



ITS New Zealand Strategy 2018-2020 and Business Plan 2018/19

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1. Introduction

This business plan has been developed to show how ITS NZ will meet its strategic objectives from 2018 to 2020. It has been developed considering changes in the industry and reflects the wider industry interests.

The business plan also recognises that the subscription and sponsorship model changed in 2017 with the intention of providing additional financial certainty to the organisation and through that to be able to deliver an increased level of activity and value to our members.

2. What is ITS

In recent years what different people understand what ITS is has changed significantly. ITS has moved to include all transport technologies including in vehicle technology, communication systems, data analytics, demand management techniques, mobility as a services as well as the more traditional traffic management systems.

To ensure that ITS NZ reflects the changes in the industry we have adopted the NZ Ministry of Transport definition of ITS

Intelligent transport systems apply information, data processing, communication, and sensor technologies to vehicles (including cars, trucks, trains, aircraft and ships), transport infrastructure and transport users to increase the effectiveness, environmental performance, safety, resilience, and efficiency of the transport system

3. Our Mission

Intelligent Transportation Systems New Zealand (Inc) provides leadership in the promotion, development, and facilitation of Transport Technology in New Zealand to achieve a sustainable, effective, efficient, safe and environmentally friendly transportation system.

4. Our Purpose

To represent and advocate the interests of the New Zealand Transport Technology industry both here in New Zealand and internationally. Facilitating and providing opportunities for our members to grow their business nationally and internationally.

5. Our Long-Term Objectives

Development

Promote and support the development of ITS within the New Zealand transportation industry.

Funding

Receive, administer and expend funds to promote and support the development of ITS within the New Zealand transportation industry.

Image

Promote the image of the industry.

Interest

Promote and represent the common interests of members engaged in the development and deployment of ITS.

Legal

Promote and support the development of legislation and regulation relating to the industry in New Zealand.

Co-Operation

Promote and encourage discussion, cooperation, productive relationships and the dissemination of information among members, the industry and the public, in relation to ITS.

Industry Standards

Optimise the compatibility of ITS applications by identifying and assisting in the development and adoption of relevant standards and architecture within the industry.

Thinking Local

Establish links, to liaise to provide a forum for exchange of information with other organisations, agencies and bodies within New Zealand and overseas having similar objectives.

Commercial

Assist members to promote multi-modal ITS development and application to improve all forms of passenger and freight transportation systems throughout New Zealand.



6. Business Plan Purpose

The purpose of this business plan is to document what we plan to achieve in the period 2018 to 2020 towards the long-term objectives and specifically how we will go about achieving the various goals in the coming year (2018/2019).

7. 2018-2020 Strategies

Consistent with and to help ITS NZ meet its long-term objectives the following strategies have developed;

One: Increase Membership Involvement, Value and Growth

We will:

1. Improve our understanding members' and sponsors' expectations through conversations and surveys
2. Actively promote membership to young people and women across the wide transport technology industry through our development programme and target events
3. Show how members and sponsors funds are allocated and spent
4. Grow subscription and sponsorship revenue by 50% by end of 2020
5. Explore the potential to tailor member categories to encourage individuals as well as organisations to be actively involved and recognised within ITS New Zealand
6. Diversify corporate sponsors to include members from Telco's, Mobility providers, Fleet and logistic operators, Public Transport operators, Car Importers
7. Operate nationally while creating a solid presence for local engagement by local events and communications through our website
8. Provide Gold Sponsors with access to promotional stand space when ITS NZ has stand space at International forums

Two: Strengthen ITS NZ Organisation to allow an increased level of Activity

We will:

1. Having sufficient executive resources to implement the business plan objectives and activity plan
2. Ensure the financial sustainability of ITS NZ with sound revenue growth through increased sponsorship and membership
3. Provide a programme of events at locations that are spread around NZ
4. Upgrade the ITS NZ Website to;
 - better represent ITS NZ activities,
 - value to members,
 - explain the benefits of Transport Technology,
 - reflect wider ITS NZ brand,
 - dissemination of knowledge and information to the Transport Technology Community.

Three: Be recognised by the industry as the pre-eminent industry body for Transport Technology

We will:

1. Be recognised as a voice on Transport Technology matters on behalf of our membership
2. Increase the level of engagement and advocacy by
 - a) Preparing and promoting industry discussion
 - b) Advocating the role that transport technology can play in achieving across a wide range of the Government's policy objectives including improving safety, mobility and environmental sustainability of the transport task
 - c) Engaging decision makers and influencers of central and local government and industry so that the potential of Transport technology is fully understood and factored in to decisions. We will do this both through seeking participation of these individuals at our events and activities, through informed responses to invitations to comment and maintaining regular contact with these key individuals
3. Work with stakeholders to promote increased diversity and inclusion within the Transport Technology sector
4. Have at least 4 non-voting board members from key Central and Local Government and Education Institutions

5. We will continue to recognise people and organisations through an annual awards programme to celebrate the variety of successes within the industry
6. Seek deeper connections with the next generation of technology professionals by connecting with schools and universities to encourage careers in the transport technology industry.

Four: Position NZ as a Great Place for Transport Technology Development

1. We will ensure our members and the NZ industry are informed about the latest developments in Transport Technology through;
 - a) Developing the T-Tech Conference into a Asia Pacific regionally recognised and important Transport Technology Conference where international and local experiences are shared and that attracts 300 or more delegates
 - b) Supporting members and others to bring international experts to New Zealand to present and inform on the latest developments in Transport Technology
 - c) Organising and managing practical initiatives to support networking, knowledge transfer, awareness and collaboration
2. We will collaborate with other industry groups, research roundtables and other events.
3. We will develop ITS New Zealand's engagement with the International ITS Communities and increase the profile of NZ as a technology innovator. We will:
 - a) Develop and maintain ITS New Zealand's relationship with the international ITS community
 - b) Encouraging formal and informal connections with peer organisations and overseas ITS stakeholders and leveraging our connections to create opportunities and build capability for the New Zealand ITS sector
4. Encouraging the update of ITS technology within the broader Asia Pacific region through the showcasing of New Zealand successes local capability, leveraging our connections and supporting in-bound and out-bound trade missions and exchanges
5. Seek new opportunities to connect the New Zealand industry internationally, including investigating the facilitation of international technical tours.

8. 2018/2019 Activity Plan

<p>Increase Membership Involvement, Value and Growth</p>	<p>We will</p> <ul style="list-style-type: none"> • Meet with existing and potential members and sponsors to better understand their expectations and value from ITS NZ membership • We will actively grow gold and silver sponsorship by \$40,000 • Clearly show sponsors how money is allocated
<p>Strengthen ITS NZ Organisation to allow an increased level of Activity</p>	<p>We will</p> <ul style="list-style-type: none"> • Increase executive support in line with budget to allow an appropriate increase in activity • Provide a programme of events and locations • Conduct Board Development Training and Team Building • Upgrade the ITS NZ Website
<p>Be recognised by the industry as the pre-eminent industry body for ITS</p>	<p>We will</p> <ul style="list-style-type: none"> • We will invite at least 2 non-voting members on the ITS New Zealand Board to support our business objectives • Increase the level of engagement and advocacy with respect to how the Government’s policy objectives may be supported with Transport Technology • Develop a broad diversity and inclusion strategy to grow the breadth of skills, experience within the Transport Technology sector • Develop the framework for ITS National Awards and hold an awards dinner
<p>Our Knowledge Transfer and Development Programme will position NZ as a Great Place for Transport Technology Development</p>	<p>We will</p> <ul style="list-style-type: none"> • Hold the 2019 T-Tech Conference • Developing our website so that it provides connections to the latest technical papers and local experience stories. • hold 5 networking events across New Zealand • Support at least two international speakers at ITS Sponsored events • Invest in skills in the Transport Technology industry • Coordinate member activity and promotion at the 2018 World Congress and other selected ITS Events in the Asia Region • Plan a Transport Technology Study tour to key development locations in 2019

9. 2018/2019 Budget

Budget and financials available in the members section of the website.

Financial Strategy

ITS New Zealand is in a healthy financial position and this financial strategy sets out how our fund will be administered responsibly over the 2018/19 year.

Sponsorship Revenue

The majority of our funds come from our Gold and Silver Sponsors. While we will have entry fees and other event income in general we will not seek additional event sponsorship. However, it is important to know for budgeting purposes how sponsorship money is expected to be spent. The table below shows the allocation. For events like T-Tech and the Awards Dinner this will be shown as income to the event. This will allow us to better understand the financial performance of the event.

Activity	Sponsorship Allocation (%)
Upgrade the ITS NZ Website so that it becomes increasingly capable of the dissemination of knowledge and information and ITS Community discussion regarding Transport Technology developments and its implications.	10%
Develop the framework for ITS National Awards and hold an awards dinner	5%
Hold the 2019 T-Tech Conference	25%
We will hold 5 networking events across New Zealand	15%
We will support at least two international speakers at ITS Sponsored events	20%
We will offer at least two ITS NZ Scholarships in Post Graduate Study in ITS Related Topics	5%
We will coordinate member activity and promotion at the 2018 World Congress and other selected ITS Events in the Asia Region	5%
Administration of ITS NZ	10%

Reserves

- Maintain an end of year balance of no less than 50% of annual membership fees or \$100,000 whichever is the greater. This will allow us to cover any unexpected losses from larger events or invested support event that require additional financial funding the following year if determined appropriate.

Membership

- We should be targeting to “promote” some existing members up the member classifications and also get new members.
- We also need to diversify our membership, attracting these new types of members will considerably broaden our appeal and value, not to mention widen the topics we can take to members for discussion.

Local Networking Events.

- We have allowed for 5 networking events such as breakfasts, lunches, or evening talks
- At least two of these should have international speakers for which we have budgeted \$40K to cover travel expenses
- The networking events would be catered and provide liquid refreshments. No additional sponsorship for these will be sought
- Non-members would pay at rates that would encourage them to join. This fee will be based on the size and cost of the event.

Awards

- Develop the framework for ITS National Awards and hold an awards dinner. Our aspiration is to recognise people and organisations through an annual awards programme to celebrate the variety of successes within the industry.

Promotion

- Updating the website including potentially for members and non-members to register and pay for attending events
- We will coordinate member activity and promotion at the 2018 World Congress and other selected ITS Events in the Asia Region
- WE will support a ITS World Congress Networking event

Capex

- An allowance has been made for some Capex if required to be determined

10. Board and Executive Team Structure, Roles and Operation

The proposed roles for the Executive Team are:

Position	Current Nomination
Chair	David Vinsen
President	Mohammed Hikmet
Vice President	Andrew Gurr
Secretary	Deryk Whyte
Treasurer	Mike Rudge
Vice President – International Program	Stephen Hewett
Vice President – Events	Lee McKenzie
Vice President – Membership	Blair Monk
Executive Officer	Simon McManus

Chair

The role is to:

- Ensure we have a strategic plan, annual business plan and that the plan is being executed by the Executive Team
- Manage Executive and Board meetings
- Drive performance of the Executive Team.

President

The role is to:

- Represent board and ITS Members at local and international events
- ITS New Zealand’s representative on the ITS Asia Pacific Board
- Promote ITS New Zealand at the ITS World Congress. Act as ITS New Zealand ‘s TC204 representative.
- Act as the Chair in the absence of a Chair

Vice President

The role is to:

- Support the President and provide guidance to the Executive Team.
- Responsible for recruiting new members and also advocating and developing benefits
- Coordinate Sponsorship, if required, for events
- Responsible for tracking and promoting changes in standards and legislation

Treasurer

The role is to:

- Advise the ITS New Zealand board on Financial Strategy and Approach
- Ensure books are kept up to date and accurate so the Board can allocate funding resources appropriately
- Ensure that Membership fees are collected
- Ensure that ITS New Zealand tax obligations are met
- Ensure that invoices are paid
- Ensure we move to and maintain non-profit status

Secretary

The role is to:

- Ensure we maintain an appropriate board and committees
- Prepare minute of the Board and Executive meetings

Vice President International Program

The role is to:

- Encourage members to participate in international events
- Find international speakers to attend local New Zealand events and the summit
- Support ITS NZ at international events
- Coordinate the delivery of ITS New Zealand events and stands or displays at international events
- Support the coordination of local events based on theme and speaker content
- Ensure that information about international events is communicated to members on the ITS New Zealand website

Vice President Events

The role is to:

- Coordinate the delivery of local events
- Coordinate the delivery of the annual summit
- Find local and international speakers to attend local New Zealand events and the summit
- Support the coordination of ITS New Zealand events and stands, or displays, at international events
- Ensure that information about local events is communicated to members on the ITS New Zealand website
- Survey event participants for feedback on events to gain insights in what worked well and what did not

Vice President Membership

The role is to:

- Identify and promote new members
- Encourage existing members to increase their sponsorship
- Achieve membership and subscription revenues
- Lead the Membership committee
- Survey members and prospective members for feedback on the previous year to ensure ITS New Zealand meets their expectations

Executive Officer

The Executive officer will support the Executive team in their roles and the ITS NZ board to meet their obligations:

Administrative

- Day- to-day support, advice and guidance to Chair and Executive Committee about Association and related matters
- Setting dates and venues for Board meeting
- Obtaining correct documentation (e.g. for new membership applications or re-validations)
- Updating and maintaining the website
- Support for the Executive Team

Accounts

- Membership management
- Maintaining membership records
- Send and track Membership fees
- Issuing of event sponsorship invoices
- Liaising with bookkeeper
- Liaising with external accountant
- Liaising with and support the Treasurer
- Maintaining email distribution list

The person in this role will be supported by an external accountant.

Events

- Local event management
- Selection/confirmation of venue
- Liaising with Executive Team Event Committee
- Arrangements with venue for event including catering, seating arrangements and name tags
- Manage registrations
- Sending out fee invoices and ensuring payment
- Marketing of event (I.e emails and website)

- Organisation and administration during event
- Feedback analysis after event

External relations

- Lobbying on behalf of Chair and Executive Committee as required
- Dealing with enquiries from the public by telephone, email or in writing

Newsletter and publications

- Dealing with press enquiries and preparing press statements
- Liaise with outside publications to promote ITS New Zealand
- Manage the writing of articles with suitable content
- Annual Report
 - Drafting Annual Report for approval and input of Chair and Executive Committee
 - Arranging design, printing and distribution of Report

Website

- In conjunction with web designer, maintain Association's website, specifically:
 - Keeping members up-to-date with events
 - Maintaining 'members' area' with minutes, reports, publications, presentations, etc.

Attendance at Board Meetings

Board meetings are held on average once every quarter. Board members are expected to attend at least 3 of these 4 meetings a year and are not necessarily aligned to any event. The location of the next Board meeting dates and locations will be confirmed at the start of the year.

Executive Group

The Executive Group will meet on an as required basis based to manage the Boards agenda and deliver the ITS New Zealand business plan. The meetings will be arranged by the Secretary.

Event Programme

Our strategy is to hold events that:

- Will support networking, knowledge, awareness and collaboration across the sector
- Aim to be as accessible to as many members, and the wider ITS sector, as possible
- Aim to broaden and grow our membership base.

The event programme will consist of:

T-Tech Conference

This will:

- Be held every year based on a series of themes
- Be a two-day event
- Delivered in partnership with NZ Transport Agency and Ministry of Transport
- Showcase New Zealand private sector and New Zealand government latest Transport Technology direction and innovations around selected themes that will produce discussion and learning opportunities
- Include high quality international speakers to create learning opportunities
- Include presentation selected through a call for abstracts process around themes

International Speaker events

These will:

- Be held twice a year
- If possible, coincide with a networking event and therefore may be held in a regional location.

Networking Events

These will:

- Be held eight times a year. This may involve holding an event in two locations based on the same content and speakers
- Be held in Auckland, Wellington and Christchurch and five regional locations that may differ each year e.g. Tauranga, Hamilton, New Plymouth, Palmerston North, Nelson, Queenstown, Dunedin, Invercargill
- Be evening events
- Include a local, national speaker or international speaker depending on availability
- Where possible, and if appropriate provide a forum for government to communicate and provide updates on ITS programme of work.
- May include a roadshow when new developments occur than ITS New Zealand can support

The fee for attending all events will be as per membership benefits

Non-members (and those not covered by membership) maybe be charged a registration fee. This fee would be confirmed based on the size and estimated cost of the cost of the vent

International Events

It is expected that ITS New Zealand will have a presence at each international event. To determine this leave of presents a strategy will be developed for each event by the Events Committee and agreed with the ITS New Zealand Board for approval.

Media Strategy

It is agreed that a media strategy will be developed to determine how ITS New Zealand should:

- update the website to improve the quality of information provided
- gets information to members and non-members on events
- keep members up to date on international events

12. Membership and Sponsorship

ITS New Zealand's role in supporting the industry in developing the use of ITS is however increasingly encumbered by its structure. From humble beginnings, the part time investment in time and energy from the board has been sufficient to support significant worldwide events, and on-going representation in the ITS community around the world. To advance with the changing time ITS New Zealand needs to achieve a stable income, so it can increase both its involvement as well as activities within the industry.

It is all important that we broaden the membership. By doing this we will open up the topics and feedback loops within our ITS community. New members from Telcos, Bus Companies, Kiwirail, Freight and Logistics companies, Uber and Lyft will move us to where Intelligent is going rather than where it has been. It is recommended that a Membership Committee created with the objective to grow and diversify the membership.

A membership committee will be created to grow ITS New Zealand membership and gain a better understanding of what their services ITS New Zealand should provide for its members to provide improved value for their membership fees.

Membership and Sponsor Benefits

As a Gold Sponsor you will receive the following benefits - \$15,000:

- 150 votes at the AGM
- Recognition of your partnership with ITS New Zealand, with the display of your corporate branding:
 - Sponsor outline and link on the ITS New Zealand website and sponsors page
 - Logo and link on all promotional material (digital and printed)
 - Banner display at all ITS New Zealand events
- 5 free passes to ITS New Zealand's annual summit event
- Ability to publish industry related articles and vacant positions using ITS New Zealand media channels
- Advanced notice of sponsoring, advertising and event opportunities (e.g. World Congress, ITS Asia Pacific Forum)
- Event hosting option for 1 ITS New Zealand event
- Exclusive opportunities to meet VIP speakers hosted by ITS New Zealand
- Login to members area of the ITS New Zealand website for presentations and technical papers
- Up to 10 free staff at core ITS New Zealand events

As a Silver Sponsor you will have the following benefits - \$5,000:

- 50 votes at the AGM
- 1 pass to the annual ITS New Zealand Summit
- Login to members area of the ITS New Zealand website for presentations and technical papers
- Up to 5 free staff registrations at core ITS New Zealand events

As a Bronze Sponsor you will have the following benefits - \$500:

- 5 votes at the AGM
- Login to members area of the ITS New Zealand website for presentations and technical papers
- 1 free staff registration at core ITS New Zealand events

As an Individual Member you will have the following benefits:

- 1 vote at the AGM
- Login to members area of the ITS New Zealand website for presentations and technical papers