

Sector strategies – what has worked and what you need to know

Based on doing a few of them.....



...and getting quite a few things wrong



Some key strategies that I've been involved in

NZ Aquaculture Marketing Strategy

NZ Horticulture Strategy

NZ Red Meat Sector Strategy

NZ International Education Strategy

Plus several Regional Economic Development Strategies



Key success factors for sector strategies

You need to believe that the **process**...

...is as important as the **final document**.

And if you end up believing that the process is MORE important than the final document?

THAT'S JUST FINE WITH ME

Key success factors for sector strategies

It's also important that the strategy is:

- sector owned, and commercially driven
- focused on the drivers of behaviour rather than the behaviour itself
- based on facts rather than accepted truths
- able to map the options for change in a believable way
- action driven – otherwise it's a dream...
- able to acknowledge the good stuff that has been done before
- really clear about who is accountable for delivering it



Key FAILURE factors for sector strategies

Start with an unshakeable belief that you know the answer

Deal with people who will tell you what you want to hear

Don't let the facts get in the way of your beliefs

Talk to a few people – the easy ones to get to

Build a strategy that conflicts with commercial reality

Ignore the past

Rely on a really (REALLY) pretty document



Creating momentum...and cohesion

- You need to have an engaged sponsor (with widespread sector or industry support and input)
- You need an agreed vision for **the process** and **the outcomes**.
- You also need:
 - Clear objectives – what does winning look like for you?
 - Principles – what things are non-negotiable?
 - Scope – you need to be brutally clear about this. What is in – and out – of scope?
 - Process - what are we going to do, and how are we going to do it?
 - Roles– who is going to do what, by when, and to what end?
 - Engagement – within the process, this is the single most important thing! How do you get the right people engaged in the process? (Hint – you have to kiss a lot of frogs!)
 - Commitment



Preparing the sector for change

- You need:
 - Access – to the right people
 - Support - from the right people
 - Information – at the right time
 - Willingness and ability to act on the outcomes from the engagement process

- And if all else fails...BULLETS!



Themes across multiple sectors

- Lack of clarity about who the competition really is
- Massive fragmentation, and almost total lack of scale
- Unwillingness to collaborate – particularly commercially, and even more particularly in market
- Product push, rather than market pull (and selling, rather than marketing)
- A huge desire to:
 - find a silver bullet
 - reinvent everything
 - do it better THIS time (because there is ALWAYS a stack of previous strategies getting dusty somewhere!)
- The answers are there...and good process with widespread and honest engagement will make them more likely to be found, and used!



The reality is...

All sectors face similar challenges with the strategy process....























<http://sadik.net/dlaughter>





*LET'S HAVE ONE MORE
AND THEN WE'LL GO !!*



