



KELLOGG
RURAL LEADERSHIP
PROGRAMME



**Is there a need for an Information
Platform to collaborate Primary
Sector events?**

Kellogg Rural Leadership Programme

Course 38 2018

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Table of Contents:

Executive Summary.....	4
Foreword.....	5
Acknowledgements.....	4
Introduction.....	6
Aims & Objectives.....	7
Chapter 1 - Literature review	
a) Events.....	8
b) Technology.....	9
c) Collaboration.....	11
Methodology.....	13
Chapter 2 - User Survey Results	
Key areas:	
a) Value.....	14
b) Industry.....	14
c) Events.....	15
d) Technology.....	16
Discussion.....	17
Conclusion.....	18
Chapter 3 – Industry Survey	
Results.....	19
Discussion.....	22
Conclusion.....	25
Report conclusions.....	26
Recommendation.....	27
References.....	28
Appendix 1.....	30
Appendix 2.....	31

Executive Summary

This report synthesises communication, connection and collaboration into one solution-based idea, an information platform for events. I needed to identify if there was a need for an information platform. Looking at the user/farmer not being able to attend the events from the inadequate lead in time, to missing events. For industry, understanding what the main hurdles were from their perspective, and could these be resolved with having their events in one place. This would take the form of a centralised information platform for events for all Primary Industry.

The information platform is a tool that can be used as a lever for communication, connection and collaboration. The platform can be used as a meeting place for both the user (farmer/grower) and industry or business. Creating connection from all industry, it can be a place to initiate cross-sector collaboration. For the farmer/grower it can be a place where they can filter events in every region, in every industry at a time that suits them. Barriers to communication diminish as the benefits of using technology in business are realised.

In chapter 1 is a literature review which focusses on the importance of events and the new ways businesses disseminate information through events. I wanted to look at what new event types that Primary Industry could use. There is a look at technology for collaboration in the form of the information platform, the definition of a platform, platform types and benefits. Key learnings from using an information platform are the benefits of convenience - having information in one place, transparency, and engagement. How collective impact for collaboration could be used as a strategy for industry. This strategy would result in better use of limited resources from joining with others, unify with ease – saving time and money.

Chapter 2 reports on the survey to the user (farmer/grower). This was conducted to understand their needs associated with events. The questions were divided into four areas: value, industry, events and technology. Under these areas respondents were asked the value of events from their perspective, how they find information on events currently, if they have missed events and how this has affected them, their thoughts on technology and what they wanted to use in the future. It was found that **81% of respondents miss out on events due to not knowing they were on**. To qualify this response, they were asked “what are some ways we could help you to prevent missing an event?” The top four themes were: *Centralised event calendar, increase reminders, increased advertising and lead in time*.

Detail of the findings from the survey to industry participants are in Chapter 3. The main findings of the survey were the having a **limited budget** for funding the event, then having a **low attendance** and deciding on a **location** that would suit their target audience. This is a direct correlation to the farmer **missing events**. If there is a limited budget for the event, then how will it be promoted? – if it’s not promoted how will the farmer know it’s on? Then through low attendance, the value of the event is diminished. The key objective was to discover what the industry does now and if there a need for an information platform with centralised information. Questions were asked about how the industry participant values events, their biggest hurdle, how they assess customer needs, current and future uses of technology.

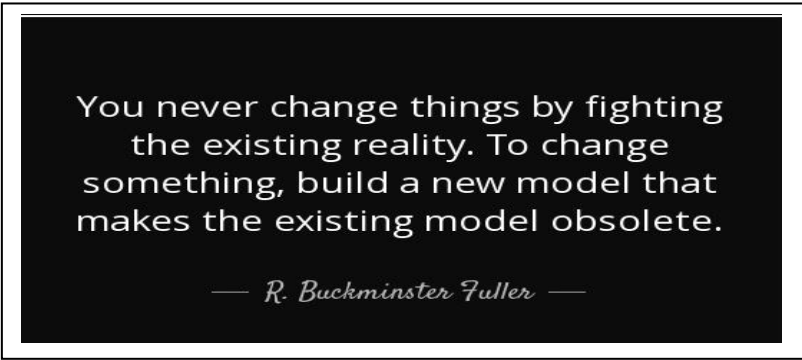
The main recommendation is to explore an information platform in greater depth with industry leaders. The benefits of strategically collaborating on a greater scale is to utilise resources with efficiency. Having audience in one place where both the user and industry can meet and have a place to exchange would save time and money.

Foreword

With the goal of improving unification, health and wellness, education and growth for today and future generations, I would like to investigate the need for creating an information platform.

Ever since I was a Dairy Women's network convenor for the Mid Canterbury group, I have been intrigued that there are many excellent events in the industry that are sometimes duplicated, how much cost goes into planning each one and how well they are attended or not attended. It is close to my heart that there is a foundation of continuous learning, collaboration and engagement at all levels.

Events function to connect, and to leverage knowledge and business. First, holding relevant and timely events that are well attended can embrace new thought. By obtaining adequate lead in time for advertising and knowing what is available across multiple industries in advance will be an advantage.



You never change things by fighting
the existing reality. To change
something, build a new model that
makes the existing model obsolete.

— *R. Buckminster Fuller* —

Acknowledgements

I would like to acknowledge and thank my husband Brent for his tireless support and cheerleading me on.

Siobhan O'Malley from the very beginning you have kept me on track, thank you for the catch ups.

Thank you so much to the Kellogg Rural leadership team, Patrick Aldwell, Scott Champion, Anne Hindson and Lisa Rogers. Being on the course has been a wonderful experience. It has stretched and expanded my world in ways I could not have imagined.

To my fellow Kellogg participants, I cherish the times spent with you all, thank you for the friendships.

A big thank you to all the survey participants. It was an incredible response for both surveys, and I appreciate the time you took out of your busy day to fill in the survey.

Introduction

Why is it the right time for a centralised information platform for events?

- Business complexity - businesses are dynamic, and operate in volatile environments, needing the agility, and flexibility of timely insight to make qualified decisions.
- Access to information: need to strategically identify what information is important for business
- Connectivity – connect easily to the internet, and with each other online, reduced cost for internet/data
- Device – the price and availability of a device - phone, ipad, laptop has come down
- Demographics – Millennials are tech savvy and want information now (Troska, 2016)
- Change of channels – multiple ways to receive information, newspapers are giving way to applications and websites (Edmunds, S. et al, 2018)
- Collaboration – community, health and wellness, relationships and connection
- Rural New Zealand – young people are leaving the rural centres and going to the cities.

As communication technology grows it changes the way users access information. Users need to decipher information to convert to knowledge through many channels and technology. This takes education, skill, time and money. The need to connect to each other, be informed and educated as these new technologies emerge remains.

We connect and learn through events. Benefits can occur such as collaboration, qualified business and personal relationships, mental health and wellness, and a strengthened community. There is no way of determining how a connection will evolve. Connecting to each other is a dynamic human experiential possibility. When a connection is made with another person it creates an emotional experience and deepens relationships in an authentic way which encourages collaboration. The word collaboration has been used many times. Defined it means, “Two or more people working together towards shared goals.” This simple definition has three parts: 1) Two or more people (team) 2) Working together (processes) 3) Towards shared goals (purpose). (“Thought Farmer”, 2018)

Since 1925 one publication that has enabled dairy farmers to access information is the Dairy Exporter. There is a necessity to keep informed of new technology for farming businesses. It has been integral in research and implementation of new ways of farming. It is one of the early leaders of communicating innovation and connecting farmers in New Zealand. “With probably more effect than field-days, advisory services and conferences, the *Dairy Exporter* has kept dairy farmers up to date. And, particularly in the days before television, it was very much a family magazine, recognizing dairy farming for what it usually was - a family enterprise. Even today, 93% of dairy farmers read the magazine and a majority consider it an important source of information.” This is one example of how a publication has enabled us to keep informed and educate farmers on new ideas. Communicating ideas is very important today in the face of rapid change and volatility. (A History of Technological Innovation in New Zealand, nd)

The amount of information has increased as technology and connectivity has become widely available. The channels we receive information from has evolved. Some examples of channels that have increased in popularity are newspaper to website and mobile application, face to face events to webinars, mobile calls to online conference calling. Newer technology - augmented reality, virtual reality and virtual conferencing will be integrated as more tools become available.

Aims & Objectives

This report synthesises three ideas events, technology and cross-sector collaboration into one solution-based idea - an information platform for events. The main objective was to gain a deeper understanding if there is a need and what that need was for both the farmer/grower (user) and industry through missed communication, disconnection and lack of collaboration. The farmer/grower and industry are identified as the platforms two customer segments, and therefore necessary to gain both perspectives for the prospective information platform to be evaluated.

The need for clear events, technology and collaboration has increased with change and volatility. All three words have been used separately to describe what is needed to solve issues such as: low entry as a career option into Agriculture, to Urban vs Country divide, community discord, immigration issues, mental health and wellness, and environmental unsustainability.

My objective was to synthesise three ideas of events, cross-sector collaboration on an information platform to provide a solution and service to help prevent users missing events and save time searching for information across multiple channels.

Literature Review

Events

An event gives a person value, experiential, educational, relational and emotional opportunities. It can add to life with possibilities that cannot be determined. Events are gatherings of people for a purpose. They are opportunities for celebration and expression. They can be used to put on to exchange ideas, for commerce, to showcase excellence, to entertain, for competition, to garner community pride, celebrate culture and enhance social cohesion (Jones,M. 2017). Event representations capture our experience of physical qualities of the world what is possible, our emotional reactions to things that happen, our goals and plans for how to bring about the changes in the world we desire. (Radvansky,G et al, 2017) The benefits of events are valuable as people grow, learn and experience the world in their personal and business lens.

There are numerous events to convey content regarding expression and diversity. These events cover many aspects of life, and experience. In Figure 1, we see various events that people can attend in their life. In industry, the types of events are under business, trade, and education. The transference of information through discussion groups, conferences, and publications has been an important way to reach and teach people.

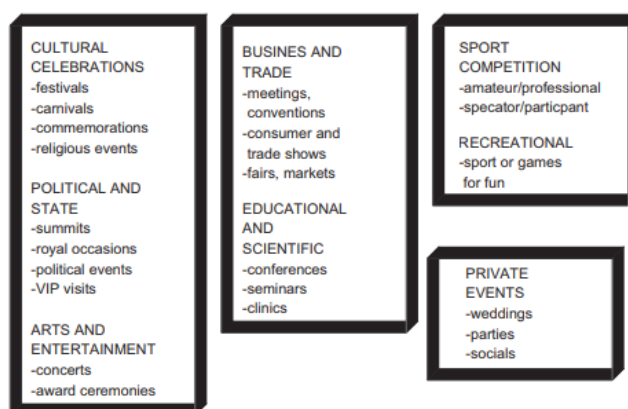


Fig. 1. Typology of planned events (Source: Getz, 2005).

Fig 1. Types of planned events

The way events deliver information has been disrupted as technology, connectivity, demand and expectations increase. The value of having a range of communication technologies available for education, commerce, and entertainment is that people now have a choice. As affordability of technological devices and connectivity increased, it has meant that demand for new tools be developed. New event types are redefining and reflecting the changes that are happening today with technology. It encourages rethinking on how events are delivered to capture the audience and give them a unique experience.

Table 1: New ways to experience events:

Category	Description
Virtual Tradeshows	A virtual tradeshow or convention is a virtual event for the purpose of gathering multiple entities. These entities could be located anywhere to showcase new technology for example. This can reduce the barrier of distance.
Meetups	There is a trend in establishing monthly or fortnightly user generated events which leverage on existing online communities. (Solaris, 2018)
Pecha Kucha	20 presenters/20 slides/20 seconds format. 20 designer are given the chance to present a total of 20 slides, 20 seconds each, for a total of 6 minutes and 40 seconds. An immediate result is that attention levels are kept very high and everyone involved gets value out of the experience. (Solaris, 2018)
Unconference	An unconference is a participant-driven meeting. The term "unconference" has been applied, or self-applied, to a wide range of gatherings that try to avoid one or more aspects of a conventional conference, such as fees, sponsored presentations, and <u>top-down</u> organization. (Craig, 2006)
Live Tweeting	Live tweeting refers to the practice of tweeting information live from an event you are attending. That is becoming an event in itself. With people participating from around the world. Events are now tagged using hashtags such as #sxsw or #ted and people use tags whenever they witness something worth tweeting from the event. (Solaris, 2018)
Burning man	Burning Man is a network of people inspired by the values reflected in the Ten Principles and united in the pursuit of a more creative and connected existence in the world. (Burning Man Project, 2018)
Augmented Reality	Augmented reality (AR) is an interactive experience of a real-world environment whereby the objects that reside in the real-world are "augmented" by computer-generated perceptual information, sometimes across multiple sensory modalities, including visual, auditory, haptic, somatosensory, and olfactory. (Schueffel, 2017)
Virtual reality	Virtual reality (VR) is an interactive computer-generated experience taking place within a simulated environment, that incorporates mainly auditory and visual, but also other types of sensory feedback like haptic. This immersive environment can be similar to the real world or it can be fantastical, creating an experience that is not possible in ordinary physical reality. ("Virtual Reality", 2018)
Virtual networking	Online networking through a platform with other professionals for a common purpose.
Flash mobs	A flash mob (or flashmob) is a group of at least 10 people who assemble suddenly in a public place, perform an unusual and seemingly pointless act for a brief time, then quickly disperse, often for the purposes of entertainment, satire, and artistic expression.—Flash mobs are organized via telecommunications, social media, or viral emails. (Solaris, 2018)
Hackathon	usually competitive event in which people work in groups on software or hardware projects, with the goal of creating a functioning product by the end of the event. ("Hackathon", nd)
Live Stream Event	Live streaming refers to online streaming media simultaneously recorded and broadcast in real time to the viewer. It is often simply referred to as streaming. ("Live Streaming", 2018)
Secret events	Secrets have always attracted people. That's what makes these events increasingly popular. The hush-hush instructions and unique, undisclosed locations intensify people's curiosity. The venue is usually revealed shortly before the event starts to heighten expectations. (Holub, 2018)

Technology

Technology is streamlining jobs, creating time and cost efficiency. For New Zealand to reap the opportunities presented by emerging technologies, businesses will need to be innovative and collaborative. Future Inc. (2015). *Future Inc: Disruptive technologies risks, opportunities – can New Zealand make the most of them?* Australia and New Zealand: Chartered Accountants Australia and New Zealand.

Communication and collaboration are becoming more viable as the opportunity to use these new tools and event types are implemented into our future. Technology is breaking down barriers as distance

is closed and there is transparency. Technology and transparency go hand-in-hand – consumers are now demanding information they can clearly interpret and base their opinions on. (KPMG, 2018)

A Direct reason for collaboration in the future:

One way that has been identified for collaboration is the links in the value chain with the consumer in the centre. This was discussed in the Agri Agenda 2018 from KPMG. “The traditional concept of a lineal value chain is rapidly being replaced by a much more complex ‘value web’ that is built around satisfying the needs of the consumer. Technology has eroded the previously-held power of the retailer. Now every participant within the value web is able to develop direct connection with any other participant, including the consumer.” (KPMG, 2018)

Transitioning to a consumer-centric value chain and creating the connection is determined by the ability to clearly communicate and collaborate effectively. The ability to capture more value is generated as communication barriers breakdown when new tools are developed. A cohesive consumer-centric relationship through the transparency of our value chain is formed when the consumer sits firmly in the middle.

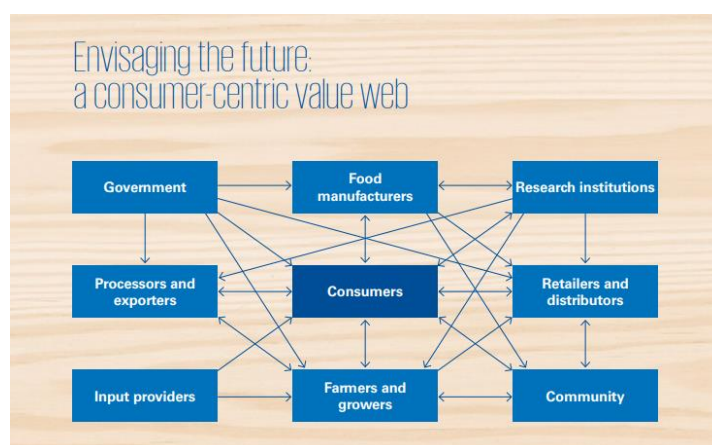


Fig 2. Consumer-centric value web (KPMG, 2018)

Online Platforms

One form of technology that is creating transparency and connection is the online platform. “The role of online platforms is key in delivering benefits to consumers and businesses: ‘online platforms’ are bringing together consumers and producers, allowing trades that would otherwise not happen.” (Oxera, 2015)

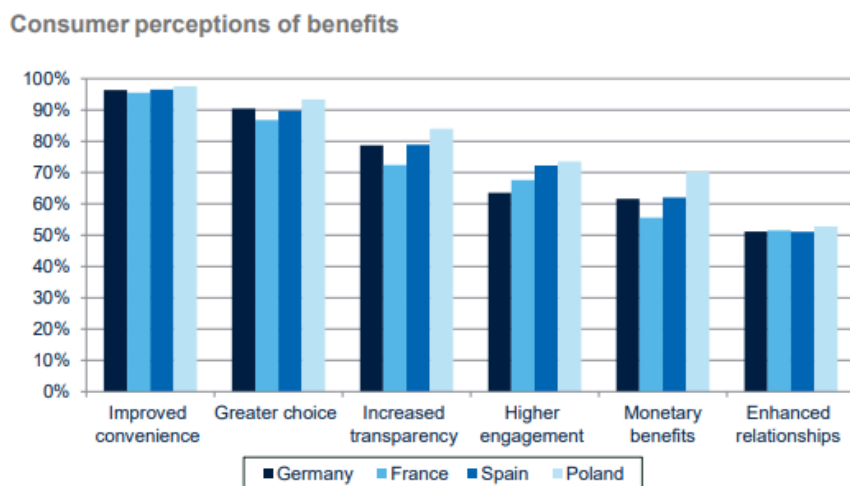
This is a broad definition as the role of the platform varies greatly from one to the next. There are many types of platform depending on their purpose. It could be for content, commerce, connection, or collaboration. Examples of some common platforms are below:

- Communication Platforms
 - Communicate and stay in touch with friends, family and other contacts
 - Meet and get to know people
- Entertainment Platforms
 - Access and share content such as music, videos or photos, and online gaming
- Online Marketplaces
 - Buy, sell or share products and services
- Comparison Platforms

- Find, compare or review products and services
- Information Platforms
 - Look up information
 - Search for opportunities

(Oxera, 2015)

When the barriers for communication are gone, the user realises the benefits of being able to take control. Online platforms' benefits also translate to saving time, and an easier way to get to the right information. With autonomous access to information the user is empowered for opportunities that may not have been there previously. The most widely cited benefits relate to improved convenience, greater choice and increased transparency. See the graph: Consumer perceptions of benefits -



Question: Thinking about the websites/apps shown below (list below consisting of platforms selected previously), to what extent do you agree or disagree with each of the following statements? Base: Total survey respondents (6,010). Source: Oxera analysis.

Fig 3. Consumer perception of benefits (Oxera, 2015)

There is opportunity from both a user perspective and the delivery of information. The benefits to have convenience, transparency, and engagement with the consumer can foster collaboration.

Collaboration

For collaboration to work effectively there is a need for a common purpose and strategy. Firstly, identifying that there is a need for collaboration. We need to know at a macro level what is happening for both the user and industry. The ability for each industry to look outside their own environment and how they all fit together and link resources. Coupled with what has happened in the past, "A fish is swimming along one day when another fish comes up and says "Hey, how's the water?" The first fish stares back blankly at the second fish and then says, "What's water?" (Kania, 2018)

In the KPMG Agribusiness Agenda 2018, one of the most significant increases in the priority score was an Umbrella Body to unify industry voice, this was up 13%. This is a direct indication of industry identifying collaboration and the need to unify in some way as a priority. Other priorities that show this need are: Engaging with communities, increasing rural/urban understanding, developing future leaders, articulating a collective industry vision, and industry body alignment. These all vary on the ranking, but still feature as a need when it comes to providing a message to collaborate.

Collective impact is a term and strategy used for collaboration. In table 2 below is a description of the five conditions of Collective impact for collaboration. Collective impact initiatives are long-term commitments by a group of important actors from different sectors to a **common agenda** for solving a specific social problem. Their actions are supported by a **shared measurement system, mutually reinforcing activities**, and **ongoing communication**, and are staffed by an **independent backbone organisation**. (Kania, 2011)

Table 2: The Five Conditions of Collective Impact

The Five Conditions of Collective Impact	
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable
Mutually Reinforcing Activities	Participation activities must be differentiated while still being coordinated through a mutually reinforcing plan of action
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone support	Creating and managing collective impact requires a separate organisation(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies.

Source: (Kania, 2011)

The power of collective impact lies in the heightened vigilance that comes from multiple organisations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants. (Kania, 2011)

There is complexity when looking at collective impact for cross-sector collaboration. With different sectors, businesses and industry each having own purpose and agenda. The scope each actor has is that there is change, and it is continuous. Identifying the benefits collective impact could have directly on Primary Industries is great. There is potential to combine resources and save time and money with one common agenda to reinforce an overarching goal which is defined by all of industry - to unite its people. An opportunity arises with collective impact that if all five of the conditions were implemented, Primary Industries could unite and strengthen the farmer/grower with collaboration. Through the ability to combine resource ensures maximum leverage for business growth and capability.

An ideal scenario would be that this model was applied and Primary Industries could agree on one unifying voice. Finding a common agenda, that all Primary Industry could agree that they exist to help the people, with the right tools and information.

Methodology

To clarify what was happening with events, I needed to gather two sets of information. The first was through the farmer or grower, and the second was from Primary Industry. I wanted to discover if there were some key themes or gaps that could be solved by having the information platform.

I conducted an online survey with the main objective to ask the question regarding peoples' views on events, what was their experience and value regarding events and technology. The "user" is a person who is connected to the land and is identified as a farmer or grower who attend events currently. The quantitative and qualitative research questions were divided into four areas of questioning: **Value, Industry, Events and Technology**. The key objective for the survey was to assess if there was any underlying pain associated with events. The goal was to reach as many people as possible to get a good sample of participants. The results are derived from the responses gathered through TYPEFORM and shown as a range or percentage.

For Industry the main objective was to understand how they valued events, and what they do right now and what some of the factors around events were from an industry perspective. I needed to connect what the industry does now and discover how this relates to my question - is there a need for an information platform with centralised information. This partners with the user survey, to identify key themes of congruity.

This qualitative research was delivered by survey online to Industry via email. There were five sections to ascertain the participants from industry's overarching thoughts around events. The sections were: Why your business exists, Details of your businesses events, Measuring the value of events held, Technology for events, and Cross sector collaboration. The survey was created through TYPEFORM.com and conducted in August 2018. To collate the responses, I used thematic analysis and collated them to see what theme was the strongest coming through.

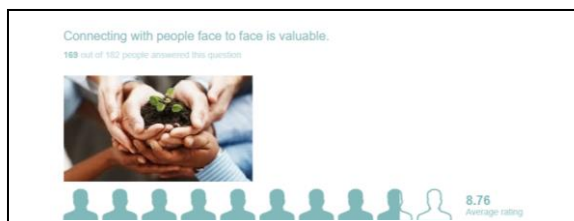
Industry groups contacted, and survey delivered by email: Farmlands Coop, Federated Farmers, Fonterra, MPI, DairyNZ, Beef and Lamb NZ, Primary ITO, Ballance Agri Nutrients, FAR, Pork NZ, Deer NZ, Dairy Women's Network, Rural Women, Organic NZ, Apiculture NZ, ZESPRI, NZ Horticulture, AWDT, Merino NZ, Rural Business Network, Young Farmers, NZIPIM and NZ Wine.

Chapter 2 – User Survey

Results

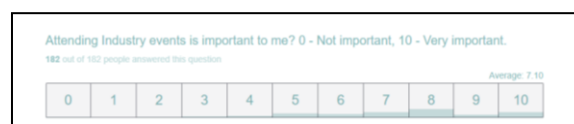
Over three weeks there were **182** unique responses, 67.4% completion rate and it took an average 10.16 minutes to complete the survey. Across all people surveyed, most respondents came from Canterbury - **47%** and were in the dairy industry - **39%**. Most people completing the survey ranged in age from **26-45 years**.

Area one – Value



The first question was to find out what value events hold for the users in industry. **87.6% of** people think that connecting face to face with people is valuable. The reasoning behind this was to see how important industry events were for the user.

Area two – Industry

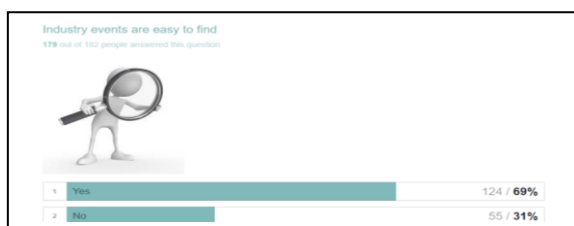


An average **7** out of 10 survey participants believe that attending industry events are important to them. This is a very good result and shows the users value industry events.



- This enquiry was to gain an idea of how they perceive the events and whether industry is meeting their needs. The results are currently meeting needs for 69% of respondents. If the respondent said no, there was qualitative question to ask, "How could industry better suit your needs". The top four themes that came

through were: **better topics, the timing of events, collaboration and to suit a wider audience.**

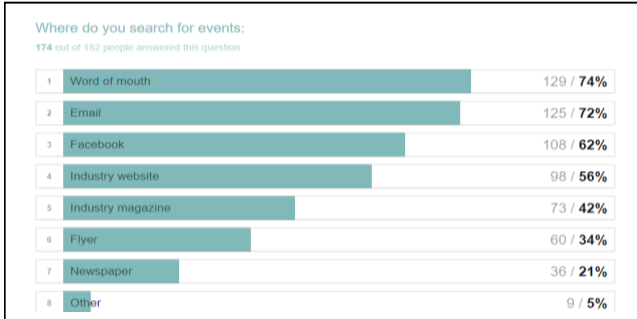
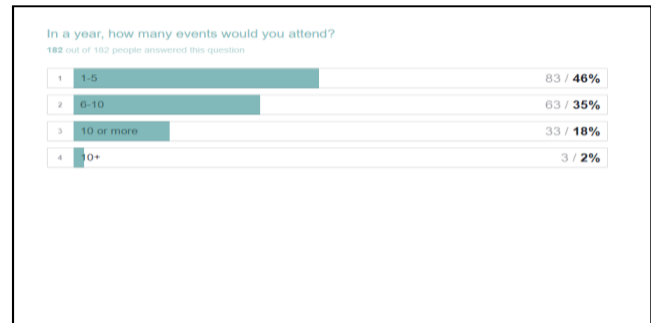
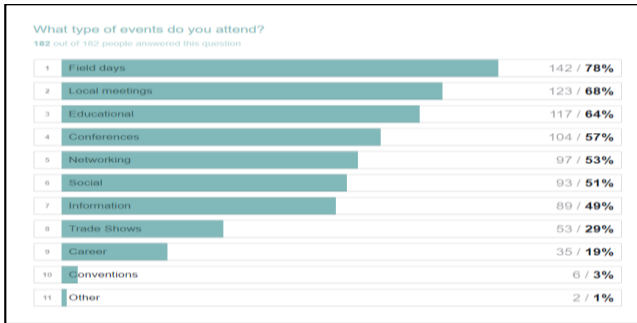


- The last industry question was to understand if the user was finding the events they needed, 69% said yes. There were 55 respondents who answered no. The question if they answered no was a following qualitative question "What could we do to make finding industry events easier for you?" The strongest result from this question was have the events in **one**

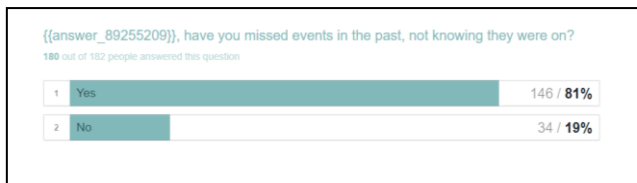
place, and better advertising.

Area three – Events

In this section we asked 12 questions relating to events. They were a combination of quantitative and qualitative. The four results below are taking identifying what users currently attend, quantity, where they locate the events and how long it takes them each month. The top event type attended in industry are field days, local meetings, conferences and networking and people have indicated that they attend approximately 1-10 events per year, which takes them about 20 minutes a month to search for these.



Have you missed events in the past not knowing they were on?



81% of the people surveyed said that they are missing events not knowing they were on. To qualify this response there were two qualitative questions. 1 -How did missing the event affect you, and what are some ways we could help you

to prevent missing an event. Two themes came through for the first question: missed opportunity and information, and annoyed/disgruntled. The second question was an opportunity to get a response for a solution from the user. The four top themes were: **centralised event calendar, use email, text, social media, increased advertising and lead in time.**

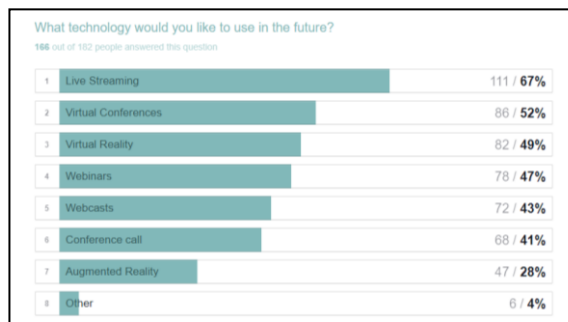
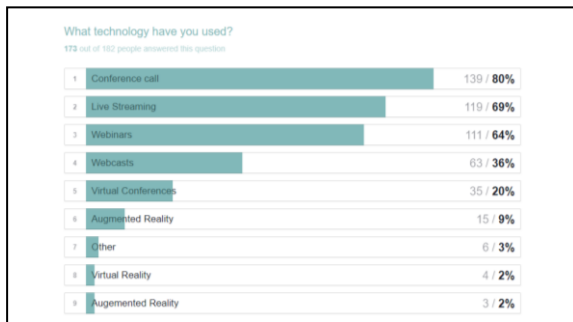
The next four questions were closed, to get a clearer picture relating to the multiple events, timing, location and advertising.

- Sometimes, there are **multiple events** held on the same day or week that I would like to attend 57% yes 43% no.
- Events are held at times when I'm **available** 74% yes 26% no.
- Events are held in **locations** that are easy to get to 79% yes 21% no
- I get enough **lead in time** to attend events that I'm interested in 75% yes 25% no

The results of availability, location and lead in time were very strong with all three questions over 70% yes. Overall this is a positive result for industry but seems ambiguous when they have also missed out on events. The user advises that they have missed events and that there are multiple events that they would like to attend.

Area four – Technology

There were four questions in this area, two were based on a range out of 10. My internet connectivity is 0-Poor 10-Excellent average 7.56 out of 10 is excellent. How important will technology integration for events be for you in the future? 0-Not important 10-very important 8.09 out of 10 very important.



Snapshot of Key Results from the user survey

- Events held currently in industry are meeting the users’ needs 69% yes
- Top four events attended were: Field days (78%), Local meetings (67%), Educational (64%), and Conferences (57%)
- 8.78 out of 10 like connecting with people face to face
- Users who completed the survey attended between 1-10 events per year
- 69% of respondents said that events were easy to find
- People find events through Word of mouth (75%), Email (72%), Facebook (62%) and Industry website (57%)
- Per month people spend 20 minutes searching for events (78%)
- 81% of people who were interviewed have missed events not knowing they were on.
- Connectivity was good at 7.56 out of 10
- 8.11 out of 10 people believed that technology will be important for events in the future
- Top four technology used are: Conference call (80%), Live Streaming (69%), Webinars (65%) and Webcasts (37%)
- Technology that people would like to use in future: Top four – Live Streaming (67%), Virtual Conferences (52%), Virtual Reality (50%), and Webinars (47%)

Discussion

Missing events

81% of people surveyed said that they have missed events not knowing they were on. Missing an event is one of the key results for the project and indicates a real need to have an information platform. People are missing out on vital information, which results in loss of potential connection and learning. It can also lead to a breakdown in community, and mental health. Qualifier comments were, "It's not just information lost. Its new ideas. Being connected within my area. Avoid with event finder for the primary sector, annual cycle of events so needed to wait for another year, trying to keep up with other industries and missed the opportunity for connecting with likeminded people." The reasons such as networking, likeminded people, keeping up with other industries fit into the idea behind the information platform – connection and collaboration. The user's comments are indicators of how they value the events regarding opportunity to engage and learn. Missing the event leaves them wanting, and creates the question of what can be done to solve this issue?

The need for collaboration

When the question was asked, "how could industry better suit your needs?" there was a very strong message coming through for collaboration and better topics. One participant said, "There are a lot of events available, that's not the problem. I think there are events that repeat the same topic run by different groups. There needs to be more collaboration." Having one place that all users have access to will enable collaboration to occur through the transparency of information. It will be easier for people to make qualified decisions on the topics available, as they will be able to see topics in advance across multiple industries.

The farmer/grower indicated that having the events in one place and better advertising could make finding events easier. Two comments were, "It would be so much easier if they were all advertised in one place. At present it is 'pot luck' as to whether you find out event is on or not," and, "Tend to find ad hoc and various avenues be great to have one site or portal that had all relevant events." Identifying the need for a central information platform connects strongly to the project objective.

Channels identified

Most people are informed through **word of mouth (75%)** and **email (72%)**. This is an interesting outcome, as word of mouth is not in the control of the user. Word of mouth is a channel by chance and a big part of how people hear about events, if however, the user is not connected to a group, or in contact with that person at the right time, then the opportunity to attend an event diminishes. Remembering that people within industry are transient, and from this many people miss events because they need to connect to where the information is. Email is a popular direct channel and connects personally to the user, and is a way to keep the user informed, up to date and reminded. The negative side of an email however can get lost amongst other emails. One of the user comments regarding this was, "Email is possibly easiest but in saying that when busy many of these emails are probably overlooked so maybe there needs to be repeat messages or something catchy to make you stop and look."

Some solutions and channels that were a positive from the participants were in the qualifier question: "What are some ways we could help you to prevent missing an event" these were some responses: "I like text reminders, as emails can be overlooked. It could also be an idea that all Agri-Industry events are on one website, instead of having to look at DairyNZ, FAR, Beef +Lamb, NZYFC, RBN etc. websites separately!", "I like the repeat reminder emails from DairyNZ. Facebook 'events' works well too with

notifications on any comments etc, and good advertising with plenty of notice -at least 2 weeks for local and 3 months for large events.”

Key technology insights

Key discussion around technology is based on what has been used, and what participants would like to use in the future. Many farmer/growers are time poor, have seasonality pressures, and many live in remote areas. They need a lot more lead in time which gives them the ability to plan and ensure that their commitments on farm are covered. Technology now, allows for time, location and seasonality and gives the farmer/grower autonomy, the ability to have access to information and it is in their control. The top four ways that information is accessed by the user are **conference call, live streaming, webinars and webcasts**. These technologies can be accessed from any device and show the users’ willingness to use technology. Future technology that came through strongly reinforced the ability to mitigate time, location and seasonality, such as **live-Streaming, virtual conferencing, virtual reality and webinars**. These technologies are new and will take time to create the tools, and learnings to integrate them into events. The opportunity with this technology is the relative cost vs value. If a farmer/grower can access a discussion group for example through a livestream playback, it mitigates the problem of time commitment, location and cost.

Conclusion

In conclusion, there are many factors that affect the user regarding connection and collaboration. The result that 81% of the participants missing events is far too high and is a vital part of the assessment for an information platform. The lack of information permeates throughout the industry and will collectively create hurt and disconnect. The farmers/growers were happy with the events from industry. Users understand the need to connect and collaborate with others, and industry events play a big part in this.

Continually testing, and gathering the users’ needs to see what is working for them, and how they want to go forward into the next era of technology - will be a gamechanger. Establishing a two-way communication platform will enable industry to deliver topics that are in one place, relevant, with content that is needed, at the right time of season and in the right location. As new technology is created, and tools become available, it will become apparent how industry can take advantage of these. For example, through **blending of technology** there can be a deepening of engagement, and connection. Events can evolve from a face to face interaction, to connecting in a forum, then to a webinar. This **advances the topic** for the user, **leverages the information** and **stretches the budget**.

With the strong response from the users regarding the need for a centralised place to get event details from, I will continue to pursue the development of the information platform.

Chapter 3 – Industry survey

Results

In total I had 12 responses and it took approximately 30-40 minutes to complete the survey. There was a range of industry bodies that completed the survey, and of the 12 responses 2 came from the same company. This left 10 companies, the business types being two from the private sector, and 8 from the non-profit sector. The industries in this report are identified as “Company 1-10”. From the responses there were 6 key survey themes which are reported here in tabular format (see tables 1-6). I will be reporting on sections 2-5. Table 1-3 are reports for Section 2, table 4 – Section 3, table 5 – Section 4 and table 6 – Section 5.

Table 1. Responses from industry about their pain when organising events

Section 2	Details of your businesses events
Company	What would be the biggest hurdle when organising events
1	Deciding whether to fully fund vs user pays.
2	Location - nothing is going to suit all growers
3	Finding enough wineries prepared to pay to exhibit at our events Getting all the key trade and media to attend our events
4	collating data, Funding and volunteers to help run our events.
5	Guaranteed good attendance at events ranging from an annual national conference, to a variety of regional and DFA branch events, including formal and informal interaction with the DINZ Board and executive team. Issues are confounded by being a small industry with limited resources and a widely dispersed deer farming community. We have an excellent internet and hard copy based communication and resources network, but in current times of strong profitability, and major farmer focus, willingly or enforced on environmental stewardship, physical attendance at events is varied and unpredictable at times.
6	Getting rsvps
7	Engagement across the entire portfolio of businesses and employees throughout the primary industries. Promoting the primary industries as a viable career option
8	Limited budget
9	Time a limited budget are issues for us. Another hurdle is location. Our farmers are spread throughout the country.
10	Avoiding clashes with other industry partner events. The calendar is chocka with events, all vying for attendance from similar target audiences.

First, in table one is details regarding the company’s biggest hurdle or pain when it comes to organising and holding events. The biggest hurdle that was identified was how to fund the event as most of the companies were levy or industry good with limited budgets. Next was getting the attendance numbers needed and deciding on a location that would suit the farmer/grower, and clashes with other events.

Table 2. Responses from industry all the ways to get their message out.

Section 2	Details of your businesses events	
Company	What are all the ways you get your message out there to your customer?	
1	Electronic invitation with RSVP. Email	
2	Magazines, newsletters, email, grower visits, social media, word of mouth...	
3	Email our databases and sourced databases Word of mouth Social media PR agencies where appropriate Media release Websites	
4	facebook, email, muster, twitter, insta Social media, radio, posters, flyers, newspaper articles and features, mailchimp newsletters	
5	a) Internet (2 monthly electronic newsletters) with coming events calendar and specific promotion b) bi Monthly 40-50 page publication Deer industry News c) direct postal and email reminders at regional level d) re event email and text reminder e) at times shared notification with B+LNZ weekly electronic calendar f) local DFA branch communications through their own membership networks	
6	Email phone text Facebook	
7	eDMs, social media (e.g. Facebook, Twitter, LinkedIn), our website, field team (Training Advisers), IPG's (industry partner groups), media comms.	
8	Social Media (Facebook) Member Advisory (email to members) Friday Flash (Newsletter) occasionally advertising in local rag. Direct email invite, reminder or update.	
9	We email our farmers directly, notices on our website, notices in our monthly newsletter.	
10	On our website, regional e-newsletters, social media, targeted emails, txts, using various media channels - print (flyers, newspapers), radio, word of mouth, industry partners and their channels ... all dependant on type of event, budget constraints ...	

In Table 2, was a question extracting information on how the companies get the message about their event. Many of the respondents said they advised a combination of ways to get the message to the farmer/grower. Email was the most popular, closely followed by social media and newsletter. Word of mouth was also mentioned, with four respondents including this to transfer the message.

Table 3. Response from industry – timing of events and customer availability

Section 2	Details of your businesses events	
Company	How do you know when to put the event on?	How do you know when the customer is available?
1	Scheduled around programme graduations. Previous experience. AGM time.	Past experience.
2	The annual events are timed to when is the most convenient for most growers in terms of the season - we would never be able to capture all growers all the time but generally late June late August is when they are freest	Seasonality of growing and industry knowledge
3	At a time when trade/media/consumers are most available and when our winemakers are available for travelling to the events (not during vintage)	We ask them and also know wineries will not be available during vintage (March - April)
4	unsure, History and based around the farming calendar	plan dates in advance, Surveys
5	Directed largely by advance planning at national level with P2P programme and within Producer Management portfolio and with Communication with the DFA's 6 weekly executive committee national meeting. Regional activities are largely developed by the local DFA branch and committee and are a mix of traditional annual events and one of fielddays etc in conjunction with the National DFA leadership	Many events are traditional annual events with their own proven time frame , but we rely on advance planning and constantly reviewed best ways of communication channels
6	Gut feel	Best guess, understanding of farmers and farming and farming systems
7	N/A - it is planned prior to each year, Usually during Term 2 and 3 for the next year.	
8	Some events are run annually, so I check the dates with Senior Managers and hold internal events conferences to discuss appropriate timings. Some are given (Fielddays).	Look at appropriate times of the year to hold the event (e.g. not during calving or lambing if possible).
9	It is always pre-planned to fill a specific need or legal requirement.	For smaller farmer meetings we might use a Doodle Poll to get the right time. We are usually aware of the days that the farmers are busy e.g. farrowing day. We also try and avoid other times like school holidays as many of the farmers have children. The Pork Industry Board Act stipulates the timeframe for our AGM.
10	Liaise with main industry partners to find out if they have anything on at the same time (eg. Fonterra, Dairy Women's Network). Consult www.dairyevents.co.nz to find out if there are any potential clashes. Work with our regional teams to determine when is best (given seasonal farming differences) from their point of view and what they might already have planned. Look to see what other events might impact on when/where eg. Lions rugby tour	Making assumptions, based on what we know about seasonal activities, farming "clocks". This is why we also think about alternatives to just running events, to enable our "customers' access to information via other means ... dairy farmers tend to be quite "time-poor" customers.

Table 3 continues from survey Section 2 and focuses on two questions. "How do you know when to put the event on and how do you know when the customer is available?" The questions both relate to the connection between the timing of the event and when the audience is available, and how the companies extract this information. Checking the availability of the target audience, knowing from historical experience and gut feel were some of the responses with one participant collaborating and working with the wider team. The second question, "how do you know when the customer is available?" reflects some of the previous answers – experience, industry knowledge or seasonality. Two mentioned that they asked the farmer/grower through surveys and polls, and two were a best guess as to when the customer is available.

Table 4. Response from industry – assessing customer needs and feedback

Section 3		
Measuring the value of events held		
Company	How do you currently assess the needs of your customer?	How do you currently gather feedback from events?
1	Generally, through programme evaluation and research. For funders, through managed relationship plans/meetings. In terms of events - ask them for information on specific dietary needs etc	Informal and anecdotal
2	Growers aren't backwards in coming forwards - as many of the product groups have their own conferences where they can be targeted in their content, as the peak industry body we can offer higher level "ideas". Our events are not to compete with the others, but to complement them.	There is a formal survey sent out, and then also our CE welcomes people to call or email him
3	Anecdotal - meetings, conversations Post-event surveys Annual online surveys Market research	Pre- and post-event surveys with winery participants - email and online Post-event surveys with attendees - online How much social media / media coverage we received - online analytics Anecdotal
4	Surveys and polls	survey/ feedback
5	An annual plan is broad form is developed, directed by DINZ, but open for comment to DFA Executive committee and NZDFA branches. Executive time is also spent in discussion with NZDFA branches related to the regional activities direct. most events now have a well proven timetable across the year and have become traditional activity milestones. recent executive expansion with appointment of a communications manager has assisted greatly the one on one conversations between Wellington and the regions and DINZ and DFA	See 20 above and add direct feedback from the individual event organizer to the DINZ Team by phone or one on one review
6	Conversations only. This could be done better	No
7	no response	no response
8	Direct engagement with territory managers to members on farm. Surveys, meetings.	Surveys - Survey Monkey
9	Informally but through many channels. We have a Board that has four farmer elected representatives, get feedback from auditors, vets and other industry service providers. We also get feedback directly from the farmers.	Formally, via a survey for our awards and informally for other events (AGM, regional meetings, industry conference).
10	By doing research, asking them and involving them in the development of event programmes as/where appropriate.	Some events run surveys to gain feedback on what worked and what didn't.

Table 4 is from survey Section 3 – Measuring the value of events and focuses on two questions. “How do you currently assess the needs of your customer and how do you currently gather feedback?” The first question relates to how the company currently assesses the needs of the customer and what channel they use for this. Responses given were meetings and conversations, and many conducted research, through surveys and polls.

The next question describes the channel and how the company obtains feedback from the customer. 6 of the company’s conducted surveys. Five responses were anecdotal and informal response to gather feedback. This mechanism for feedback is not controlled.

Table 5. Response from industry – Technology for events now and in the future

Section 4		
Technology for events		
Company	What type of technology has your business implemented for the events held?	What type of technology would you like to use in the future?
1	Electronic invitations. Usual AV systems showing powerpoint and video.	Possible live streaming
2	Minimal - we are aware that not all growers are tech savvy. We engage an app for the duration of the conference.	We would like to have more technology feature for our delegates to get to grips with, e.g. drones, precision ag- but this is more as an exhibition/ demonstration than essential to the running of the conferences.
3	Online registrations VR experiences during event Social media activations	More VR - bringing New Zealand and winemakers to events 'remotely' Better registration and ticketing methods App
4	ipad, computers, apps, Created an App, ticket sales system and database	Better ticket sales software for when people arrive at the event. Continue to use an app for information on the event
5	a) Annual conference livestreaming programme since 2014. Full conference speeches and presentation visual aids remain on DINZ websites as you tube clips b) formal industry reporting through Deer Industry News (editor attends on site where possible or contract reporters or DINZ staff write the article for publication) c) P2P has an obligation of facilitators to report on activities including any one off open day events from The Advance Parties activity. The AP programme has its own website www.ap.org.nz that is open and gives regular updates from each AP on projects and activity d) Industry electronic newsletters(monthly Stagline on line and DINZ e news references any reporting or high level messages e) reminders and comms with the NZDF branch networks	No real changes planned but for specific projects webinars may be an option
6	PowerPoint	
7	Nil, this is an area we need to develop	E-learning
8	iMIS CRM system. Mailchimp, Survey Monkey	Event Smart or Event Brite, separate systems from CRM - Event registration management system specific.
9	Last conference registrations were via a Google Form. Video presentation have been used.	Live streaming to farmers that can't make the conference.
10	For bigger events we employ an audio visual company to run all presentation components. We also use registration companies for bigger events to coordinate session selection, handle payments, push notifications. Standard is laptop, powerpoint presentations (audio enabled), KP1 (keypoint/voting technology ... now being overtaken by sli.do)	Better use of apps for gathering live questions, pushing information to attendees, gathering feedback more quickly.

Table 5 is from survey Section 4 – Technology for events and focuses on two questions. “What type of technology has your business implemented for the events held and what type of technology would you like to use in the future?” The technology was a combination of online ticket and registration, to AV systems, laptop and ipad. One company has used virtual reality. Software used are google form, sli.do, mailchimp and survey monkey. The technology they would like to use in the future is – mobile application, live streaming, virtual reality and webinars. The companies showed an interest in trying some new technology out. Company 2 mentioned the use of drones and precision agriculture in an event or demonstration.

Table 6. Response from industry –Cross sector collaboration – what are the benefits?

Section 5 Cross sector collaboration	
Company	What benefits have you experienced collaborating for events?
1	Connections to wider audiences
2	Better turn out, better access to speaker quality, able to leverage more sponsorship
3	Cost savings Better experiences and education for attendees Introduction to more organisations we can collaborate with Wider databases to reach for trade, media and consumers
4	the publicity
5	a) widerscope of events b) we get to understand others outside our sphere with their perspectives and programmes c) in many areas Govt , regional councils etc consider us as the dry stock farming sector together rather than individual animal species productive sectors .Much of the combined conversation then just notes the species key differences in behaviour or management
6	Greater message delivery. Same message via different approach. Value added
7	The most important benefit is the fact that we are sharing the same information together, and collaborating to achieve the same objectives.
8	Better communicating organisational initiatives
9	No response
10	We often work alongside DairyNZ and Taratahi, share resources and promote the different pathways to employment in the primary sector as that it the overall goal for all of our organisations

Table 6 is from survey Section 5 – Cross sector collaboration. “What benefit have you experienced collaborating for events?”. Repeating themes from this response were shared resources and objectives. There was also advantages for cost savings, wider access to topic, databases and audiences. The participants responded positively for the benefits of cross-sector collaboration.

Discussion

How the surveyed industry bodies view events for their farmers and growers revealed compelling themes. The first question was, “what the biggest hurdle would be when organising events?” The results show common themes around the **limited budget** for the event, **low attendance** and **location**.

Limited budget

Of the company’s surveyed, a limited budget was the biggest hurdle when organising the event. The pain of limited resources for the company is a factor when determining what type of event to hold. A limited budget heightens the need to qualify and evaluate the event to see if it will deliver return on investment. Some of the effects of a limited budget can be the amount of advertising, the type of technology it accesses, location, and the availability of resources for the event. The effect of not having enough money for advertising is that the farmer/grower may not be notified of the event, the result of this is low attendance.

- ***Insight for hallmark vs local and regular events***

A hallmark event could be classified in industry as a conference, celebration or irregular event. This is usually held once a year and is a key component for its members. It is budgeted and planned well in advance, to get the attendance required for the event. For example, the Dairy Industry awards or Young Farmer of the year final. Key insights are: they are limited in numbers-up to 500 people, people who are usually engaged in industry attend and although it has a very high networking benefit, it does not enable the same connection a small intimate group discussion can. A local and regular event can give people a chance to speak frankly, disclose information, and connect. Real change and connection come from events which are held locally and often, from the heart.

Low attendance and location

Company 9 said “Another hurdle is location. Our farmers are spread throughout the country,” and Company 2 said, “Location – nothing is going to suit all growers.” The challenge of attendance and location are related issues. Researching when the farmer/grower is available and knowing when their seasonal pressures are is important for increased attendance. Advertising the event in advance to increase attendance will come down to what method or channel is the most cost-effective way, to reach the largest audience on a limited budget. The main methods of advertising the event is through technology. Email featured as the top method with all industry having this in their response. Email is an excellent medium for ease, low cost and targeted audience. It is closely followed by social media, newsletter and website. Company 10 qualified the methods of advertising, “all dependant on type of event, budget constraints.”

Timing of an event

Knowing when to put an event on is knowing your customer, the farmer/grower. Two questions were asked, “How do you know when to put the event on?” and, “How do you know when the customer is available?” These are similar questions, and feed into each other. After evaluating both questions, there were three mentions of either a survey or poll. Company 9 said, “for smaller farmer meetings we might use a doodle poll to get the right time.” There was a lot of detail liaising within industry or knowing through experience. Consideration was around the history of the farming calendar and

annual events which were known to the company. Company 10 mentioned, “making assumptions based on what we know about seasonal activities, “farming “clocks. Therefore, we also think about alternatives to just running events to enable our ‘customers’ access to information via other means. Dairy farmers tend to be quite “time-poor” customers.” Company 10 is indicating alternatives from face to face events, to something else. They are considering alternative ways of delivering content to farmers who are too time poor to get to a location. This may mean delivering an event via webinar or live stream, for example.

Assessing the needs

Two questions were asked, “How do you currently assess the needs of your customer?” and, “How do you currently gather feedback from events?” In terms of events, understanding the needs of the customer is important. Needs can be measured, the companies gathered information mainly through survey. Company 3 say that they use, “Anecdotal, meetings, post-event surveys, annual online surveys and market research,” and Company 6, “conversations only. This could be done better.” The companies also used anecdotal, informal, meetings and conversations. These are not a controlled method for making an informed assessment of their customers’ needs. The saying what you can measure you can manage comes into effect. With technology today, insight driven knowledge is a key to being able to deliver correct information to the user.

Key technology insight

Asking what technology, the companies are currently using and then asking them what they would like to use in the future was insightful as to their appetite. Three used technology for online ticket and registrations for events, and two made use of e-newsletters and invites. One company has used Virtual Reality at a conference. Company 2 mentions, “minimal – we are aware that not all growers are tech savvy”. This awareness of **not** being tech savvy, is one thought, and directs itself to a limiting perception of the user (farmer/grower). However, many of the companies interviewed are adopting various forms of technology. Live-streaming, virtual reality, ticket software, webinars and the use of mobile applications to name a few. The audience is very important when adopting new technology. Thought must be made as to the “Tech-savviness”, connectivity and cost. Technology on a limited budget may be beyond the reach of some of the companies. Careful planning and user needs analysis needs to be carried out in order to understand if there will be enough return on investment for the technology.

Cross-sector collaboration

In Section 5 under Cross-sector collaboration the question was asked, “What benefits have you experienced collaborating for events?” The answers were overall positive, with references to having access to cost savings, sharing resources, wider scope of events and databases. There were advantages for better attendance, speaker quality, and they were able to leverage more sponsorship. The references to the advantages were balancing out the pain they experienced when asked what their biggest hurdle was. Company 7 says, “The most important benefit is the fact that we are sharing the same information together and collaborating to achieve the same objectives.” Another advantage of collaborating with other companies will be important knowledge to avoid clashes of events. If it can be known in advance when similar events are on, the result may be higher attendance and less wasted resource.

Conclusion

In conclusion, the need to collaborate with each other showed a benefit of shared resources and cost savings which would help with their identified biggest hurdle – **limited funding**. Sharing resources, having access to databases and a wider scope of events only comes with connecting to other industry bodies and knowing what they are doing by collaboration. The pain of **low attendance** and **location** revealed an opportunity to explore *alternative ways* to reach the audience. Several factors that would encourage increased attendance are having a wider scope for advertising and a greater lead in time. With a greater lead in time, the farmer/grower can organise their commitments and therefore attend the event.

The opportunity to explore a centralised information platform for events will mitigate many of the hurdles for industry.

Report conclusions

“We cannot solve our problems with the same thinking we used when we created them” – Albert Einstein

The need to synthesise three ideas - events, technology and cross-sector collaboration into one new technology – an information platform - first begins with finding if there is a need and what that need is. 87% of people surveyed still value events and they regard industry very highly. Despite this, one of the biggest issues identified is missed events. The user survey revealed that **81% of participants had missed events, not knowing they were on**. This directly corresponds with the response from industry bodies regarding **low attendance** as one of their challenges.

The biggest hurdle for industry was a **limited budget**, which connects with the need for collaboration. Industry described many benefits relating to their experience when they have collaborated in the past. The benefits of having access to wider resources, cost savings and databases – these would not have been accessed otherwise.

In the industry survey **low attendance** connects with a **limited budget**. The allocation of funding is lowered for events for several reasons. IF the attendance is low for events, then why allocate funds to them? If the funding is lowered, how is the message for the event going to be advertised? Then, if the event isn't advertised through the correct channel, how are the farmer/growers going attend if they miss the message. It leads to a continuous cycle that needs to be addressed to move forward.

A new way of thinking and collaborating will require the ability to see how an information platform could benefit all parties. New technology brings an alternative way of connecting, collaborating and communicating ideas that can give us the edge. With technology, the barriers to communication are lessened.

Recommendation

- 1. Actively seek user needs through technology**
 - a. Needs are known through surveys and polls – no assumption
 - i. Location
 - ii. Availability – know when the user is available – seasonal pressure times
 - iii. Topic
 - iv. Delivery – event type
 - v. Time of day
- 2. Collaborate on an information platform**
 - a. Industry events are listed on an information platform
 - i. Events are known in advance: this gives industry leverage to collaborate on similar events
 - ii. Save time: reduce the amount of time spent hunting on multiple calendars to avoid event clashes
 - iii. Save money: less advertising – active target audience in one place, greater lead in time for the user. – benefit – increased attendance
 - iv. Combine resource with other industry: maximise resource, less cost to industry, cross-pollination of ideas
- 3. Use different event types**
 - a. Combine technology and events
 - i. Utilise new event types: Explore Virtual Conferences, Virtual Reality, Augmented Reality, Live Streaming and Webinars
 - ii. Deepen experience: Promote blended events – one type of event leads onto another. For example: a webinar, leads to a face to face event, and that leads to live streaming, then keynote speaker. Same thread of information but advancing the topic. This capture and engages the target audience and gives them a learning journey.

The future is now, collaboration is needed for the benefit of all people, and industry to strategically utilise the resources of money and time. I conclude that the need for an information platform where both the user and industry can meet and collaborate would be beneficial. Information would be available when the user needs it through filters, and they will be able to see across multiple industries, locations and times. The benefit for industry bodies would be to strategically use resources, they can also view the calendar across multiple industries, locations, and topics – saving time and money. This would also enhance the ability to collaborate with other industry bodies for events, with the possibility of deepening relationships.

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Appendix 1

- **User Survey**

- **Survey Questions:**

1. Attending Industry events is important to me?
2. Connecting with people face to face is valuable.
3. The events held currently in Industry meet my needs
4. How could Industry better suit your needs?
5. What type of events do you attend?
6. In a year, how many events would you attend?
7. Industry events are easy to find
8. What could we do to make finding Industry events easier for you
9. Where do you search for events?
10. How much time do you spend searching for events monthly
11. have you missed events in the past, not knowing they were on?
 - How did missing the event affect you?
 - What are some ways we could help you prevent missing an event?
12. Sometimes, there are multiple events held on the same day or week that I would like to attend.
13. Events are held at times when I'm available
14. Events are held in locations that are easy to get to
15. I get enough lead in time to attend events that I'm interested in
16. what are three main barriers you know of that prevent people from attending events regularly?
17. My internet connectivity is: 0 - Poor, 10 – Excellent
18. How important will technology integration for events be for you in the future?
19. What technology have you used?
20. What technology would you like to use in the future?

Appendix 2

The industry survey questions were divided into **5 sections**:

- **Section 1** - Why your Business exists:
 - 1. What is your businesses main purpose?
 - 2. What is the vision for your business going forward 10 years?
- **Section 2** - Details of your business's events:
 - 1. Who is your business's main customer?
 - 2. In terms of events who is your businesses target market?
 - 3. What would be the biggest hurdle when organising events?
 - 4. What value do you place on holding events for your customer?
 - 5. What is the most successful event your business has held?
 - 6. Approximately how many events does your business hold per year?
 - 7. What type of events do you currently hold for your customers?
 - 8. Who decides what event to put on?
 - 9. How much time do you allocate to planning an event?
 - 10. What are all the ways you get your message about an event out to your customer?
 - 11. How do you know when to put the event on?
 - 12. How do you know when the customer is available?
- **Section 3** - Measuring the value of events held:
 - 1. What measurements does your business use for return on investment with regards to events held?
 - 2. How do you currently assess the needs of your customer?
 - 3. How do you currently gather feedback from events?
 - 4. What have you changed in the past due to the feedback gathered?
- **Section 4** - Technology for events:
 - 1. What type of technology has your business implemented for the events held?
 - 2. What type of technology would you like to use in the future?
- **Section 5** - Cross-Sector Collaboration:
 - 1. What does Cross-Sector Collaboration mean to you, with reference to events?
 - 2. Does your business currently collaborate intentionally with other sectors, with regards to events?
 - Yes / no
 - YES - How does your business collaborate for events?
 - YES - What benefits have you experienced collaborating for events?
 - NO - How could you collaborate for events in the future?
 - NO - What benefits could collaboration for events bring to your business?