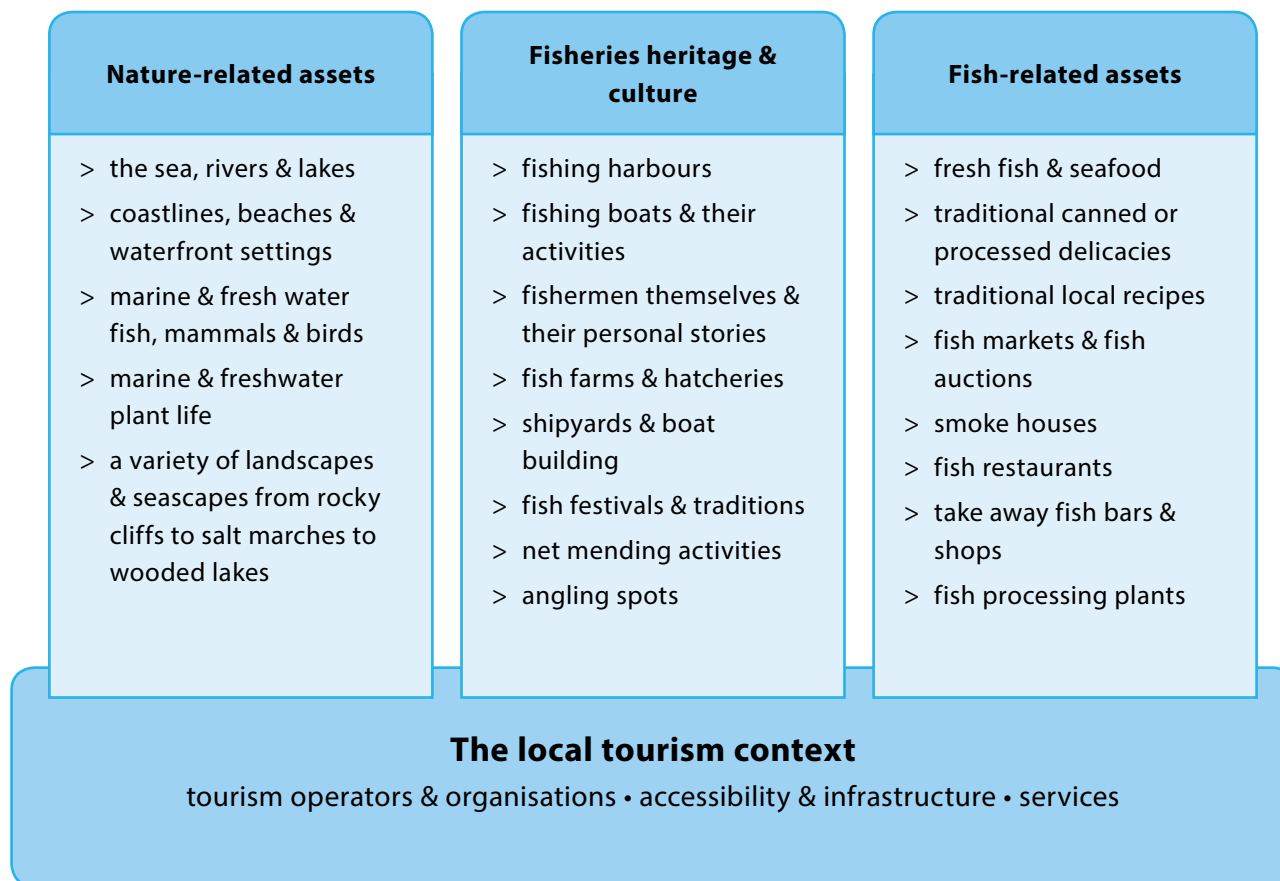


1.2 Identifying assets for fisheries-related tourism

Whatever the type of FLAG area, be it an already popular tourist destination or a remote or underdeveloped area, the FLAG has a role to play in ensuring that local fisheries activities and products are integrated into the area's tourism offer. Indeed, fisheries areas have many unique cultural and natural assets that can be attractive to tourists, if made accessible and promoted effectively. These assets should be analysed in the context of the area's existing tourism sector and the conditions that will shape how they might be mobilised.

When studying local resources and selecting those to develop for tourism, FLAGs should also pay careful attention to ensure that new activities and services do not impact negatively on fishermen's access to resources such as fish (leisure fishing is notorious for coming into conflict with fishermen) or waterfront space (developing restaurants and hotels along the waterfront tends to push property prices up which very often squeezes out the traditional fishing community).

Fisheries-related assets



1.3 Identifying potential positive and negative impacts of tourism development

While developing the FLAG strategy, it may become apparent that tourism can help address certain challenges faced by fishermen and their communities, such as declining incomes and marginalisation from mainstream economic development.

However, if this is the case, it is important to carefully analyse the potential impacts of developing tourism so as to maximise the benefits that it can bring to the area, while minimising the possible negative impacts. Here are some of the potential benefits and risks of developing fisheries related tourism:

Impacts of tourism: POTENTIAL “PROS”



Safeguarding and creating jobs, increasing the income of local inhabitants

- > Fishermen and their families can earn **complementary income** by diversifying their activities to tap into the tourist market, e.g. offering trips aboard fishing boats, accommodation in fishermen's homes, and the opportunity to eat locally caught fish. This additional income can help reduce fishing families' dependency on the volatile income from fishing. Moreover, **new skills** gained in the tourism sector can help give fishing families a competitive advantage in the labour market.
- > Tourism can also **contribute to the general economy** of the area by providing job opportunities or additional income for local inhabitants (e.g. in local shops, restaurants or other service-providers). The additional income comes not only from the direct spending by the visitors, but also from companies which service them. This also translates into increased purchasing power of the local population.
- > A thriving local economy will also generate more income from local taxes, providing more resources to ensure **better local infrastructure**.

Promoting consumption of local, including lesser known, fish

- > Visitors **increase the number of potential consumers** for local fish – both for direct fish sales and in restaurants.
- > Moreover, tourists come to an area expecting to taste the local food and are often willing to try something they haven't tasted before, so they are the **perfect customers for under-utilised species**.
- > If they find they like them, they might even **buy more fish** when they get back home.

Strengthening the economic and environmental sustainability of fishing

- > New sources of income from tourism can help **keep fishermen in the profession** and strengthen the attractiveness of the sector for future generations.
- > If fishermen can complement their revenue through activities linked to tourism, it is possible to maintain (or increase) the family revenue with smaller catches, thus **reducing pressure on the resource**.
- > By offering activities linked to their profession, fishermen can also help to **raise awareness** about the importance of sustainable fishing and responsible consumer choices.

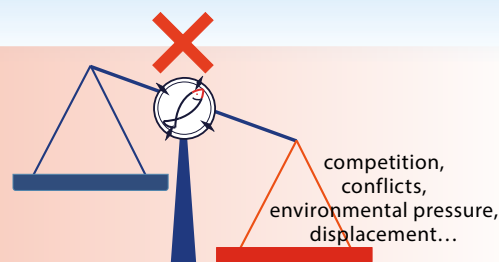
Strengthening the recognition and visibility of fisheries

- > Few young people consider fishing as a profession these days but raising awareness of the job and offering the opportunity to meet fishermen and see them at work can encourage **more young people to consider fishing as a career option**.
- > Highlighting the importance of fisheries to the identity and attractiveness of an area can **strengthen the sector's influence in local decisions**.
- > Fishermen themselves can enjoy the **opportunity to explain their professional activity and way of life** with the general public.

Improving cooperation within the area

- > By working together to develop fisheries-related tourism, fisherman and other actors can develop **trust and awareness** of each other's challenges, which can help foster mutually beneficial working relationships and practices.

Impacts of tourism: POTENTIAL “CONS”



Competition for scarce resources
<ul style="list-style-type: none"> > Strong tourism development often uses the most attractive strips of coastline. This can reduce space available for fishing and other traditional activities, resulting in the demolition of historic architecture and the destruction of small-scale services or industries. Prices of land tend to go up and local inhabitants are encouraged (or forced) to sell their properties. > Uncontrolled angling and recreational fishing can reduce fish stocks essential for the livelihood of professional fishermen. > Competition for labour can also mean that the tourist industry is a stronger pull for skilled and unskilled labour, and fishing boats may find it difficult to find crew members.
Revenues generated leaving the area
<ul style="list-style-type: none"> > Many large-scale tourism investments are carried out by businesses from outside the area, partly because they require significant amounts of funding, usually beyond the reach of local entrepreneurs. As a result, despite inward investment to the area, revenues generated from this investment often do not stay in the community but accrue to distant owners of capital.
Displacement or by-passing of local staff and resources
<ul style="list-style-type: none"> > Tourism in attractive coastal areas can take the form of big hotels and restaurants, standardised packages and low prices with less attention paid to quality and sustainability. > Mass tourism investors often rely on staff, food and other raw materials “imported” from outside the area, as a way of offering large quantities at the lowest price possible.
Low paid and seasonal jobs
<ul style="list-style-type: none"> > Tourist activity is often limited to a few summer months, so jobs are temporary and very often low paid because tourism does not generate sufficient revenues during the rest of the year.
Pressure & conflicts from high tourist activity
<ul style="list-style-type: none"> > Uncontrolled development of tourism can lead to pressure on the environment through heavy urbanisation and pollution (waste, noise, etc), which can have a negative impact on water quality and fishing activities. > There can also be conflicts between fishermen and second home owners who complain about production activities.
Commodification of local assets
<ul style="list-style-type: none"> > Some experts point out that with the arrival of significant numbers of tourists, the essential components of the local community’s life become a “commodity”, which can be bought in a tourism package. Local inhabitants can come under pressure to adjust to the expectations of visitors (<i>“folklorisation”</i>, for instance to create artificial handicrafts not related to the genuine local traditions). In this way tourism can significantly impact the local values and way of life.

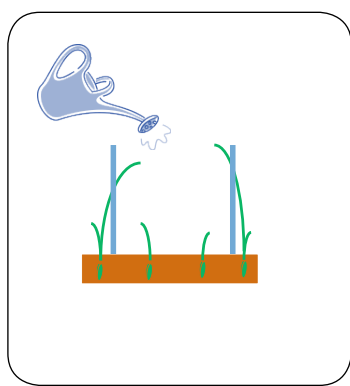
FLAG strategies and project ideas should give careful consideration to these types of risks while looking to capitalise on the opportunities that tourism might offer a fisheries area.

1.4 Preparing project ideas, involving stakeholders, ensuring linkages

A crucial point when developing the FLAG strategy is to translate general priorities and objectives into specific activities or projects to achieve these objectives. So, if a FLAG decides to develop tourism in its

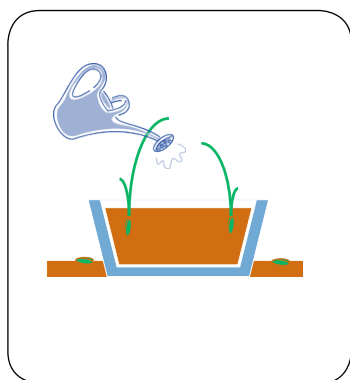
area, it will need to consider what kind of tourism projects would be effective and appropriate. FLAGs usually follow one of two approaches:

Project gardening: “sowing the seeds” versus “potting”



“Sowing the seeds”

At the stage of strategy development, a FLAG may formulate a general indication of the types of projects envisaged, such as “development of fisheries-related tourism activities” or “adding value to small scale fisheries products” (often with indicative amounts allocated from the FLAG budget to each type). More detailed work on conceptualising these projects is then done at the stages of formulating the call for projects, animation of beneficiaries and the preparation of project applications. This option was chosen by the Var FLAG, mentioned in example 1, p. 7.



“Potting”

Another option is for the FLAG to already describe project ideas in its strategy (usually indicating where in the territory they will be implemented). The call for proposals that the FLAG would launch would mainly select the entities which will implement these projects and how exactly they will be done. This was the approach taken by the East Sardinia FLAG (Italy), seen in example 2, below.

The advantage of the latter option is that all stakeholders have full knowledge of what will be done in their area early on and they can better plan their tourism offer. It is also easier to convince some members of the fisheries sector to become involved when discussing concrete projects rather than general ideas. On the other hand, market opportunities can change quite quickly, and it is sometimes risky to define your projects too precisely several years in

advance; it might also discourage some local entrepreneurs from becoming involved if they know they have little chance to get support if they come up with an innovative project idea later on. Finally, the issue of legitimacy of the actors involved at the strategy development stage must be handled carefully if they are to be so influential in the actual choice of projects supported.

Example 2:

East Sardinia FLAG strategy with built in project ideas



The FLAG area is home to a fleet of 120 fishing boats and seven aquaculture and inland⁵ fishing cooperatives. It is an area where agriculture is still an important element of the local economy and where most municipalities have less than 5 000 inhabitants. An aging and declining population, along with high unemployment rates, are serious concerns for the area. The fisheries sector's productivity also suffers from high levels of fragmentation. Tourism, on the other hand, is a growing market and, although largely concentrated along

the coast and subject to seasonality, represents a valuable opportunity for both the area and the fisheries sector. Indeed, the Tortolí fishing cooperative, whose president also presides over the FLAG, points to its diversification into tourism and educational activities to explain the unusually low average age of their fishermen (38 years old) compared to the regional average (over 50). A socio-economic analysis of the area led to the FLAG identifying the following five priorities in its local development strategy (LDS):

- > Increasing the value added of fisheries products and developing new eco-sustainable activities
- > Improving and protecting the environment and local cultural heritage
- > Upgrading and coordinating the area's tourism offer
- > Inter-territorial and international cooperation
- > Skill enhancement and empowerment of fishermen

These priorities were then developed further into specific actions, approved as part of their LDS. For tourism these actions include:

- > Setting up a consortium to market local products
- > Developing educational nature trails & eco-museums
- > Providing funding to equip boats for pesca-tourism
- > Providing funding for other fisheries-tourism activities, including accommodation in fishermen's homes
- > Developing tourism "packages" and setting up a local agency to coordinate and promote all pesca-tourism and other fisheries-related tourism.

Essentially, therefore, the strategy lays down two key objectives in its tourism section: the development of more fisheries-related tourism products (more boats adapted for pesca-tourism, fisheries-related eco-tourism activities and other services such as dining and accommodation offered by fishermen) – and the packaging and marketing of these products as a coordinated tourist offer of the territory. As such, the FLAG partners and the local actors have a very clear idea of what the FLAG intends to do during the current period.

⁵ In coastal lagoons

Whatever the stage at which project ideas are developed, the FLAG needs to pay attention to the following issues:

Projects in line with opportunities of the area

- ✓ Ensure that the project ideas are compatible with the local assets and needs, and correspond to market opportunities.

Involving the fisheries sector

- ✓ Representatives of the fisheries sector must be involved in the whole process of designing the strategy, but it is particularly important at the stage of project formulation. The FLAG staff must create opportunities for fishermen to propose their own project ideas and to see how they will benefit from projects developed by other sectors.

Ensuring the support of tourism professionals and other stakeholders

- ✓ It is important that the tourism sector appreciates the fisheries character of the area as a local asset and understands the role it can play in the tourist offering. The FLAG should capitalise on the professional knowledge of the tourism industry and leverage skills vital for tourism projects to succeed. Support of the wider community, including the public sector, should also be secured.

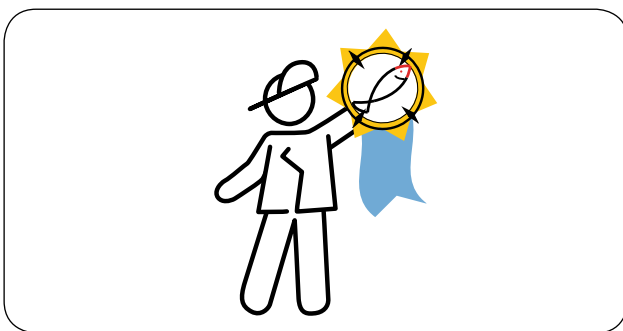
Projects with greatest potential

- ✓ EMFF funding should support projects that are likely to have a maximum sustainable impact. The FLAG must be able to assess the effectiveness of potential tourism projects (including feasibility, market opportunities, use of underutilised resources) to ensure this strategic focus.

Linkages between projects

- ✓ The role of the FLAG should also be to encourage local actors to cooperate in order to achieve a coherent tourist offering for the whole area, and projects involving joint action by several partners should be prioritised. Successful and sustainable tourism depends on good cooperation among many actors!

2. Supporting quality tourism in fisheries areas: Selecting and developing fisheries-related tourism projects



Once the strategic decisions concerning tourism are taken and project ideas broadly defined, it is time for FLAGs to select and support the development of projects. In order to ensure that tourism-related

projects respond to identified needs of the FLAG area, appropriate rules and criteria for project selection must be established, and adequate support must be provided to beneficiaries to help them understand and meet these requirements. General advice for FLAGs on ensuring good quality projects can be found in other FARNET publications⁶, here we will focus on FLAG tasks specifically related to fisheries-related tourism projects.

⁶ See https://webgate.ec.europa.eu/fpfis/cms/farnet/sites/default/files/documents/FARNET_Steps-for-Success_Guide-4_EN.pdf

2.1 Selecting fisheries tourism projects

The first step in analysing project proposals should be to look at how they could **benefit the fisheries sector**. In some cases, fishermen themselves may be the project promoters, however, the fisheries sector can also benefit from projects developed and implemented by others in the area, such as the organisation of a festival by the local municipality that promotes the local catch. However, the FLAG should always look at whether the expected benefits are realistic (including incremental effects, for example, how a project might bring additional income to the fishermen but without jeopardising their core activity) and to whom these benefits will accrue, trying to ensure that it is not only the strongest representatives of the fisheries sector that benefit. Here are some of the questions that the FLAG might ask in order to address some of these issues:



Will the project benefit the fisheries sector?

- > Who are the project promoters, who are its primary beneficiaries?
- > In what way does the fisheries sector benefit?
- > What is the impact of the project on the core fishing activity?
- > Does the benefit accrue solely to the strongest fisheries actors or also to the weaker ones?

Keeping in mind the potential negative impacts of tourism, the FLAG should analyse the **community benefits** of the projects carefully. For instance, it is not enough to say that a given project will create employment: the FLAG should check if these jobs will really be accessible to local people – and if possible, they should be quality, year-round jobs. Tourism establishments, such as hotels, can create demand for local products, including locally caught fish, and it is important to make sure that this happens and that the tourist industry cooperates with local suppliers. FLAGs should also encourage applicants to design projects that will bring additional benefits to the community, for instance by contributing to local cultural, gastro-nomic or sports events or allowing infrastructure to be used for educational or other purposes outside the peak season.



Will the community benefit?

- > Who will get jobs in the supported tourism business?
- > Will these jobs be attractive to local inhabitants?
- > Will the project improve the skill pool of the local community?
- > Will the tourism business (e.g. hotel, restaurant) use local products, especially locally caught fish?
- > What linkages will be created or strengthened between the supported business and other activities?
- > Is there potential for linkages with non-tourism activities (e.g. cultural or educational)?
- > Will the project help overcome the seasonality of tourism / be viable all year round?

The project can only bring benefits to the community if it is **successful as a business**, so the FLAG should check if the project applicant has correctly estimated the market, if the calculation of costs and revenues is sound and, very importantly, if the project promoter has sufficient skills and experience to manage the project.



Is the project viable?

- > Is there a market for such an activity?
- > Have the costs been estimated correctly?
- > Are the number of visitors, occupancy rates and costs comparable to other similar businesses? If not, is this justified?
- > Does the beneficiary have the appropriate skills and management capacity?
- > Have sufficient time and resources been factored in?
- > Will sufficient visibility of the project be ensured?

The **wider impacts** of tourism projects should also be analysed: the FLAG should make sure that the new tourism business does not squeeze out existing businesses and force their employees out of work. FLAGs in some regions, such as Galicia, Spain, follow strict rules on support for hotels, for example, allowing such support where hotels are lacking, but where supply already meets demand, FLAGs may not fund additional accommodation. Such analysis should take into account the indirect impacts or “knock-on” effects of the supported project (e.g. increased demand for goods and services as a result of higher purchasing power of the local inhabitants) or synergies with other activities in the area. The “carrying capacity” of the area should also be respected: too many visitors may destroy the area’s most valuable assets and undermine its sustainability.

The carrying capacity can be assessed by analysing the area's assets that can be affected by high levels of tourism, as well as the number and type of potential visitors, and establishing acceptable thresholds (e.g. for noise pollution, traffic congestion, exploitation of natural resources such as water). This should not be seen as fixing the absolute number of tourists that must not be exceeded, but rather as an indication of what the FLAG should aim for (e.g. 5 000, 50 000 or 150 000 tourists per year) and adapting the tourist development strategy accordingly⁷.

Before taking the decision to support a project, the FLAG should also make sure that it is in line with the national or regional legal and fiscal framework (for instance pesca-tourism in many countries still faces strong legal and administrative barriers) and that any current or planned legislation does not undermine the ability of the business to be profitable (see *FARNET Magazine #9*, p. 26, for an overview of pesca-tourism legislation around Europe).

See below for an example of how some of these concerns can be expressed in project selection criteria.



What are the project's wider impacts?

- > Is the project complementary to the current offer in the territory?
- > What are the links and synergies with other activities in the area?
- > What kind of knock-on effects will result from the project?
- > What are the environmental consequences of the project?
- > Will the project respect the carrying capacity of the area?

⁷ See the study on "Developing, measuring and evaluating carrying capacity in European tourism destinations" (2001) at http://ec.europa.eu/environment/iczm/pdf/tcca_en.pdf

Example 3:**Selection criteria for tourism projects: the Fisterra-Muros-Noia FLAG**

The Fisterra-Muros-Noia FLAG (Galicia, Spain) applies a series of criteria to the selection of projects for financial support. These include a set of criteria for all profit-generating projects and another set for non-profit making projects. The system provides for a transparent selection procedure which allows the FLAG to prioritise those projects which best respond to its local development strategy by allocating more points to projects which fulfil a certain number of desired criteria. Projects promoted by members of the fisheries sector score additional points, for example, as do those that generate employment or use local resources.

On top of general selection criteria, a further 30 points are available to projects that aim to develop and promote fisheries tourism along the coast. As can be seen in the table below, additional points are available for projects developed by fishing organisations, but also to those with experience in promoting fisheries tourism or working with travel agencies. Moreover, displacement is discouraged by giving extra points to proposed activities that are unique in their municipality. Cooperation with other actors is rewarded.

Project scoring – maximum 30 points		
Projects by organisations marketing coastal tourism	6	• Project promoters include a fishing organisation .
	6	Project promoters have experience in fisheries tourism :
	3	• > 50% of the capital belongs to project promoters with experience in fisheries tourism.
	6	• 10-50% of the capital belongs to project promoters with experience in fisheries tourism.
Creating or improving innovative tourism products as per the "Finisterrae Standard"	6	• The activity includes operations supported by travel agencies .
	3	• The activity is one of a kind (classified against the "Finisterrae Standard ⁸ ") in its municipality.
	1	• Only one other organisation offers the same activity.
Commercial cooperation between organisations	6	• Two organisations offer the same activity.
	3	• Includes cooperation with more than two project promoters.
		• Includes cooperation between two project promoters.

⁸ See "Mar Galaica" project on promoting quality fisheries tourism p. 25.

2.2 Developing fisheries-related tourism projects

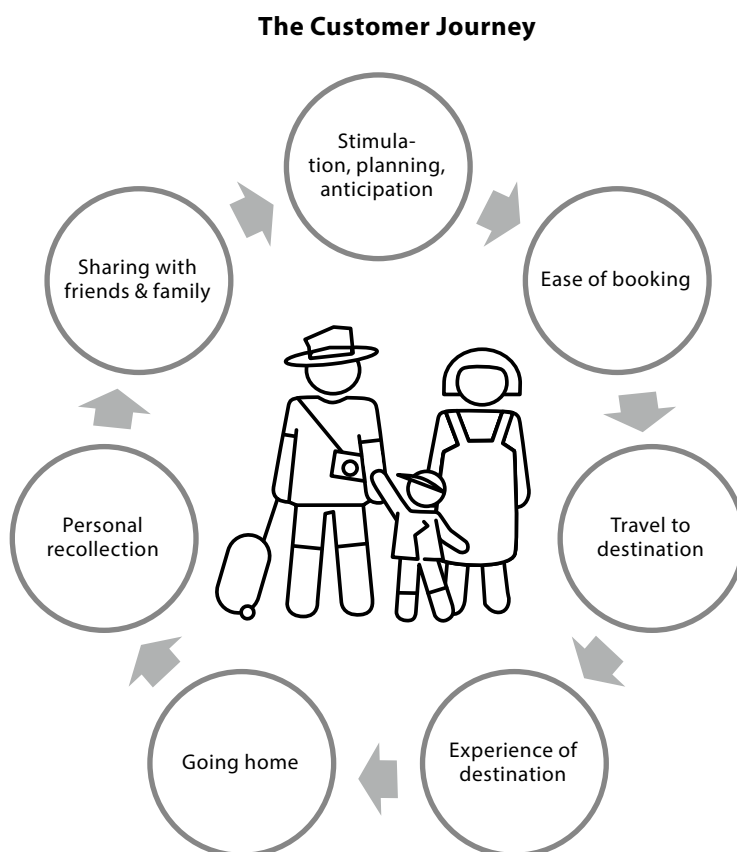
Selection criteria and careful project analysis are only one way in which the FLAG can influence project promoters and ensure a desired profile of tourism-related projects. The FLAG can also be instrumental in identifying potential project promoters and encouraging them to present projects that can contribute to the FLAG's strategy. It subsequently has an important role to play in supporting these candidates to develop their projects and, when necessary, in organising specific training. This role is important, as developing and implementing a tourism project requires skills that are not commonly found in fisheries communities, such as attention to customer service, language skills or working with tourist operators. At the same time, existing tourism operators may need to learn more about the fisheries sector in order to understand the contribution it could make to the local tourism offer. The FLAG can also facilitate introductions to potential project partners and, where appropriate, direct local actors towards complementary sources of funding.

Whether tourism-related projects are funded by the FLAG's budget or from other sources, if the project in question contributes to its local development strategy, the FLAG may want to help members of the community to develop viable tourism products.

A tourism product can be defined as "a bundle or package of tangible and intangible components based on activity in a destination". This package is perceived by the tourist as an experience available at a price⁹. A key element of any tourism product is its focus on the tourist (the customer) and his or her experience. The FLAG should, therefore, look for activities that develop a new or enhanced customer experience based on the assets of the fisheries area.

The concept of the "customer journey" is helpful when looking at tourism from the perspective of the potential customer, a vital process when designing a tourism product that is attractive.

⁹ See "Marketing in Travel and Tourism", by V.T.C. Middleton and J.R. Clarke, Routledge 2012 (e-book)



The whole process of planning the trip, booking, travel, experiencing, returning home and remembering must be designed and implemented in such a way as to keep the customer satisfied and encourage him or her to return to the FLAG area, as well as recommending it to others.

Important aspects of tourism products: quality, seasonality and timing

When helping beneficiaries to develop tourism products the FLAG should pay attention to a number of important aspects, such as quality, seasonality and timing.

Product quality

In an increasingly competitive and globalised industry such as tourism, a consistent approach to quality is crucial to success for individual tourist businesses, as well as for the destination as a whole. Quality makes a given product or area attractive and therefore easier to market; it also contributes to customer loyalty and, therefore, to business stability. A lack of attention to quality can have serious consequences, including not only loss of image and falling income, but also potentially costly damage limitation.

The quality of tourist services covers a wide range of aspects such as efficiency and timeliness, hospitality and language skills, handling of complaints, transport, security, hygiene etc. Studies indicate, for instance, that 50% of German tourists (an important target market for many coastal destinations in Europe) place high demands on the destination they visit in terms of beach cleanliness, litter and noise pollution. The FLAG should make sure that project promoters are aware of these quality-related concerns, and in particular that they regularly carry out customer satisfaction surveys, analyse them and make the necessary improvements.

A variety of quality schemes and labels inform the consumer what to expect from a tourism establishment and most tourism products in the FLAG area could benefit from joining these schemes. Such quality schemes can certify, for example:

- > individual tourist products or operators
- > the fisheries content of the product (e.g. restaurants serving local and sustainably caught fish)
- > certain local assets (e.g. the cleanliness of beaches or the environmental quality of the area)
- > the entire destination.

In order to compete in an increasingly demanding tourist market, demonstrating that your offer meets recognised industry standards is fundamental. The FLAG should help its beneficiaries study the available quality schemes and decide which certification is worth investing in¹⁰.

Seasonality

Seasonality is conditioned by a range of natural and institutionalised factors, ranging from the weather to school holidays and well known festivals. Addressing the supply and demand issues related to seasonality is a major consideration for anyone offering a tourism product. Project promoters and FLAGs should carefully study the potential for new projects to be viable year-round, and in cases where it is not realistic for a product or service to be made available throughout the year, this should be built into the business plan of the project. Responses to seasonality are likely to fit into one of the following three categories:

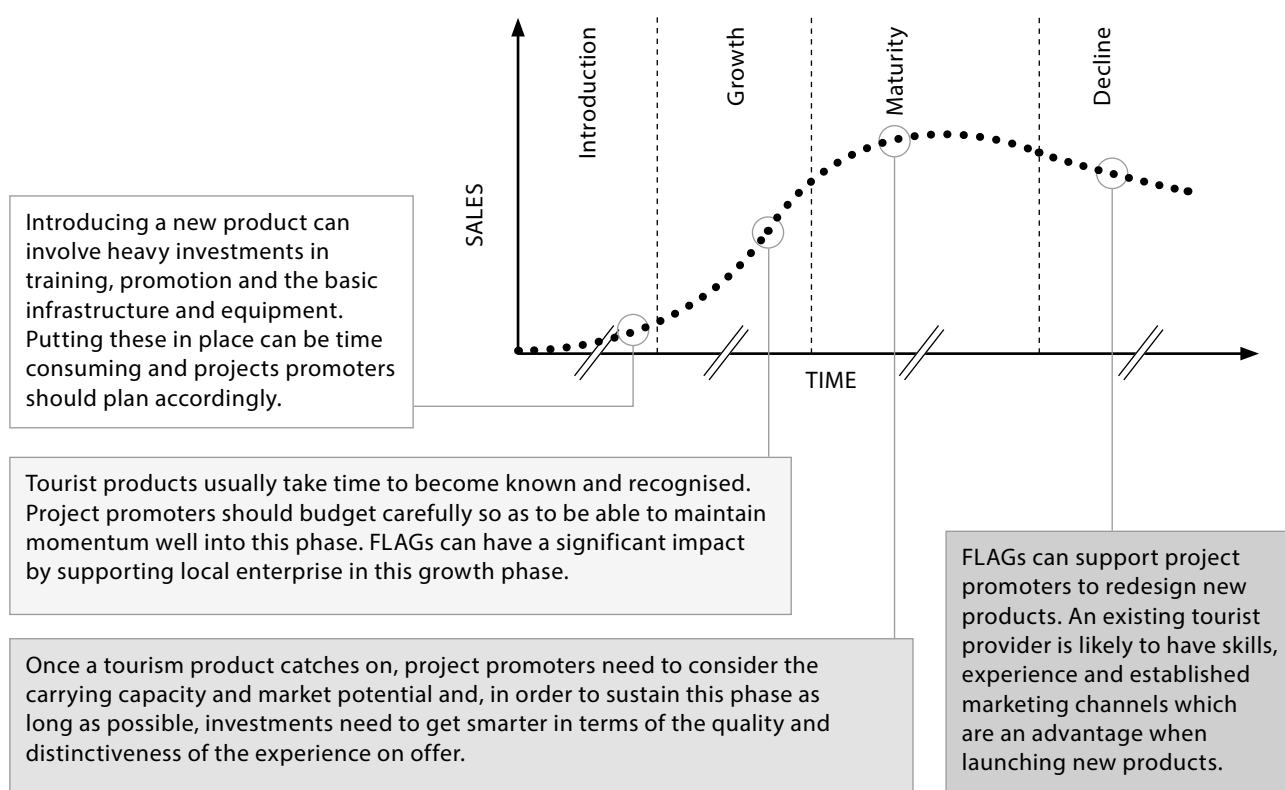
- > Tapping into peak tourist seasons: fishermen and other local actors may want to take advantage of high numbers of tourists at certain periods of the year to promote fisheries-related activities and products, such as pesca-tourism trips or buying local fish. Certain tourist activities are only realistic in peak season, e.g. pesca-tourism is often only permitted in summer months when the sea is calmer, while other products may depend on high visitor numbers to be viable. In these cases, the project is likely to constitute a complementary revenue in summer (or other peak season) months. However, one should remember that in some areas the peak tourist season may coincide with the peak fishing season.

¹⁰ More information to be found at: http://ec.europa.eu/enterprise/sectors/tourism/files/studies/evaluation_quality_performance/qualitest_manual_en.pdf and http://ec.europa.eu/enterprise/newsroom/cf/getdocument.cfm?doc_id=7655

- > Extending the tourist season: increased economic activity can be generated in those areas which can attract visitors outside the peak season. Such projects might include targeting schools and retirees with adapted educational or leisure activities, or young professionals for weekend packages. Organising and promoting festivals that become associated with a given area can also be an effective tool to extend the tourist season.
- > All year round viability: certain tourist products can be developed to be viable all year round and FLAGS should encourage project promoters to look for creative ways to do so. This will tend to require a mix of products that attract different target groups, including the local population, second home owners and nearby schools. The project, Benboa, described on page 30, has done just this by combining a fish restaurant with a bar, tourist information, cultural space, delicatessen and fishmonger that attracts tourists and nearby residents alike.

Timing

Finally, it is important to remember that developing a new product is a time-consuming process and results cannot be expected immediately – they may take several years and the business projections must take this into account. Once developed, no tourism product lasts forever and so project promoters should be prepared to redesign their products when necessary in order to maintain customer interest. The graph below shows the lifecycle of a typical product, drawing attention to issues that a FLAG should consider when supporting fisheries tourism, depending on the stage of its development. The length of time that each phase may last for will depend on the complexity and success of the product.



Ensure a Complete Product Range

For an area to operate successfully as a tourist destination it has to offer a sufficiently wide range of services to encourage tourists to come and stay in the area. These visitors will expect places to eat, somewhere to sleep and things to do.

While FLAGs cannot expect to be responsible for the whole tourism offer of a given area, nor can most areas expect to attract tourists solely with their fishing heritage, FLAGs can work closely with tourism actors in the territory to complement the existing offer. In areas where tourism is yet to be developed, this may

extend to more general activities and services that are lacking in the area and necessary to attract visitors, such as accommodation or popular water sports. In most cases, however, FLAGs can play a more useful role by supporting a specific fisheries angle to the existing tourism offer. Either way, FLAGs have a broad scope of intervention in terms of fostering tourism activities that build on and complement the local fisheries sector.

See page 28 of this section for a range of Axis 4 projects linked to tourism.

ACTIVITIES AND ATTRACTIONS

- > pesca-tourism trips (taking tourists on board working fishing boats)
- > watching shellfish gathering or aquaculture activities
- > guided tours of fishing ports
- > interpretation centres
- > watching fishing activities and/or visiting the marine environment aboard a tourist boat
- > angling trips or angling sites
- > cultural and fish festivals
- > water sports



GASTRONOMY

- > fish restaurants
- > fish frying stands
- > fish shops & markets
- > direct sale of fish from fishing boats
- > gastronomy tourism, including cooking courses



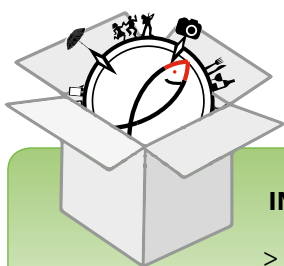
ACCOMMODATION

- > accommodation in fishermen's homes
- > hotels with a fisheries theme
- > bed & breakfasts
- > self-catering accommodation
- > camp sites



INTEGRATED PACKAGES

- > integrated packages comprising several tourism products / services, offered jointly.



Coordination and packaging

FLAGs should ensure coherence and complementarity between the different tourist projects they support – as well as with those tourist services already present in the territory. Indeed, the FLAG should be looking to **improve the tourist offer in their area and not duplicate activities or services which are already available**. Individual operators can cooperate with other service providers in the area to cross-promote each other's products (e.g. a hotel or restaurant may display flyers advertising local fishing trips, or a fisherman may recommend a specific fish restaurant). They may also want to work together to offer ready-made packages of such products. This may be coordinated by one of the service providers who takes on the advertising and/or bookings in exchange for discounted rates for his or her guests at collaborating businesses¹¹.

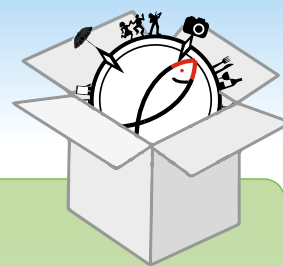
Packaging individual tourist products can:

- > encourage tourists to stay longer in your area
- > encourage visitors to experience local assets that they might not have done otherwise
- > facilitate the sharing of marketing costs for the individual operators

- > allow operators to benefit from advance bookings and payments
- > provide a more attractive tourism offer
- > offer ease of organisation and more competitive rates for the customer.

Where tourist operators are already active in an area, it is wise for the FLAG to work closely with such organisations to ensure new products are integrated into a coherent tourism offer for the area and can benefit from existing marketing channels. However, FLAGs may also see a need to finance a specific project to actively coordinate and promote the different fisheries-related and coastal tourism products. Such promotion can be carried out by the FLAG itself, if it has the capacity to do so, or can be contracted out to a designated organisation or tourist board.

¹¹ FLAGs should bear in mind any specific commercial relationships and liabilities that apply to joint sales of tourist products in their country.



Example 4: **Coastal tourism packages in Galicia**

The project Mar Galaica was set up by the **Fisterra – Ría de Muros – Noia FLAG** to develop and coordinate fisheries and marine tourism along the Galician coast. It involved an intensive phase of identification of resources (e.g. fishing tourism, shellfish activity, water sports, adventure companies, fish markets, canning factories, restaurants, accommodation...), followed by a campaign to mobilise those organisations and individuals that could contribute to making the area an attractive place to visit, and in particular those that strengthened the area's image as an authentic fishing community. Once the different components of the area's tourist offer had been selected, work started to harmonise product quality through training and the development of a **quality charter**, known as the "Finisterrae Standard". A website, **www.margalaica.net**, was also built to present a coordinated tourism offer involving the 97 tourist activities and services recruited in the initial round. Visitors can use the site to plan in advance the different elements of their trip, including where to stay, what to do and where to eat. They can also purchase ready-made packages such as the one below:

Total project cost: €154 809.82

FLAG grant: €154 809.82 (100%)

Further details in FARNET's Good Practices



Capacity Building

The FLAG should not underestimate the **skills** needed to deliver quality tourism services – these are essential to making any fisheries tourism effort a success. A lack of skills is often one of the main barriers that prevents representatives of the fisheries sector from benefiting from tourism development. FLAGs should analyse the training needs of potential project promoters and identify actors that might provide any

necessary training. However, they should also ensure that training supported is not simply a standard package but is tailored training that addresses the identified needs of the fisheries community. Although the FLAG would normally identify local actors capable of delivering such specialist training packages, in some cases it might decide to design and implement its own training programme. Such training should also be closely integrated with other forms of support (project development, guidance, access to networks...).

Example 5:

Tourism training package for fishermen, Finland

This training package was designed for fishermen in Sodankylä who wanted to undertake complementary tourist activities but lacked the skills and licenses to make this a reality. At their request, two courses were organised by the municipal tourism department, each rounded off by visits to existing tourism businesses, participation in tourism fairs and individual coaching to help participants launch their tourism products.

1st phase (2010-2011)

- > Licence to carry passengers: 1 day
- > First aid: 2 days
- > Safety at work and certification: 1 day
- > Training in safety procedures: 1 day
- > Product development (collective and individual training): 2 days
- > Five study visits

2nd phase (2012-2013)

- > Consumer safety (legislation): 1 day
- > Development of fishing tourism as a product: 1 day
- > Training in English terminology specific to fishing tourism: 1 day
- > Public grants available for the promotion of tourism: 1 day

- > Introduction to social media: 2 days
- > First Aid: 1 day
- > Rescue activities on and around water: 1 day
- > Greeting and guiding customers: 1 day
- > Specifications and quality charter: 1 day
- > Running the excursion ("*story telling*"): 3 days
- > Russian culture and language: 2 days
- > Five study trips to fairs
- > Product development (individualised training): 1 day

A total of 11 fishermen took part in this training, seven of which have since launched 11 different tourism products, ranging from ice fishing at €85 per person, to winter time seine fishing for groups of up to 20 (€150-€190 for three hours or €220-280 for eight hours), to a two-day canoe trip down the River Postojoki river (€410 + €70 per person, max three people).

Total cost of project

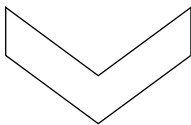
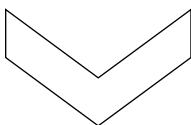
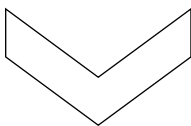
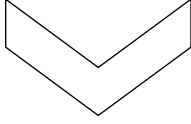

Phase I: €78 000 (€47 814 Municipality of Sodankylä; €30 186 Axis 4 of the EFF)

Phase II: €85 420 (€52 362 Municipality of Sodankylä; €33 058 Axis 4 of the EFF)

Further details in FARNET's Good Practices

Product Checklist

Whatever the tourism product you may be developing, you might find it useful to work with the following product development checklist:

<p>Product</p> 	<ul style="list-style-type: none"> • What does the product consist of? Where is it offered? Who is going to implement it? Will it be on offer all year round? • How will fishermen be involved in developing your product? How will they benefit? • Product characteristics: What experience are you offering to visitors? Where? To whom? • At what price? • Is it a new product or an extension of an existing activity? • Are you offering it to an existing visitor market or trying to attract new visitors?
<p>Markets</p> 	<ul style="list-style-type: none"> • What is the potential scale of the market for your offer? • Competitors: do other businesses offer similar products in your area or in the region? How many? • What makes it a distinctive offering (unique selling point)? • Collaborators: What products and services are available in your area that are complementary to your offering? • Market: how do you know visitors will be interested in buying your experience? i.e. what market research will you undertake?
<p>Viability</p> 	<ul style="list-style-type: none"> • What are the main cost elements (equipment, staff, promotion, operating costs...)? • What volumes of sales/tourists do you need to cover these costs? • How does this impact the price, is it comparable with similar offers? • Is it viable? • Does the existing legal framework provide the conditions for the activity to succeed? • What funding sources can the project promoter access? • What are the risks and how will you mitigate them?
<p>Implementation</p> 	<ul style="list-style-type: none"> • What do you need to deliver a high quality product? • What skills do you have and which ones do you need? • How are you going to evaluate what you have achieved? • How long will your product be available before it reaches maturity and needs redesigning?
<p>Sustainability</p> 	<p>In addition to the above questions, which are relevant to any tourism product, the investments supported by the FLAG should follow the principles of sustainable tourism, and therefore the following points should be taken into account¹²:</p> <ul style="list-style-type: none"> > To what extent have natural and cultural resources been preserved? > Have the negative impacts been limited, especially in terms of the use of natural resources, the carbon footprint and waste production? > Does the project preserve or enhance the wellbeing of the local community? > Does it overcome seasonality? > What is the environmental impact of tourism-related transport? > Does the project make tourism accessible to all? > Does it improve the quality of tourism jobs?

¹² There is a wealth of literature about sustainable tourism, see guiding principles for sustainable tourism at: <http://www.estig.ipbeja.pt/~aibpr/Ensino/EngDesenvTur/MaterialdeApoio/Grupo2/GuidingPrinciples.pdf>, and the European Charter for sustainable tourism in protected areas: <http://www.european-charter.org/become-a-charter-area/charter-principles>

Examples of fisheries-related tourism products

The range of activities and services that can be developed in fisheries areas is as extensive as the imagination of the FLAG, its partners and the local population. Below are just a few examples of Axis 4 projects that

have built on their fisheries and coastal resources to help improve the tourism offer in different FLAG areas, while also delivering a benefit for members of the fisheries community.



ACTIVITIES AND ATTRACTIONS

Example 6:

Oyster farm visits in Brittany, France



The Gulf of Morbihan in Brittany has long been an important oyster production area and, in recent years, has also grown increasingly popular as a tourist destination. Fifth generation oyster farmer, Ivan Selo, has taken this opportunity to share his know-how and diversify his activities. In 2011, with Axis 4 support, Ivan built an electric-powered boat, designed as a traditional oyster boat, to take tourists to visit the oyster farm and learn about the production process:

where the oysters live, how they grow, the importance of environmental quality, and what the job of an oyster farmer involves. The visit is rounded off with the opportunity to taste oysters and white wine on deck.

Visits of this type are offered from April to October at €29 per person, and have allowed Ivan to maintain a viable oyster production business, despite the high mortality rates that have been affecting the sector since 2008. His oyster farm also offers private boat hire and canoeing, as well as the traditional “oyster cabin”, where visitors can enjoy oyster tastings on the terrace or purchase oysters to take home. These tourism activities of a traditional oyster farm are also helping to give more visibility to the local aquaculture sector and to ensure that it remains at the heart of the area’s identity.

Total project cost: €66 533

Grant from the FLAG: €10 446

<http://www.aurythmedesmarees.fr/>

Example 7: Pesca-tourism in Cornwall, UK

Johnny Murt is a young fisherman with a degree in marine biology. On returning to the profession after working in fisheries policy, he has successfully combined commercial fishing with a range of pesca-tourism trips for tourists, as well as courses for the restaurant industry, marine conservationists and government advisors. He applied to Axis 4 for support to make the necessary upgrades to his fishing vessel to ensure it complied with safety regulations for taking passengers aboard, and after the first two years is taking out an average of 50 tourists per season.





Johnny offers various “products”, ranging from a two-hour lobster hauling trip at £40 (approx. €50) per person, to a whole day at sea as a “fisherman’s apprentice” at £120 (€145), during which 1-2 tourists can don the famous yellow fishermen’s oil skins to work alongside the skipper, hauling pots, nets and longlines, before landing the catch ready for the local restaurants or the Spanish vivier lorries. Not only do these activities allow Johnny to complement his core fishing income, but they offer a fascinating insight into the area’s fishing activity for visitors keen to engage with the local community and understand some of the issues that affect them. In the context of the Cornish fishing industry, visitors can learn about the different fishing gear used, discards associated with them, and their impact on the marine environment, as well as how EU policies such as the Common Fisheries Policy reform might affect the area’s fishing industry in the future.

Total cost of upgrades to the fishing vessel: €12 300

Grant from the FLAG: €7 380

<http://www.northcornishcatch.co.uk/>

Example 8: Watching sardine fishing in Peniche, Portugal

In Portugal, national restrictions on the taking of tourists on working fishing boats meant that local actors had to seek creative ways of promoting sardine fishing as a tourist attraction. Instead of taking tourists aboard a typical fishing boat, Axis 4 has helped design other activities to demonstrate seine fishing for sardines. The “product” created includes a short video about the marine biology of sardines and the traditional fishing techniques used to encircle the fish using purse seines. A tourism boat then takes tourists to watch the local fishermen at work from a short distance. The package is concluded with dinner in a local fish restaurant where tourists can taste the fruits of the fishermen’s labour.

Total Cost: €29 422

Grant from the FLAG: €16 550

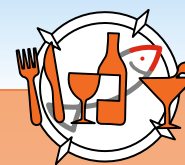
Example 9: Promoting fishing harbours as tourist attractions

Ensuring that fishing ports are clean, attractive and welcoming is an inexpensive way of promoting the area and generating visitor interest in the local fisheries sector. The Ilfracombe Fish Trail in Devon, UK, was set up around the local harbour with eight interpretation boards forming part of a walking trail, and offering information about Ilfracombe’s maritime heritage, local recreational fishing and commercial fishing. A website and two different leaflets, one aimed at adults and the other at children, were also developed. The ‘Small Fry’s Trail Trial’ leaflet contains questions with the answers found on the information boards. The leaflets can be downloaded from the website or picked up at the local aquarium or at the Ilfracombe tourist information centre.

Total project cost: approx. €14 200

Grant from the FLAG: approx. €8 000

<http://www.visitilfracombe.co.uk/>



GASTRONOMY

Example 10:

Benboa: restaurant, bar & delicatessen



Creating 17 new jobs, Benboa is a restaurant initiative that has breathed new life into a small fishing village in Galicia (700 inhabitants) by reviving and diversifying the activities of a local shellfish supplier. Much more than a simple restaurant, Benboa offers visitors the experience of seeing live shellfish, while having the opportunity to buy, prepare and taste seafood, all in one place.

The multifaceted dimension of Benboa has been key to its success as a viable, all year round business. It combines services that can be attractive to tourists with others that target local inhabitants, while some are attractive to both. As such, the restaurant has become a one-stop shop that provides information on visiting the area, offers traditional local products in its delicatessen – as well as ready-made dishes – and is a social space with a bar, restaurant and, periodically, cookery classes and cultural shows. As well as having its shellfish tanks open to the public, the onsite fishmonger provides the opportunity to purchase fresh local fish, 90% of which is landed within 10 km, with the remaining 10% also from the region. The 17 jobs created are year-round jobs (14 full-time and 3 part-time) while a further two seasonal jobs created in the summer period.

Total project costs: €466 178

Grant from the FLAG: €259 195

Further information in FARNET's Good Practices

Example 11:

À l'Ostendaise fish menu & festival

Ostend, a city of 70 000 inhabitants, located on Belgium's North Sea coast, was historically an important fishing town. The **West Flanders FLAG** has been helping the city reconnect with these roots in order to promote it as a place where diners can enjoy fashionable dishes based on quality ingredients – and in particular, fresh fish caught locally and in season. The "à l'Ostendaise" project was organised by Ostend's Tourism Office, primarily to encourage visitors and second-home owners to spend more time in the city outside of peak season. And yet, the experience is delivering much more than just visitor numbers.

Given the number of restaurants in Ostend, the project does not involve the creation of new restaurants, but rather identifying existing ones that are prepared to commit to offering a regular menu based solely on local fish, the "à l'Ostendaise menu". Twenty-five restaurants have so far taken up the challenge of developing new dishes for local fish species and in particular those, such as dogfish and brill, which are typically undervalued. The project includes a series of activities and campaigns to promote the participating restaurants, and the fish and seafood caught by Ostend's fleet.





A two-day launch event in which the restaurants each had a stand to sell mini-fish dishes, attracted 10 000 people, while monthly “dinners with a fisherman” and guided visits of the port area are offering diners a unique insight into Ostend’s fishing heritage.

Total project cost: €369 038

Grant from the FLAG: €171 603 (46.5%)

<http://www.alostendaise.be/en>

Further details in the ***FARNET’s Good Practices*** and information on the different promotional activities the project involved in section 3.4 of this guide.



ACCOMMODATION

Example 12:

A fishermen’s wife opens a hotel and restaurant: Hotel A de Loló



The small fishing village of Muxia, in Spain, was in serious need of tourist accommodation to meet high demand from pilgrims following the Camino de Santiago. When María Luz, the wife of a retired fishermen, inherited an old stone building, she was able to respond to the FLAG’s strategy to strengthen tourism in the area by renovating the building and opening an eight bedroom hotel. Not only did this allow her to increase her family’s income but the hotel offers a much needed service in the area and its restaurant offers 100% local fresh fish, which her

husband takes charge of buying and fileting for the chef. The hotel also boasts its own cooking laboratory, where catering professionals are encouraged to develop new fish recipes.

Total project cost: €1 087 587

Grant from the FLAG: €187 587

<http://www.hoteladelolo.com/en/>

Further details in FARNET’s Good Practices





**Example 13: A fishermen offers rooms to tourists in his home:
Poseidon Hostel and Diving Centre**



Tyulenovo is a village of 60 inhabitants on the Black Sea coast in Bulgaria. Fishing here is small-scale and seasonal and in order to secure a year-round income, Damian, a local fisherman, started to offer tourist accommodation in his home. With a relatively small amount of money, he was able to upgrade his spare rooms into suitable accommodation for backpackers keen to escape the busier tourist destinations. Moreover, in order to attract visitors to the area – and to his hostel, Damian proposes activities such as underwater trips

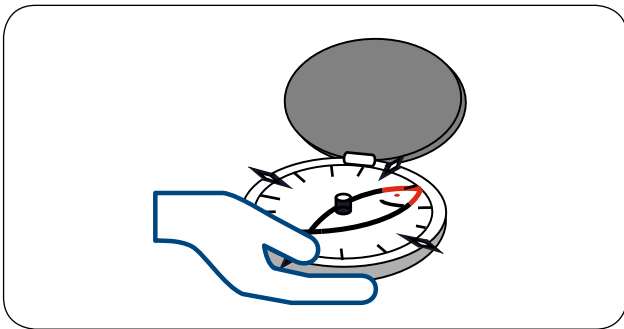
and diving courses so tourists can enjoy the area's rocky coastline and underwater caves. Damian and his family are now running a successful hostel and diving centre, while the area has gained in terms of its attractiveness to tourists looking for an outdoors experience such as climbing, diving or fishing.

Total Project cost: €28 995

Grant from the FLAG: €17 397

<http://tyulenovo.info/en/poseidon-diving-centre-in-the-village-of-tyulenovo/>

3. Promoting fisheries tourism: Making a name for fisheries areas and their specific tourism offer



It is not enough to develop a good product: **customers must buy it!** The success of fisheries tourism will depend to an overwhelming extent on marketing and promotion. In many areas, the FLAG may have to provide guidance and support to the local operators in promoting their fisheries tourism products. In others, it may have to play an active role in ensuring that the area itself is recognised as a tourist destination and that the local fishing activities and culture are closely associated with its identity and image.

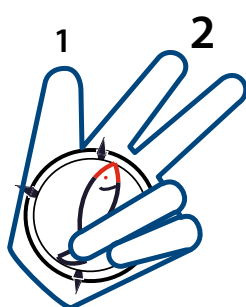
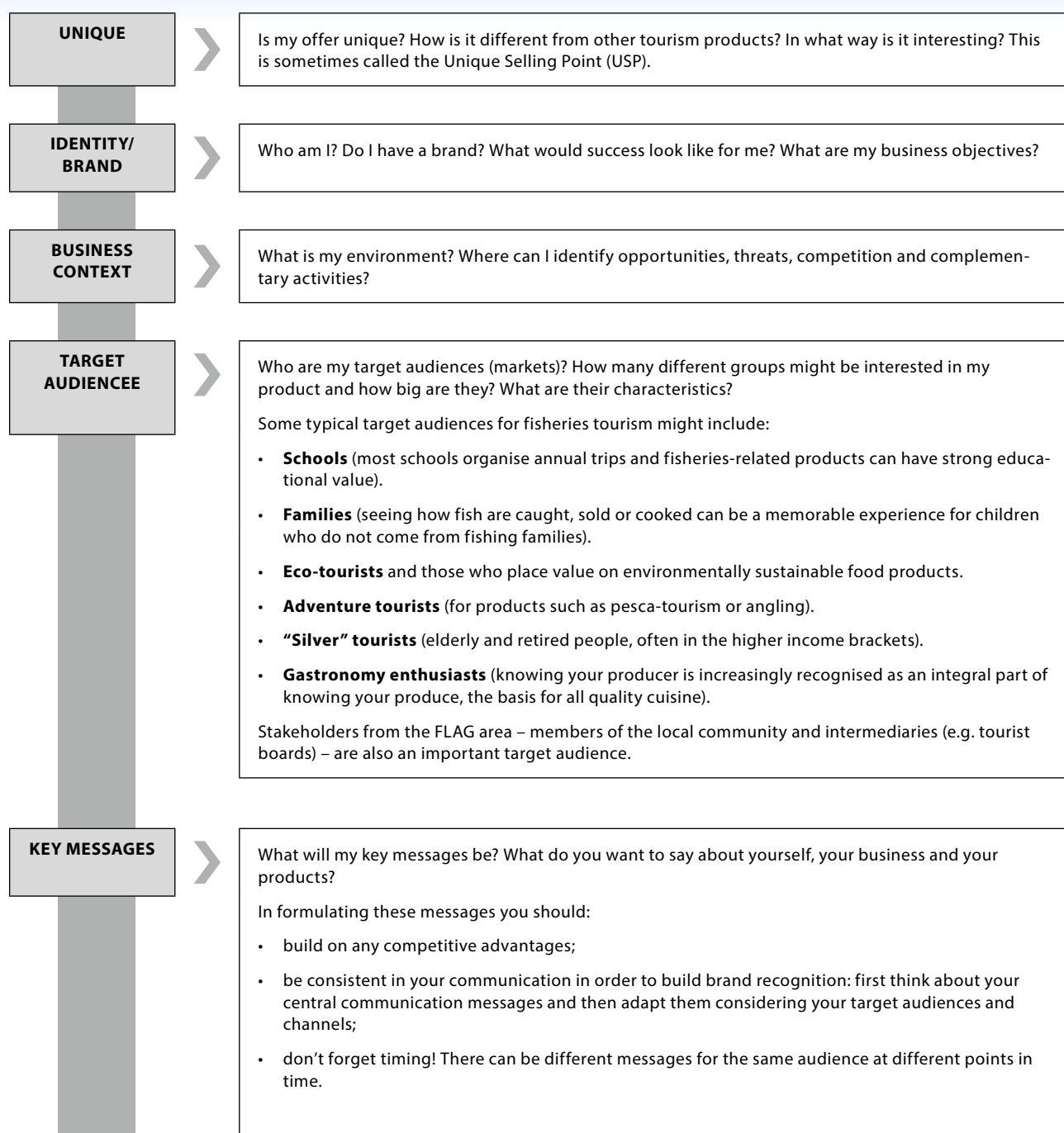
Both of these (promoting fisheries tourism products and promoting the area) are discussed below. We will also present some tools and examples of promotional activities that could be carried out by FLAGs.

It is important to find a balance between supporting the development of quality tourism products and their promotion. If too much is invested in promotion before the supply of products is secured, there is a risk of disappointing customers and killing the market. On the other hand, if product development is not accompanied by promotion, the businesses themselves are at risk if they do not attract enough customers to justify their investments.

3.1 Promoting fisheries tourism products

An entrepreneur trying to sell a new tourism product needs to develop a marketing plan in which he/she defines the product, the pricing policy, distribution and other aspects. Most of these have been addressed in Chapter 2 on product development. In this section we will focus primarily on issues related to promotion, a key component of marketing.

When developing a promotional plan, the entrepreneur must answer a number of questions:



3 words that are useful to think of:

- > three words that sum up your business **now**
- > three words that sum up **how you want to be viewed** by customers

3.2 Promoting fisheries areas

If the FLAG strategy envisages the development of fisheries-related tourism, it is not enough to invest in individual businesses. For these businesses to succeed and to ensure benefits to the fisheries community, a consistent effort is needed to ensure that the FLAG area is recognised as a fisheries tourism destination. There is a whole range of promotional activities which the FLAG can do or encourage other partners to do to achieve this. In remote areas, the FLAG may be the only actor capable of organising such promotion, but in most areas there will be other actors (including tour operators and the promotional bodies linked to the municipalities) and the main role of the FLAG could be to liaise with these actors to ensure the fisheries character and assets of the area are part of the image portrayed.

Create links and synergies

One of the key roles that a FLAG can play is to create links between actors to strengthen their individual efforts. Joint promotion helps to reduce costs, and important synergies can be achieved by, for example, tourism businesses promoting each other's services (e.g. information about a fish market or boat trips displayed in hotels, etc.). Even if the tourism businesses in the area are in direct competition with each other, they can still benefit from activities that promote the area as a whole (this is sometimes called 'coopetition', i.e. cooperation and competition at the same time).

An essential element of the success of any tourist destination is the involvement of the **whole community** (not just the fishermen and tourism businesses). The FLAG can play an important role here, explaining why fisheries tourism is important for the area and encouraging other actors to support it. Tourists coming to an area will immediately recognise and appreciate it if the local inhabitants have a welcoming



attitude and can provide information and guidance about fisheries-related assets. Volunteers, especially young people, can be involved in the identification of these assets and in suggesting ways in which they can be presented to visitors. Every member of the FLAG is potentially an advocate of the area and its tourist attractions. The FLAG activities can strengthen the sense of identity and local pride, and they can help the local actors to look at the fisheries area with the eyes of the visitors. The FLAG should also create space for reflection and encourage the participation of the local community in evaluating the success of local tourism initiatives.

While local businesses (which are likely to benefit from fisheries-related tourism) will be a natural partner of the FLAG activities, it is also important to secure the involvement of **public authorities**. Their role is crucial in ensuring accessibility and basic infrastructure in the area, as well as taking care of public spaces, making sure they are clean and litter-free. This can have a strong impact on the tourists' experience of the fisheries area.

Develop a plan

If the FLAG would like to improve the impact of tourism in the fisheries area, it must look at the whole area as a tourism destination, i.e. make sure that all the tourism products fit together, and encourage the community to identify and promote the “unique selling point” which makes the area stand out from other similar areas. The FLAG should consider developing – together with other local actors – a promotional plan for the fisheries area. The FLAG should also keep in mind that promoting a fisheries area is a long-term action, which requires a continuity of presence and a sustained effort over several years: according to practitioners, introducing a new area or a new package of fisheries-related products to the tourist market takes approximately 3-5 years.

The FLAG **promotional plan** should aim to:

- > increase recognition of the area and its fisheries-related assets
- > establish working relationships with the tourism and travel industry
- > create awareness within the local community and ensure public support (including a supply of voluntary workers)
- > monitor the quality of new and existing tourist services and products, and recommend improvements and capacity building where needed.

Identify target markets

One of the key decisions that the local actors and FLAG have to make is whether to aim their promotion only at the **domestic**, or also at the **international** tourist market. Fisheries-related tourism is, and probably will remain, a niche market, but due to its strong links with the local culture and heritage it can be potentially interesting for both domestic and international tourists. However, the FLAG should help the local businesses to realistically assess the international market opportunities before they incur significant costs (e.g. translation of promotional material, participation in international tourism fairs, etc.).

The **domestic** market will in most cases be the most important one and should be kept high on the agenda. In cooperation with the local (as well as regional and/or national) tourism organisations, the FLAG should identify priority target cities or regions in the country and establish links with specialist tourist operators in order to raise their awareness of the touristic attractiveness of the area. This could involve attending the regional and national tourism fairs and carrying out focused advertising. Personal contacts and presentations are also very important. If the FLAG’s strategy is to focus strongly on promoting tourism in its area, it could also consider joining the relevant industry body dealing with travel and tourism.

In targeting **international** the tourist market, the FLAG will probably start by targeting niche operators specialising in such fields as marine tourism, eco-tourism, heritage and cultural tourism, soft adventure and underwater tourism, etc. It is of key importance to maintain regular contact with these operators (e.g. through telephone calls, regular updates, personalised emails, newsletters, as well as invitations to visit). Participation in major trade fairs¹³ should also be considered, if the potential impacts are estimated to be worth the effort and cost; normally the FLAG will coordinate such activities with the National Tourism Board or a similar organisation.

¹³ The most important ones are the Internationale Tourismus Börse in Berlin and the World Travel Market in London.

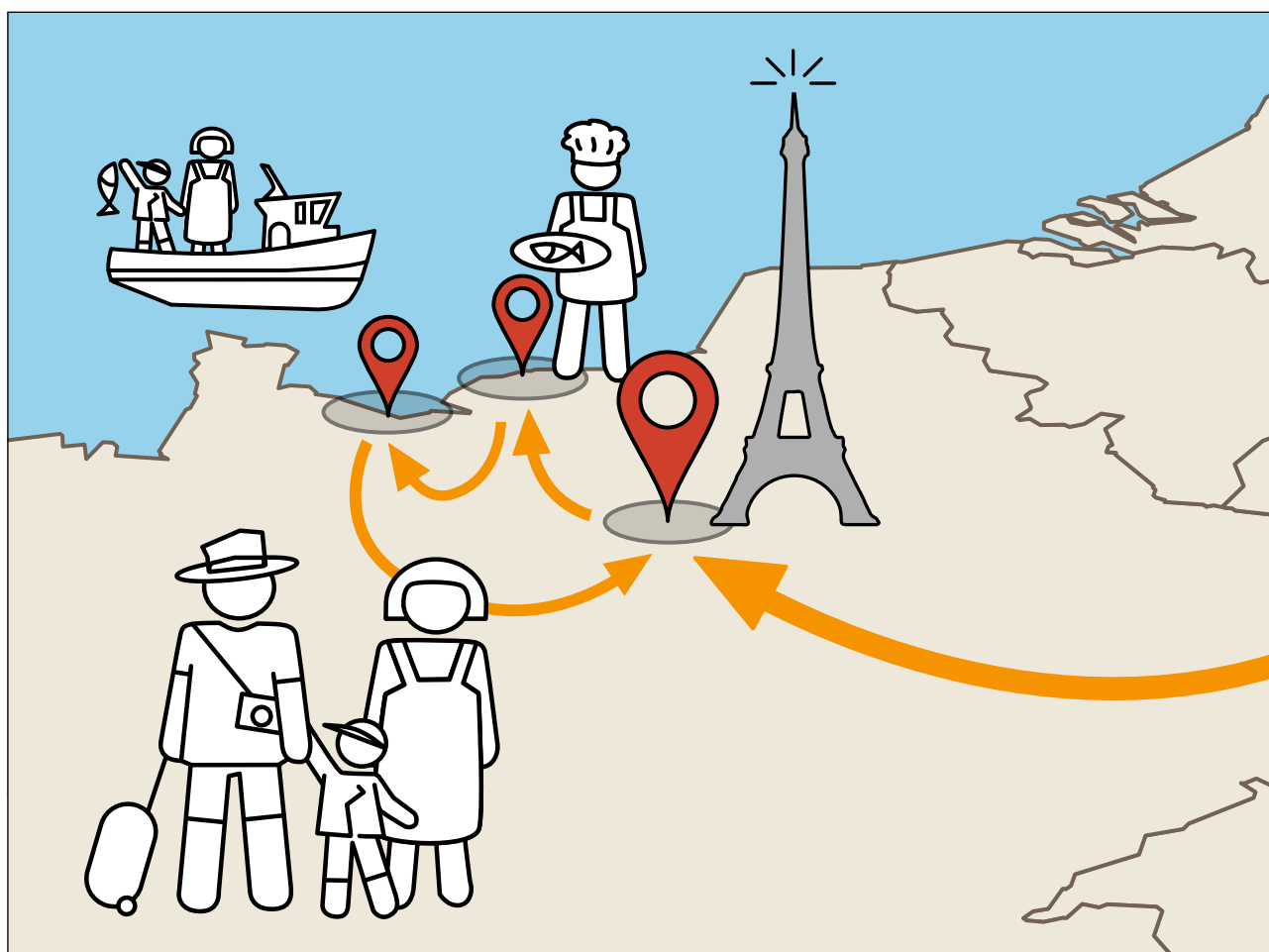
Using a Gateway to attract tourists

In marketing a relatively unknown fisheries area, especially to international tourists, it could be useful to apply the concept of a **"Gateway"**¹⁴. A Gateway is an already well-known destination (such as a capital city, a natural attraction or a famous holiday resort) which can be linked to the FLAG area through a combined tourist package (involving e.g. three days in the main destination and two days in the fisheries area). In this way, more conservative tourists who are unwilling

to spend their whole holiday in a place they know nothing about, might be encouraged to visit the FLAG area for the first time – and at a later stage they might decide to return and spend their whole vacation there.

If the FLAG is planning to use the Gateway concept it should see which of the neighbouring tourist icons can be used as an entry point and then plan how to integrate the area's fisheries assets into short stay vacations. It would be useful to map these attractions into standardised tourist itineraries.

¹⁴ Source: Heritage Trail Dolenjska i bela Krajina, Slovenia



3.3 Promotional tools for fisheries tourism



Tourism businesses promoting their products, as well as FLAGs and other local actors promoting the area, must think about how they will be able to best reach their target audiences. A wide range and combination of promotional methods can be used. In this section we present a series of tools which FLAGs or tourist operators might find useful in promoting fisheries-related tourism.

Promotion: offline, online

It is important to give priority to the types of promotion that are likely to produce the greatest impact (where are your target audiences most likely to look for information?) and to ensure consistency between the different tools used. Multi-channel promotion is important as it not only provides more visibility and offers customers a choice of medium, but it also affords the business more interaction with its customers as each channel can help promote the other channels. It is important to identify at which points of the tourism project timeline there are opportunities for coordinating cross-channel promotion and communication. Usually tourism businesses go for a mix of off-line and on-line promotional tools.

Some tools for offline promotion

In their offline promotional activities, many FLAGs will probably use brochures, maps and other **printed material**. It is important to remember that in addition to the work of designing and producing the material, there must be a clear vision of the target groups and methods of dissemination, and the lifetime of these products should be taken into account (how many copies can reasonably be disseminated before it goes out of date?). A lot of public funding can be sunk into producing large quantities of general information brochures which take up space in the FLAG office or municipality, or have to be thrown away because they become obsolete before they could be fully distributed. The same goes for promotional material such as pens, T-shirts etc. which are sometimes financed without having a clearly identified target audience or estimate of the cost-effectiveness of their production.

It is important that the FLAG tries to maximise the benefits to the community from the production of promotional material: this means not only using local services (e.g. design or printing), but also inviting local inhabitants to provide photos, contribute to writing texts, etc. At the same time, the FLAG should try to ensure as much visual consistency as possible in the promotional material produced by the different actors involved in tourism and encourage them to cooperate in its dissemination.

Example 14:

Publication of the Slowinski Fisheries Trail

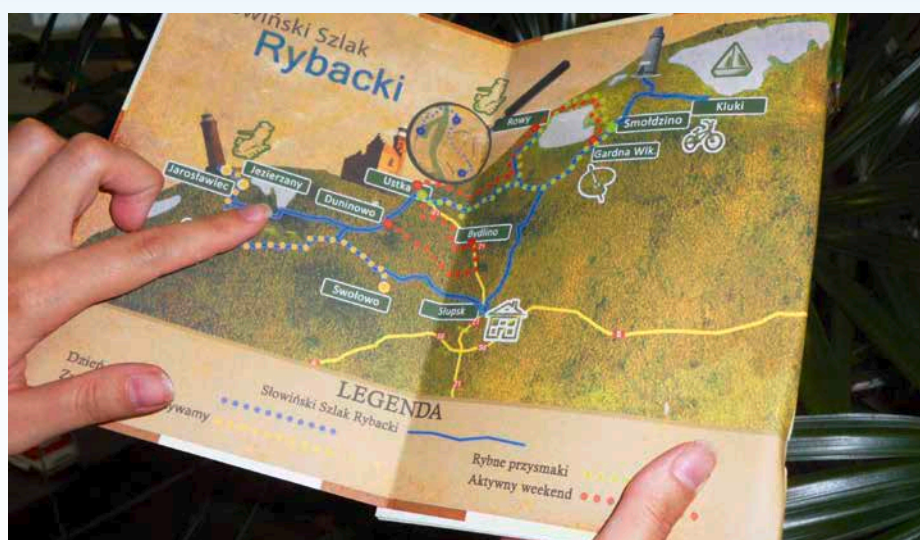
The Polish coastal FLAG, *Słowińska Grupa Rybacka*, developed a booklet describing the main fisheries attractions in the form of the “Slowinski Fisheries Trail”. The attractions were identified through discussion and consultation with fisheries communities and their owners/promoters aim to promote awareness about the fisheries character of the area and its products. The booklet (in a convenient pocket format) contains:

- > a fold-out map of the coast showing the location of its attractions
- > a short description of 14 attractions (including fish restaurants, a collection of old fishing equipment housed in a fishermen’s hut, products made from tanned fish-skin, lighthouses and a service offering fresh fish on demand)
- > suggestions for how these attractions can be combined into “packages”, ranging from a half-day visit to a full weekend (e.g. “A day with fishermen” for children; “Sightseeing and eating in the Plaid Land” based on the specific fisheries and architectural heritage; “Fish delicacies” weekend offer etc.).

There is also information about further points of interest in the area (open-air museum of “Plaid Land”, architecture, bread museum, historical city centre), and about the most valuable assets linked to the water (coast, rivers and lakes). A total of 1 500 copies of the booklet were produced and distributed to all the tourism information centres of the area. The FLAG has also promoted it in the media and on websites which helped encourage strong uptake, and a meeting is planned with all the service providers mentioned in the booklet at the end of the season to evaluate the impact it had on their businesses.

Total cost of project: €1 200

Axis 4 grant: €1 200 (100%)

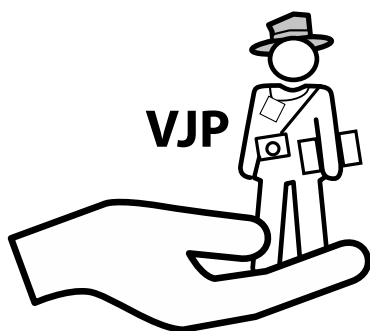


As well as printing their own material, FLAGs and tourism actors from fisheries areas should remember to ensure that their offer is represented in publications specialising in tourism, such as the ***Lonely Planet*** guide and the ***Rough Guides***. This can be a cost-effective way of reaching large audiences.

Visiting programmes

Among the lesser known, but potentially highly effective tools that the FLAG can use to promote the area and its fisheries tourism, are the **Visiting**

Journalist Programmes (VJP) and the **Visiting Trade Programmes (VTP)**. These are short trips proposed to members of the media or tourism industry to allow them to get to know the territory and find out what it has to offer to their customers. This can be a good solution for FLAGs in areas that still need to be recognised as tourist destinations, but also in areas where there are already many tourists, but there is insufficient awareness about the fisheries character of the area. Good relations with the tourism industry and journalists specialising in tourism, including online journalists and bloggers, are an essential element of the success of the FLAG's tourism strategy.



Involving journalists and bloggers is a good way of attracting public attention without having to pay for advertising space. Moreover, the opinion of a third party (i.e. media journalists) tends to be more persuasive.

A Visiting Programme can be particularly effective for national and international journalists, as local media can be approached directly.

Try to organise such visits at a time of the year when the area is particularly attractive or when there are festivals or other special events scheduled.



VTPs are educational 'familiarisation' trips both for local operators and international operators in the target markets.

The travel industry must know of the destination in order to be motivated to recommend and sell the packages.

The FLAG can invite potentially productive niche operators or their agents.

Familiarising tour operators and journalists (and through them, the wider public) with new tourist destinations is of crucial importance given today's wide choice of places to visit. In some countries, such Visiting Programmes are organised by the national or regional tourism boards, so the FLAG could get in touch with them and negotiate for its area (with particular attention to the fisheries assets) to be included in such visits. However, it is important to focus on those (whether from the tourism trade or media) who can have a real impact on attracting visitors to the territory to ensure the costs are justified by the potential benefits. For this, considerable expertise is needed and good cooperation with the tourism industry is crucial. The local businesses which stand to benefit from the promotion should be encouraged to contribute to the costs of such visits. And, strong leadership is needed to avoid such visits being hijacked by various interests (for instance tourist associations wishing to send the journalists to poor quality establishments because they are the ones that most need the customers).

The FLAG can also try to organise a Visiting Programme on its own, inviting selected representatives of the tourism industry or media for a 4-7 day tour of the area's highlights, focusing on people, places and hospitality. For most FLAGs, it would probably be more realistic to cooperate with national or regional organisers of such trips, to propose a short but attractive programme in the area, which could fit into a weekly trip covering other nearby areas as well. An interesting idea would be for several neighbouring FLAGs to plan such a visit together, perhaps as a cooperation project.

OFFline

Production and distribution of printed materials: posters, folders, maps etc. will probably be an important marketing channel for fisheries tourism, but it can be costly, depending on the type and concentration of customers. See more information, above p. 38.

Print production

This covers both on-line and off-line channels. FLAGS or tourist operators could develop a media kit: press releases, photos, short films, articles, features, reviews, background material – and make it easily available online.

Media and PR

The brand is what customers think of when they come across the name or products of a given business or area. Using brands and logos is an important element of ensuring consistency throughout the customer journey.

Brand and signage

Depending on the type (press, radio, TV) and coverage of the media (local, regional or national), it can be a good, though relatively expensive, way of reaching large audiences. FLAGS might prefer to look at smaller-scale and more low cost options (e.g. local and specialised media). It can be useful for awareness raising or creating an image.

Advertising

This can include direct mailing, telemarketing, text marketing, inserts in partners' mailings. It has good potential for targeting but requires a good database. It can be useful to maintain relationship once customers are converted.

Direct marketing

Usually associated with major banks or food brands sponsoring stars or sports teams, but can also be an option at the local level (local tourism businesses or even FLAGS might gain visibility by sponsoring community sports teams, young talent, educational and cultural activities).

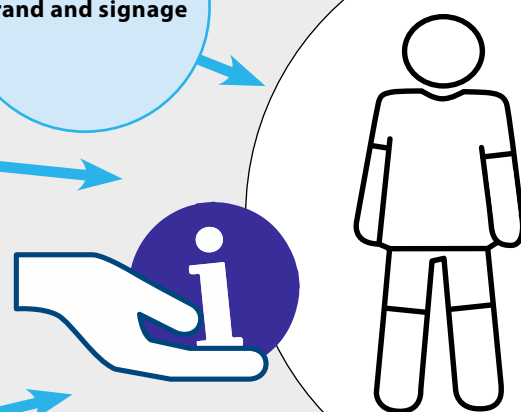
Sponsorship

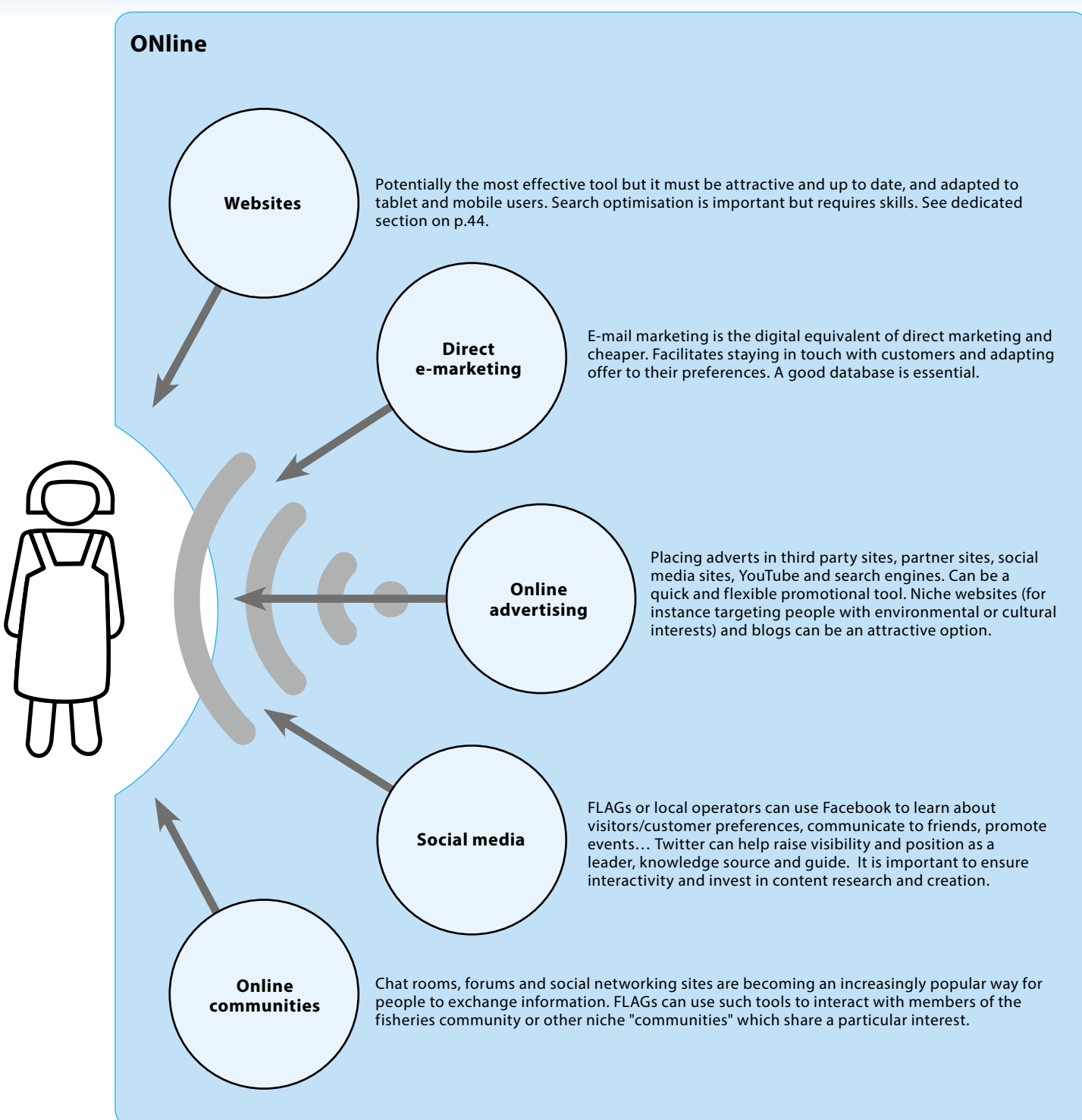
Word of mouth through friends and acquaintances is extremely powerful in determining holiday destination choices. Encouraging tourists to share their positive experiences is an important and cost effective tool. Taking advantage of different opportunities to present the area, company or its products (for instance at fairs or events) can be useful for reaching tourism professionals.

Word of Mouth and Personal Selling

There are various opportunities to market a product using business partners or networks, from placing promotional material in the local tourism office or hotel, to cross-selling and sharing customer databases.

Networking and partnerships





It is important to mention that some of these tools can have a double function: **promotion**, i.e. providing potential customers with information about the business and its products; and the actual **sale**, where the customer can book a visit or access to an attraction and pay for it. While most of the off-line channels focus mainly on providing information, some online tools, for instance a website, can provide information about a tourist package but can also be used for sales.

Online promotion: making the best use of your website

One of the most important online tools, which also helps to integrate different promotional channels, is a well-designed website. Here is some practical advice about using websites to promote fisheries tourism:



Websites as a tool for marketing fisheries tourism

Whether you are developing a website for a tourism product (e.g. a fish restaurant, pesca-tourism activities...) or for a fisheries area, strategic choices must be made about its purpose (will it be used primarily for information and promotion and/or as a sales channel?) and the target audiences it aims to reach (who will visit the website and why?). The website's content, design and functionalities, as well as the steps you take to build your website and make it visible, will all follow from that.

The FLAG may support local fisheries tourism operators to develop web-based promotion. It could also use its own website (or a subsection of it) to promote its area's fisheries tourism, or encourage a consortium of tourism operators to develop a special website together for this purpose.

Contents

The information you provide must be **clear** (who you are, what you provide, where you are) and **useful** to your target audience. Make sure the **story you tell is different** from others (too many FLAG pages show generic photos of the sea). Remember to design it from the perspective of your customers and anticipate their needs (what would they like to know about fishing in your area?). You can give your website a personal touch, but make sure the language is professional and without typos and spelling mistakes. If you are expecting visitors from other countries, consult tourism statistics to adapt the choice of languages. Don't overcrowd your page with non-essential data or data that can be found on other websites. And, **update it regularly!** This drives up your ranking with search engines, while outdated information or inactive links can damage your reputation. Allocate space on the home page to ongoing activity (information on current events and festivals; which local fish are in season? special offers in local restaurants).

Design

Navigation should be **fast and simple** with a minimum of pages. Try to make it attractive, with wide formats, open spaces and good use of colour, without being garish. Pictures and illustrations should be light files to cater for mobile users. Try to look up-to-date without being too *avant-garde*, keeping in mind the target audience for fisheries tourism are often in the "silver economy". Be sure your page has an easily recognizable identity and structure regardless of screen size.

Examples of websites that can help in colour design: <https://kuler.adobe.com/create/color-wheel/>, <http://colorshemesdesigner.com/>, <http://www.colorcombos.com/>. Use a language which ensures screen-size responsiveness, e.g. [html5](#).





Functionalities

Make sure your website is accessible for laptops, tablets and smartphones, and foresee cross-platform continuity. If you offer booking or purchase as a function, make sure it works smoothly. Get your **customers involved as contributors** to share ideas or propose activities, and link your site to social media: many travelers like to communicate their experience in real time using their smartphone. A campaign to encourage consumers to share photos, feedback quotes, articles and videos can drive traffic to your website. The website is also a powerful tool to **build a database** of the profiles of your customers and potential customers (including age, gender, interest), and to get **feedback** on your service or area. Encourage them to comment on their experience and, if it was positive, to spread the word on travel blogs and sites such as Trip Advisor.

*Tools like **Pinterest**, a virtual pinboard allows visitors to share preferences with you and your customer community.*

Creating your website: in-house or outsourced?

Remember that there are key decisions about the objectives and targets of your website which must be taken by the page owner, not by the web designer. Operators who outsource website development should **work closely with the designer** to guide the process. It is useful to start by browsing other similar websites to get ideas. Advice and free software are available online to develop **cheap and easy to use websites**. If the web design is outsourced, look for local agencies that have an interest in developing tourism in their area. The FLAG can also invite a local school or college to cooperate in its website development.

Be easy to find: search optimisation

To appear in search results, a webpage needs to be designed with proper tags and flags. If your website is being done by a professional, then **Search Engine Optimisation** (SEO) should be part of the service, so make sure your expectations are clear from the beginning (e.g. you are probably not aiming at mass tourism). Another important step is “**verification**” of the information provided about your business in Google, Facebook, Yahoo or Bing, which helps your website appear higher up in the rankings and geo-localised results. Facilitate the **collection and use of geographical data**, as this allows the site to respond to the location of the user, determining, for example, which transport operator advert might appear on your homepage. It is also important to take advantage of the information provided by **Google analytics** to study where your traffic comes from and which pages visitors spend most time on.

FLAGs and project promoters will have to weigh up the “pros” and “cons” of getting promoted on websites such as booking.com or airbnb.com. They can help to avoid upfront investments of creating your own booking system as well as driving traffic to your own website, but they do require a certain management effort and, of course, commission on bookings. For those with the capacity to organise their own online bookings, a free option is www.freetobook.com

*Some simple guidelines to ensure your website is picked up by search engines can be found in **W3School** or **SEO for dummies**; “meta description” is the signposting that will get Google, Bing, Yahoo and others to bring up your page in search results. In 2013, Google attracted 67% of all search requests, so consider creating a **verified Google+ Page for business**.*





Examples of Axis 4 tourism websites, costs and approximate annual visitor numbers:

Mar Galaica (information on marine tourism, accommodation and gastronomy): €11 750 (26 000 visitors)

Mardegalia (booking portal for marine tourism in Galicia): €41 000

A l'ostendaise (information to promote Ostend's fishing activities and restaurants serving local fish): €15 000 (20 000 visitors)

Sabor a Mar (blog on the area's fisheries culture, gastronomy and events): dedicated employee (>100 000 visitors)

Benboa (online fish shop and tourist information): €6 000 + staff time to input content (120 000 visitors)

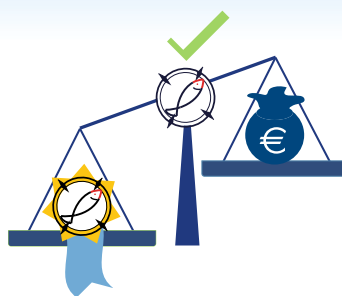
Customer feedback and cost efficiency

It is essential for tourism operators to monitor customer satisfaction. Sometimes simple tools like questionnaires (paper or on-line) can be very useful, but it is important to motivate customers to provide such feedback.

One of the keys to success in marketing a product is maintaining a good **database of past, current and potential customers**. Such a database will make it possible to predict which segments are likely to generate growth, as well as how to increase customer loyalty and retention. They will also enable greater efficiency of the marketing activity by better targeting and cross-selling of other products. The possibility of exchanging data (in a legal way) with collaborating businesses could be an interesting way of attracting potential new customers. The customer database is also an excellent way to get feedback and evaluate the results of your tourism business.

Remember: **evaluation is a continuous process**, and not only of use at the end of a marketing campaign or funding period!

Any **feedback** on your activities is valuable, even if it is unpleasant! So ask your customers, suppliers, colleagues, friends etc. for feedback on your activity.



Any marketing activity entails expenses so it is extremely important to correctly assess the **total cost** of any promotional activity. This should include an estimation of how many customers it attracted (the number of people who actually bought the product, not just heard about it!) in order to ensure you are reaching the largest part of your target group at the lowest cost possible. It is also useful to compare the costs of acquiring a customer with the potential income that he/she can bring throughout the whole period of using the products or services of the tourism company (the so-called Customer Lifetime Value¹⁵).

In designing a wider promotional campaign for a fisheries area, the FLAG should also make sure that it is cost-effective, i.e. that the investment in promotion (even if supported from public funding) has a realistic chance of resulting in increased income to the fisheries community or other desirable outcomes. In its promotional plan, the FLAG should set realistic targets (such as increasing the number of a certain type of visitor, achieving longer stays, increased sales of local fish in the tourist season, etc.) and evaluate progress against them on a regular basis. Some types of promotional activities, and ideas of how to assess their effectiveness, are shown in example 15 below.

¹⁵ More information at <http://www.socalcto.com/2009/10/startup.html#sthash.mHgA3QHB.dpuf>

3.4 Example of a promotional campaign

The example of *à l'Ostendaise*'s promotional campaign illustrates the wide range of activities (and costs) that projects may require to ensure success.

Example 15:

Promotional campaign for the *à l'Ostendaise* fish menu



The Belgian *“à l'Ostendaise”* project, which was set up to encourage visitors to try local fish dishes in Ostend's participating restaurants (see description in Chapter 2), was accompanied by an extensive promotional campaign. The key message was that Ostend was a place where the discerning diner could eat fresh, local and sustainable fish in quality restaurants. The campaign targeted visitors and second home owners, mostly from around Belgium and the Netherlands, with an interest in gourmet food, a sensitivity to environmental responsibility, and the purchasing power to frequent higher-end restaurants (average price of *à l'Ostendaise*: €45 per head, excluding drinks).

To promote the project concept in general, and the launch event in particular, a range of different marketing channels and tools were employed, some of these are illustrated below:

Action / product	Output / details	Individual cost (€)	Approximate cost per category (€)
Events			
Major launch event	Attended by 10 000 people	50 000	50 000
Printed material			
Large billboard adverts	In Ostend	3 000	23 000
Posters	2 800 displayed along the coast and in all major Flemish towns	2 000	
Leaflets	50 000 distributed at the tourist office and their partners' premises, as well as in participating restaurants.	600	
Print advertising	Featured in 16 publications (national and international press, cooking magazines, holiday brochures...)	n/a ¹⁶	
Launch event brochure (28 pages)	15 000 distributed at the event (presenting all proposed recipes)	2 800	
General <i>à l'Ostendaise</i> brochure (40 pages)	60 000 copies	12 000	
<i>À l'Ostendaise</i> menu holder	15 000 copies, distributed to participating restaurants to use as an eye-catcher on tables	2 748	



Videos			
Video to promote the project to Ostend's business network	New Year's announcement in January 2013 https://www.youtube.com/watch?v=JMP-E9BVXdU	500	5 700
Video of the fish auction in action	Part of the maritime tour offered by the Tourist Office	5 200	
Work with media			
11 press trips – included in Ostend's activities for the press	45 journalists from TV, online and print press and six bloggers	n/a ¹⁷	41 000
Press conferences	One a month before the launch event (on board an old fishing vessel) and another ("VIP") at the launch event itself	2 200 (for catering)	
TV advertising campaign for the launch event	On the cooking channel, Njam, repeated regularly in the three weeks prior to the event	2 500	
Press releases, promoting the project, the launch event and the results	Six between January and October	Staff time	
Monthly TV series of six cookery shows, "the chef's challenge", (5-6 minutes each) to present new recipes using different local species	Between August and September 2013 the first three species were presented, each aired 11 times: <ul style="list-style-type: none">- Dogfish, viewed by 95 433 people- Langoustine, 54 022 viewers- Flounder, 55 591 viewers https://www.youtube.com/watch?v=Xy-jO7scB7U	36 000	
TV reportage / interviews	"Breakfast with the Mayor" and the "Sea of Tastes"	0	
Competitions in national newspaper (Het Nieuwsblad) and on the Njam TV channel	Two couples won "dinner with a fisherman" in one of the à l'Ostendaise restaurants	n/a ¹⁸	
Online promotion			
Website: http://www.alostendaise.be/	With information in four languages on the project, the participating restaurants and the different fish in season	15 000	18 000
Website banners	Publishing digital banners on different websites	2 900	
Facebook page	282 fans in 2013	0	
Other activities			
Regular opportunity to book a place at the "fisherman's table" in one of the à l'Ostendaise restaurants.	First Friday of every month in different restaurants: first-come-first-served	0	32 000
Distribution of free fish products by two fishermen on a courier bike.	Eight times in Ostend's nightlife area	1 664	
Other items, including: <ul style="list-style-type: none">- photographs- project logo- ingredients for promotional meals		30 000	
Staff			
Paid-time staff to organise the campaign			65 000



¹⁶ Part of a larger advertising budget which was negotiated intensively. Regional standalone adverts in Belgium range from €1 350 to €2 900 each.

¹⁷ Included in general visiting programmes organised by Ostend's Tourism Office.

¹⁸ Part of a larger advertising budget which was negotiated intensively. Regional standalone adverts in Belgium range from €1 350 to €2 900 each.



Attention was paid to the number of people this promotion reached, as well as the methods for collecting information on the customer experience, e.g. through Facebook and a feedback questionnaire at the launch event. This questionnaire was filled in by 160 people, providing information on, for example:

- > how many visitors came specifically for the event: 51%
- > where they heard about the event: 19% through the posters, 16% the brochure, 15% the Grote Klok (the magazine of the Municipality), 14% the press, 14% the website, 11% via billboards, 9% through word-of-mouth
- > visitors profiles: 33% from Ostend, 32% day trippers, 25% overnight stays, 10% second home owners
- > customer satisfaction: 8.68 out of 10.



This kind of information is proving valuable for improving the project going forward and while the launch event was planned as a one-off, the high numbers and profile of visitors attracted, and the positive feedback, have convinced the Ostend Tourism office to reallocate its budget so as to be able to organise another similar event.

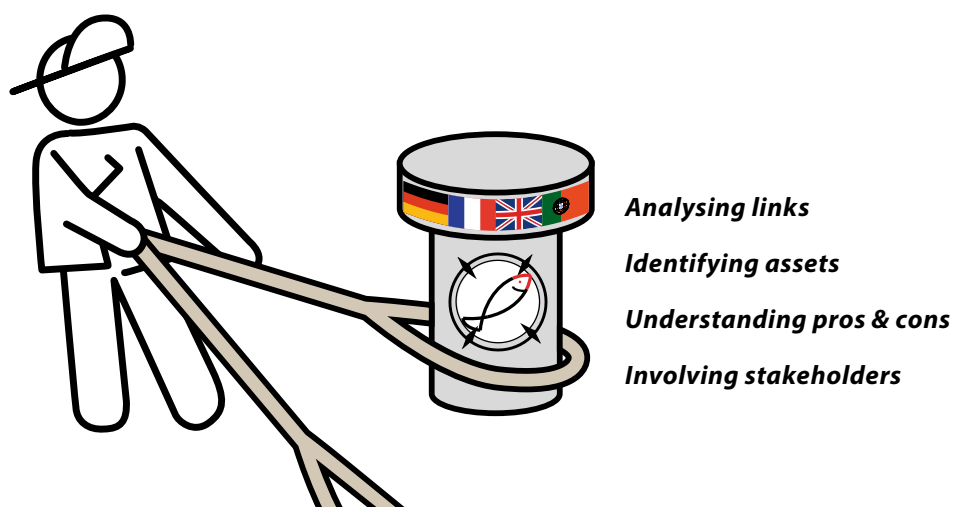
One of the key elements of the campaign's success was securing the cooperation of the participating restaurants in providing visibility for the *À l'Ostendaise* material (brochures, menus), in the restaurants themselves, as well as through their websites and mailings to clients. Cooperation with the press to gain free publicity, as well as word-of-mouth advertising involving inhabitants and second home owners, were also very important factors.

Conclusions

FLAGs need to consider carefully the strategic decision to develop fisheries tourism. Ensuring mutually beneficial linkages between fisheries and tourism requires a good understanding of both of these sectors and an ability to build sustainable relationships between them.

FLAGs, as partnerships representing a wide spectrum of local interests, are particularly well suited to this role. However, many areas suitable for fisheries-related

tourism already have experienced tourism professionals and FLAGs should work closely with them to identify where Axis 4 support can have the greatest impact and to develop and promote fisheries tourism together. Finally, they should not forget to look beyond their area for partners and customers.



Fostering a business attitude towards fisheries tourism!

Ensure supply

- > Strategy & project ideas
- > Quality & capacity building

Reach your market / generate demand

- > Selling your products
- > Promoting your area





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