



Telecommunications Users Association of New Zealand Inc.

Our Future

TUANZ High-level Strategic Plan 2015-2020

Approved 30th September 2015

Background and History

In 2016 we will be celebrating our 30th birthday so it is a fitting time to re-launch the organisation with a new purpose, a new vision and a number of clear strategic goals. It is proposed that these will also be accompanied by a new public brand which is a subtle shift bringing it into today's digitally connected market.

Over the months of June and July, we hosted three workshops made up of 30 participants from within the membership of TUANZ. Most of these came from within member organisations, but individual members were also represented. The groups were made as diverse as possible along age and gender lines to provide a fair representation of views. The output from those sessions form the basis of this paper and the proposed strategy. The membership were surveyed in September on the draft output and this final strategy includes feedback from that survey.

Our Purpose

A common theme that came through the discussions was the idea that TUANZ currently lacks a clear purpose. Several people expressed the thought that the issues which had been critical to the development of a strong and competitive communications technology industry and market had been resolved and there would appear little need for a ginger group to advocate on these issues. One senior Telco person suggested that TUANZ was an organisation searching for a purpose. However there was general agreement that the organisation is seen as a brand with integrity; seen as independent and uncaptured, an honest broker.

It was also clear from the participants on the process, that the organisation needed to be clear on who were its members and therefore who our work and services should be targettings at. While there was some view that the general telco consumer needed to have a voice, it was generally felt that TUANZ target market was businesses and those organisations that support business. This could be in the form of encouraging telco providers to offer relevant services, giving a voice to busy businesses in regulatory policy work, to helping businesses understand how to make better use of ICT to ensure they make the most of what is available.

Above all the importance of the word USERS in the name of the organisation was continually talked about as the point of difference, and probably the most important explanation of the work of the organisation. Several people suggested that the role of TUANZ was very much around ensuing the future of the industry was centred around the user's needs for access and infrastructure. The majority of participants agreed however that the organisation exists for its members and is not a public good organisation. Those members are predominantly businesses, in all industry sectors, as well as Government departments who either support the work of TUANZ or are themselves significant users of ICT service.

Many participants talked about how the view that communications technology has, does and will continue to play a vital part in the New Zealand economy and how an organisation such as TUANZ must exist to ensure that the opportunities are taken up for the future of NZ's prosperity. Innovation and uptake of digital technology were key phrases used in the discussions around TUANZ purpose.

In the end, participants were agreed that the organisation has a significant role to play in informing, educating and leading the debate on digital communications technology and its implications for NZ businesses.

Our purpose is:

Ensuring New Zealand can make the most of the digitally connected world.

A bold Vision

Our vision, which is the outworking of our purpose, needs to provide a readily measurable target for us to aim for in all our work. It needs to reflect our focus on businesses and their use of the technologies rather than the the technologies themselves. Our headlines need to be all about the outcomes for users in general and business in particular.

The proposal is to use the World Economic Forum's Network Readiness Index as the key measure of our success. The Index has 10 pillars:

1. Political and regulatory environment
2. Business and innovation environment
3. Infrastructure
4. Affordability
5. Skills
6. Individual Usage
7. Business Usage
8. Government Usage
9. Economic impacts
10. Social impacts.

New Zealand is currently ranked 17 out of 143 nations on the overall index but we propose to use the Business Usage pillar. We are currently ranked 19th in the index for business usage which is calculated as follows:

Indicator	Rank out of 143 countries
Firm-level technology absorption	11
Capacity for Innovation	15
PCT Patents, applications/million population	23
Business-to-business Internet use	16
Business-to-consumer Internet use	9
Extent of staff training	17

Overall Business Usage Pillar	19
--------------------------------------	-----------

Our 5 year vision is:

By 2020 NZ will be in the top 10 countries for business usage.¹

¹This will be measured by using the Global Network Readiness Index.

Achieving our vision

Based on our revised vision, we need to state our long term goals in a way that shows how we work towards achieving our target. These goals will dictate the programmes and work we undertake for the next 5 years. They should also clearly fit with our purpose. The six proposed strategic goals and possible programmes are as follows.

Goal #1:

To provide a forum to encourage New Zealanders to make the most of the opportunities available in the digital economy

This requires us to ensure we deliver programmes that inform and educate our members on the changes and opportunities presented by digital technology. Significant focus should be on Small and Medium enterprises and the opportunities available to them. Programmes could include:

1. **Networking Events**
2. **Symposium and Conferences**
3. **Education programmes**

Goal #2:

To be the leaders of informed, credible and independent advice on user expectations of digital technology and policy

This is a continuation of the current position of being able to provide an easily understood view on our organisation's views to the Government, Service Providers, and the Media. We want to be known also as being the thought leaders, who encourage well informed debate around topical issues.

Issues that TUANZ should take the lead on in the short term are:

1. **The Telecommunications Act Review**
2. **The International Connectivity Debate**
3. **General policy as it impacts our members**

Goal #3:

Continue to advocate for ubiquitous high quality connectivity across New Zealand

TUANZ is well known for its established advocacy in this area. We should not shy away from continuing to work in this space. Our current work in this area is:

1. Engage and provide leadership on improving rural broadband

Goal #4:

Be the go-to experts on the increasing convergence of digital technologies

We are already seeing in this space an increasing overlap between the traditional telecommunications and broadcasting technologies and industries. There is also some overlap starting to occur with industries such as the electricity supply industry and the increasing use of smart technology. We need to further develop our expertise on the developments in this area and how it impacts users so we remain the trusted advisor in these matters.

Goal #5:

Support the development of the next generation of leaders who are involved in digitally enabled businesses

There is a need to encourage the involvement in the organisation the next generation of leaders within our members. These people will in 5-10 years be the decision makers within the sector. They may be making decisions which range from making technology investments through to product, strategy and regulatory position decisions.

TUANZ will not start another specific tech related programme. This programme is to cover the broad range of individuals who fill roles that are within this space. Examples might include future leaders within the ICT functions of corporates, within regulatory and support teams in telcos, customer service roles, through to sales and marketing. Our general target is those upcoming individuals in member organisations who have an interest in becoming leaders within the ICT environment.

The overarching objectives are to encourage the next generation of leaders to remain in the sector, to enable them to engage with the broader community, and to encourage the increased diversity with the leaders of the sector.

The last goal is an internal to the organisation and is part of the CEOs delivery framework against the strategy:

Goal #6:

Be a strong and efficiently run organisation

We cannot achieve our vision if TUANZ is not a strong and viable organisation.

1. **Model a digitally enabled organisation to our members**
2. **Rebuild TUANZ Financial reserves**
3. **Identify and formalise relevant alliances**

Our Brand

There was considerable discussion amongst the participants as to the brand and name of the organisation. What was clear though was that our brand should be known for it's clarity of purpose and vision. At this time we will make no change to the name of the organisation.

Our public representation will be:

TUANZ
The future is here

Values and Principles

Our values are:

- **Positive Leadership**
- **Credibility**
- **Professionalism**
- **Collaboration**
- **Independance**

Our principles are:

- **We desire to see a lift in the digital competency within the NZ economy**
- **We will listen and have proactive, brave face to face conversations**
- **We will promote fair and sustainable competition**
- **We will focus on outcomes**
- **We want successful members - our success is their success**