
Developing New Zealand's Primary Industries Social Capital



Kellogg Rural Leadership Programme 2015
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1.0 Executive Summary

This report and associated research asks the question:

'How could NZ Inc use Social Media to support the Primary Industries?'

Social Media can no longer be ignored as a tool for your brand strategy. In a recent Dominion Post article, (Ranekleiv 2015) said 'Online retailers are seeing rapid increases in the number of competitors. To remain competitive, they're being forced to expand their offerings of products and services. Marketers need to engage with online customers and integrate the brand's social media platforms into the overall experience. Consumers shopping online will also be referencing the brand in either positive or negative ways on social media. Brand owners can use social media to be part of those conversations to build their brands, and important tools are evolving to support this process' (Winter C, 2015.)

The three areas of research completed for this paper support Ranekleiv's statement. These research methods are:

1. A literature review, used to establish the uptake and value of social media nationally and globally;
2. An online survey promoted across Facebook, Twitter and LinkedIn targeted at rural social media users to understand their use of different platforms
3. Case Study interviews, which were held face-to-face, via phone and email to understand how they use Social Media as part of their strategy.

A key finding highlighted that the sector lacked resource; capability and knowledge of social media so generally hadn't invested time or money into developing a Social Media strategy. This has meant a slow uptake in the use of the tool, so organisations are missing the opportunity to engage online influencers with their brand.

By having our industry's brands on Social Media, we can collectively tell our NZ Inc story. We do a poor job of promoting 'our brand' currently and my recommendations look to influence change:

- Develop a national social media seminar series to educate Primary Industry organisations on Social Media
- Form a 'collective' to tell our NZ Inc story through industry collaboration
- Build on existing campaigns such as #AgChatNZ and #NZFarmerday

When used well, Social Media can drive business, build brand awareness and allows communication to be had at a deeper level with customers. By ignoring the opportunities this tool presents, businesses are missing the chance to influence a growing online audience. Online consumers demand transparency and it's important for long-term growth that businesses build a social media strategy into their broader brand strategy to position them for this growth.

2.0 Acknowledgments

I would like to acknowledge the following people for their contributions to this report:

- Anna Heslop, Foundation for Arable Research (FAR), Communications Manager
- Kylie Horomia, T&G, Communications Manager
- Oliver Broad, Zespri, Communications Manager
- Hamish Hammond, Agritech blogger, OneFarm
- Jeremy Anderson, Vodafone
- Lucy Griffiths, Innov8 Aotearoa, Marketing Consultant and Nuffield Scholar
- Dean Williamson, Agribrand Manager Fairfax
- Sara Muti, Ospri
- Jacqui Shrimpton, NZ Young Farmers Marketing and Communications Manager
- Clint Gulliver, 2015 Kellogg Rural Leadership programme participant
- Steve Old, Owner, Eketahuna Meats
- Sarah Ivy, AngusPure/Angus NZ

3.0 Introduction

Social Media has become a common household term and has made substantial changes to the way we communicate and interact with one another. Not only has it changed communication but opened up another world of opportunities for individuals and businesses to tell their stories in a timelier and conversational manner. This report explores through case study the question:

How could NZ Inc use Social Media to promote the primary industries?

In the recent KPMG Agenda, 2015, it was mentioned that 'broadband has the ability to transform rural communities. By improving rural connectivity, it has the potential to drive improved economic, social and environmental outcomes in many ways; interactions with new and existing customers, using data to support decision-making and environmental compliance, enhancing the accessibility to core community services and attracting talented people to move into rural areas' (Ian Proudfoot, KPMG Head of Global Agribusiness.)

Not only will greater connectivity transform communities, but it will change what tools we use to communicate, gather information, educate and make decisions. Social Media is one of these tools that provides a central platform for audiences to access a multitude of information. What it offers businesses is an opportunity to have deeper, two-way conversations with their audience. You can instantaneously understand how a consumer is feeling, react to their needs and influence their buying behaviour.

The case study research identified that our industry isn't good at cross-sector collaboration and the lead from the government isn't very strong. A recent discussion with an MP and advocate for the Primary Industries supported this finding when mentioning the alarming fact that our industry doesn't have a strategy. The government's 2025 targets for exports is only one goal, but the question remains how are we collectively working to get there?

In my report I look to explore the opportunities that learnings from in-sector collaboration present in order for us to unite and tell a collective Primary Industries story and how social media can be used to achieve this.

4.0 Literature Review

The literature review has been used to research the current usage of social media globally and nationally and support the questions in both the online survey and case study interviews.

4.1 Global trends

The term 'social media' was coined back in the early 1990's, when the only platform available was the internet, which acted as an archive of articles. Serial entrepreneur Ted Leonsis, an executive at America Online (AoL) at the time, was quoted talking about the need to offer users "social media, places where they can be entertained, communicate, and participate in a social environment" (Forbes website, 2010.)

The exponential global growth of social platforms has changed the way people communicate. As individuals they have embraced the use of social media in their every day lives, to a point its becoming an innate behaviour for Generation Z and younger. Social communities are growing by the minute and individuals are now building their own 'social identity' by becoming their own PR agents and photographers. However, organisations have been less adoptive of these tools.

Global trends from internetworldstats.com show Facebook still remains the most popular platform with over 936,000,000 daily active users accessing the site. An article in the Huffington post stated that 'Facebook is now bigger than the largest country on earth with 1.39 billion people logging in each month, which is more than the entire population of China, which the CIA last estimated to have 1.36 billion people' (Huffington post website, January 2015.) These global trends show that social media is now our voice, our community and our trusted source of information.

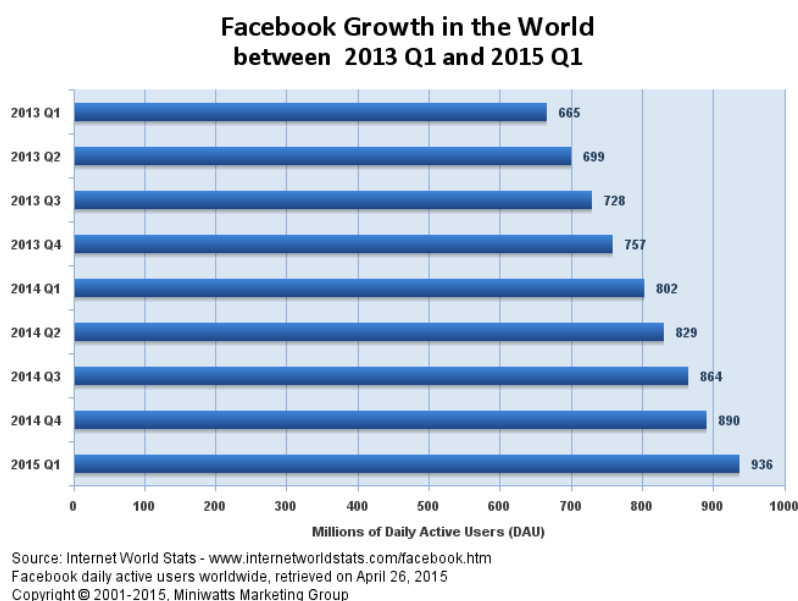


Figure 1.1 – Facebook growth in the world, 2013 – 2015, Source: www.internetworldstats.com

4.2 State of the Nation

New Zealanders are a well connected nation with 93.8% of its population connected to the internet (Internetworldstats.com, 2014.) 52.2% of those users are on Facebook equating to an audience of 2.3million and greater than 370,000 users on Twitter (Traverse, 2015.)

So the statistics show the nation is connected, which presents a greater need for our ISP's to meet the requirements of its audience as supported by the survey results in the 2015 KPMG Agenda which asked 104 participants to rank industry priorities. 'The delivery of high speed broadband was an interesting development rising four places on the priority scale to rank second equal along with food safety. We expect New Zealand agricultural businesses to deliver value from 21st-Century markets – yet we're providing them with 20th Century communication services (Ian Proudfoot, KPMG Agenda 2015.)



Image 1.1: NZ Herald with statistics from Nielsen's Facebook research, Source: Nielsen Research

4.3 Brand Identity – NZ Inc

New Zealand's 'Clean, Green, 100% pure, Middle Earth' positioning has developed over time thanks to a combination of Tourism New Zealand campaigns and Peter Jackson movies. This often contributes as much, if not more, than any specific company branding in creating value,' (KPMG Agenda, 2015.)

The KPMG agenda asks the question 'Should there be more active investment in a programme of generic marketing? Generic programmes are used by countries and regions around the world to position themselves as Centres of Excellence in specific sectors' (KMPG Agenda, 2015.) This presents an opportunity for the Primary Industries to create their New Zealand brand story, promoting sustainability, innovation and their premium products.

The current offering is generic promotion material, which is available for organisations to use to promote their activities, however they are encouraged to adapt it in their own way for their own programme. By allowing organisations to adapt the 'New Zealand brand' material it is defeating the purpose of a collective approach to promotion.

It has been noted that when New Zealand companies attend trade shows around the world they are often seen attending as individuals, rather than a collaboration of companies within a sector. By working together to promote a sector, organisations can greater harness the New Zealand story to amplify their impact on consumers and investors (KPMG Agenda, 2015.)

It is clear there is no national brand strategy in place and that utilising the Tourism NZ one is the only option currently available to the industry.

5.0 Methodology

The research in this report has been gathered through a literature review, an online survey, five case study interviews and varying personal communications to help answer the question 'How could NZ Inc use Social Media to promote the primary industries?'

5.1 Online Survey

Using Survey Monkey, a six question online survey was conducted on Facebook, Twitter and LinkedIn. The survey was shared with my networks on Facebook, Twitter and LinkedIn, then paid to promote the content in an advert. My Twitter audience is predominantly agricultural, with a mix of agribusiness. The paid promotion was targeted at an audience who matched chosen keywords, which were relevant to the primary industry i.e. crops, agriculture, agribusiness, horticulture, viticulture etc.

The advert ran for three days on both platforms with the number of respondents being 140.

5.2 Case study interviews

I identified five organisations from different sectors within the industry, who I had witnessed using social media or having little to no presence on any channel. I conducted a mixture of face-to-face interviews and phone interviews, all approximately an hour long based on a set of questions, which are in Appendix one. The following organisations were interviewed:

1. FAR - Foundation for Arable Research, Anna Heslop
2. T&G (formally Turners and Growers) – Kylie Horomia
3. Zespri – Oliver Broad
4. Eketahuna Meats – Steve Old
5. Angus NZ/Angus Pure – Sarah Ivy

The intention of the interviews was to get a cross industry perspective on how and why businesses are using social media and what their views were on how the industry could tell their story better. The interview questions were categorised into the following headings:

1. Individuals Experience/Background
2. Business
3. Industry

5.3 Personal Communications

Throughout the research period I had many personal conversations with industry members and advocates who are acknowledged in section 2.0.

6.0 Analysis of survey results

Included in this section is a summary of the survey results from an online survey titled 'Rural Social Media users'. This was promoted on Twitter, Facebook and LinkedIn. 140 people responded to the survey with the majority coming from a promoted post on Twitter.

6.1 Responses by sector

The graph below is an overview of the sectors the respondents predominantly work in. The dairy industry was well represented with 53.6% of the 140 respondent's being linked to this industry. There was a good spread across agribusiness; sheep and beef also.

The 'Other' category, which was a comment only section, it included respondents from a variety of industries: Fertiliser, Mixed and value add products, Agricultural education in high schools, Deer, Education (General), Governance, Consulting, Teacher, Sheep, Economics, Meat processing, Sport, Horses, Photography and Marketing.

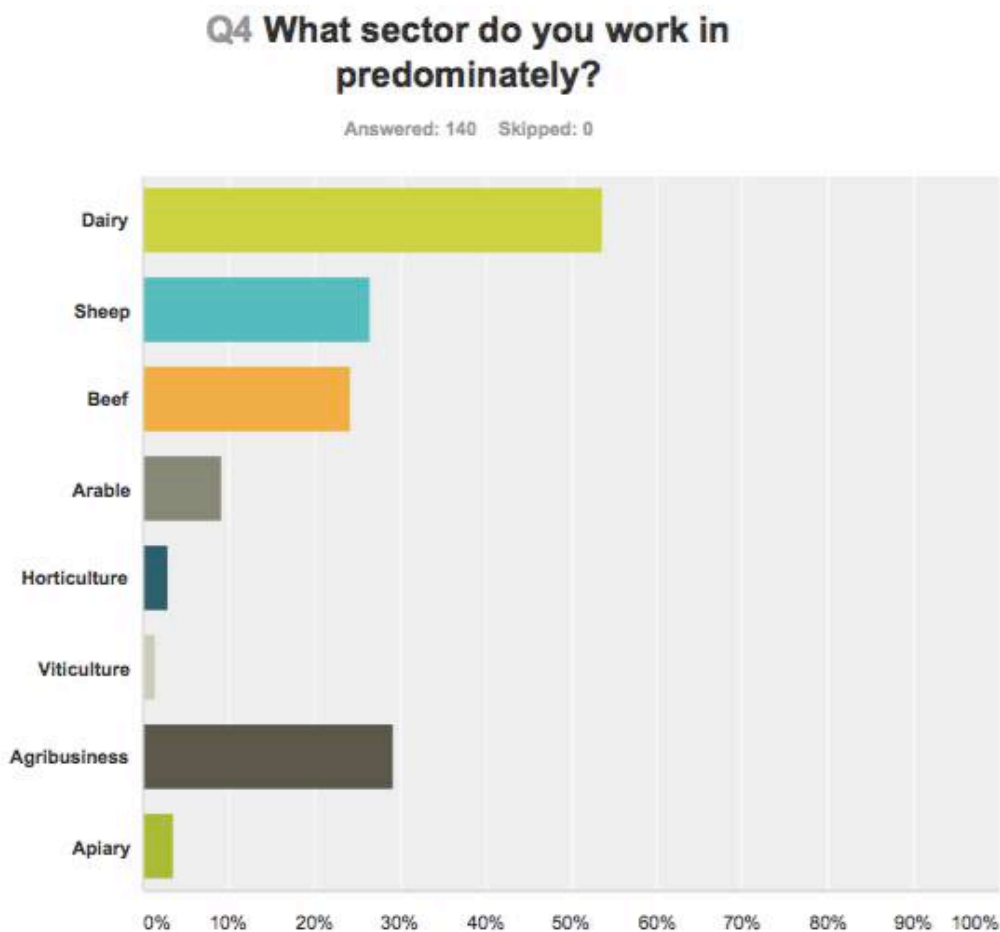


Figure 6.1: Industry spread of survey respondents

6.2 Responders use of platforms

It was clear from the survey that Facebook was the dominant platform with 123 of the 140 respondents, or 87.9% using the platform. Twitter was the second most used platform at 68.6% followed by YouTube at 47.9%.

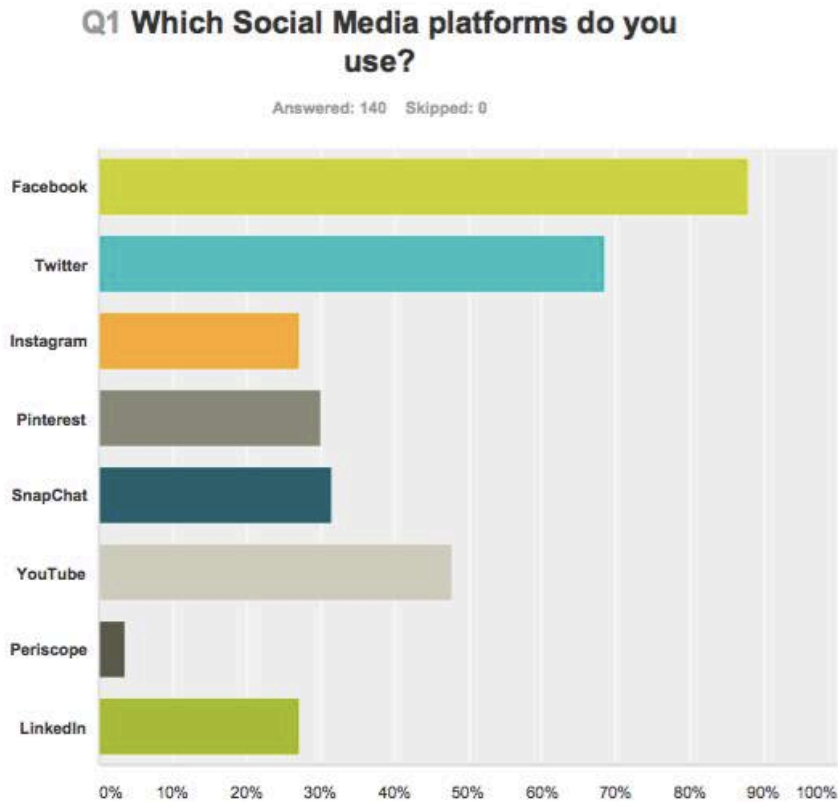


Figure 6.2: Respondents choice of social media platforms.

6.3 Responses by Gender

There was a good split between genders with 53.6% of respondents being female and 46.4% male.

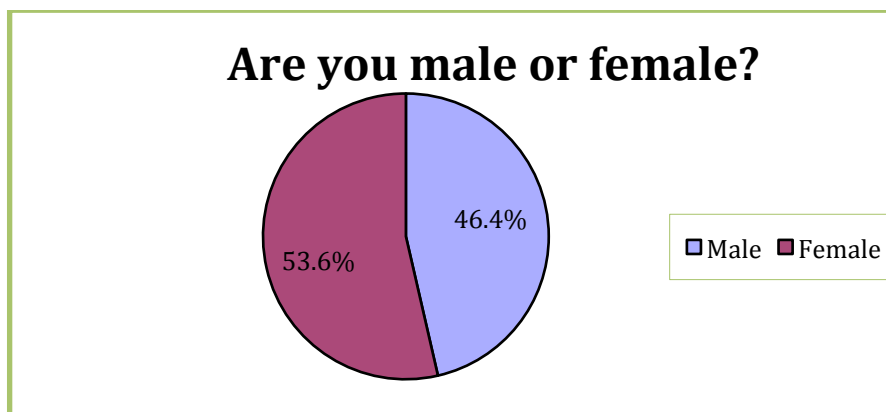


Figure 6.3: Percentage of genders who responded

6.4 Responses by Age

The majority of responses came from the 30 – 39 age group. Of a total of 48 respondents in this age range there were 25 females and 23 males. The second highest age group to respond were those in the 40 – 49 age group, with 21 males responding and 16 females. No one under the age of 20 responded to the survey.

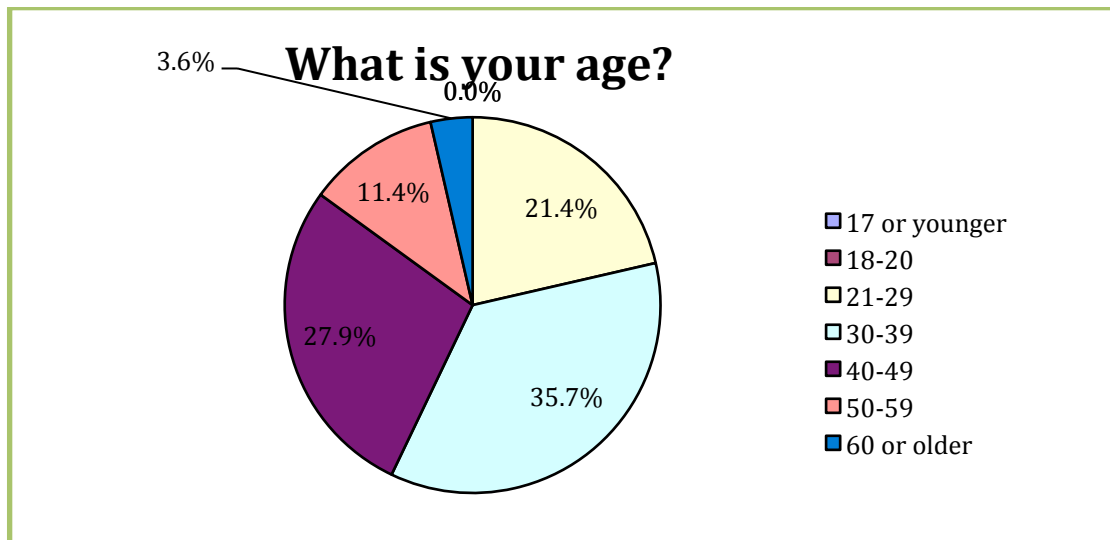


Figure 6.4: Age of survey respondents

6.5 Reasons for using Social Media

When asked why users are on social media most respondents said it was because they wanted to connect with others, be it family, friends or other people in the industry and to relieve the feeling of isolation or boredom. Keeping up with industry news and getting advice from other farmers online were also key reasons for use.

6.6 Survey Results Conclusion

The results of the survey showed that social media has a wide range of users, from multiple industries and *that not one platform is right for communicating to them all*. It became clear that users were accessing social media to form a community and what that community provides is a mixture of social interaction, knowledge transfer and allowing the user to remain informed.

7.0 Analysis of Interviews

7.1 Case Study One – FAR (Foundation for Arable Research)

Foundation for Arable Research (FAR) is a levy funded research organisation for arable growers in NZ. They are responsible for the transfer of research and industry information to their growers. Funding comes from a compulsory levy collected from arable growers; grants; co-operative research and information sales (FAR Website, 2015.)

FAR is:

- New Zealand's key independent arable organisation
- Proactive, innovative, successful
- Creating opportunities and profit
- Successful research partnerships

Interviewee Anna Heslop is the Communications Manager at FAR and has over 20 years' experience in agriscience communications. Her chosen social media platform is Facebook, which she checks at least twice a day, ensuring she remains connected with friends and family overseas. She's used this platform for five years.

FAR are currently finalising their social media strategy for sign off by the board in mid-November. Their strategy was made available as part of my research but can't be published due to sensitive information.

7.1.1 Communication Strategy

FAR have four different audiences who they regularly communicate with throughout the year:

- Growers – owners/funders of organisation
- Research funders & collaborators
- Arable Y's – arable growers under 35 years old
- Women in Arable

They focus heavily on extension of research results to their growers, research funders and collaborators.

The communication strategy is a mixture of print, digital communications and events. Media Releases aren't prominent in the communication strategy. However they are used to remind a wider audience that FAR exists. This then creates an opportunity to capture funders and research collaborators or to tell a broader audience of any urgent issues causing concern.

7.1.2 Communication Tools

FAR's communication strategy is not only around the extension of research but the extension of people capability through the formation of the Arable Y's and Women in Arable groups.

The tools they use to communicate to their four distinct groups are:

- Print newsletter – 4x a year
- E-newsletter – fortnightly during growing season
- Field days – 60 – 80 a year
- Bi-Annual conference
- PR releases
- Indoor meetings
- PowerPoint's
- Hands on demonstrations
- Speakers at events/conferences
- Publications – research findings
- Postcards – event invites
- Text Message reminders the day before an event
- Website

In 2016 FAR will also have social media as part of their communication strategy.

7.1.3 Social Media execution

FAR believe that social media does play a role in communication as long as it's targeted. As FAR's communication strategy is about targeted communication to those who see value in their content, they believe they can do the same with their online audience. It's another promotional tool they can use to lead people to their website and keep the organisation's name front of mind.

As identified in their social media strategy they are not yet part of the arable online exchange, however have been considering it for the last 2-3 years. Having a few savvy social media women amongst the Women in Arable members has affirmed their move into social media is the right one. These women tweet from meetings, conferences or events and create hashtags for people to follow their conversations. This insight secured FAR's thinking, that they needed to join these online conversations. This is an opportunity for them to stronger build their community, communicate in 'real time' and to share up-to-date content.

7.1.4 Industry Collaboration

Where possible FAR take a pan industry approach to promote communication and events to the market. It's not an easy achievement as planning cycles for communications defer between organisations', but when FAR recognises their partner organisation as an expert in their field, they do the best to work their plans together. There is a fine line between independence and support and advocacy and

recommendations when disseminating information to your audience and its one that has been a real focus for FAR in the last two years. If there's a conflict of interest between organisations FAR won't proceed.

To name a few, FAR have relationships with DairyNZ, Beef+Lamb NZ, New Zealand Young Farmers, Waikato District Council and HortNZ. A recent example of great industry collaboration was between MPI and FAR, when a biosecurity incursion occurred in mid-Canterbury. MPI worked alongside FAR to use their database to email, call and visit all those in the effected area to ensure they were aware of the situation and its remedies.

This example of collaboration shows our industry is capable of working together, when delivering information of importance to farmers and growers. It's about adding overall value to the chain and by working together you bring the whole value of the chain up, rather than all working individually and the chain remaining plateaued.

7.2 Case Study Two – T&G (Turners & Growers)

T&G (Turners and Growers) is a 117-year-old global grower, distributor, marketer and exporter of premium fresh produce. They are the umbrella company for over 30 companies and brands with a passion for freshness, everyday, everywhere. They have a network of over 41,000m² of storage facilities, a global distribution network covering sales, marketing, and logistics, and a passionate, experienced team. T&G is intent on ensuring the produce their customers receive – whether they are in New Zealand or New York – is as good as the day it was harvested (T&G website, 2015.)

My interviewee was Kylie Horomia, T&G's Corporate Communications Manager. She has 15 years' experience in communications varying from teaching, to the Automobile Association to T&G. She sits within the marketing team and communicates/markets the company to both internal and external stakeholders. She has a Facebook profile, which she's used since 2007 and describes it as her 'lazy friend,' because mobile phones have allowed her to be delivered notifications in her pocket. She uses this to stay connected with friends, family and posting photos. She also has a professional profile on LinkedIn to connect with those within the company and industry.

T&G have 18 offices in NZ and 14 offices Internationally, so the communication strategy involves multi-channels and timings to meet the needs of each audience.

7.2.1 Communication Strategy

T&G have seven audiences they communicate with:

- Employees
- Customers
- Growers

- Primary Schools – Garden to Table programme
- Universities – Scholarships and awards
- Government
- Industry Stakeholders
- Industry publications – if and when required

The current strategy is a mixture of print, digital and face-to-face communications however is currently being revised for the inclusion of a stronger digital strategy, which includes Social Media.

7.2.2 Communication Tools

T&G have approximately 2400 permanent and 2400 seasonal workers globally, all with diverse roles, meaning accessibility is an issue for communications as not everyone is based in an office. Some are in orchards, pack houses and in trucks, meaning email is the easiest communication tool because they can access it on their phone. However, this medium is not relied on as the sole form of communication as T&G aim for unified, open and honest communications, so have a variety of other communications:

- Staff newsletter called ‘Fresh update’ – internal and external
- T&G Company Overview – yearly hard copy booklet
- Intranet – daily updates
- Meetings
- Events – networking opportunities
- Sponsorship – products, brands & corporate sponsorship
- Scholarships and Awards – University students

It’s about providing all employees with the foundation skills – know our mindset, know our strategies, know our purpose and live to it, so whatever you’re doing you know what these foundations are (Kylie Horomia, pers. comms, 2015.) When it comes to speaking with the media, T&G are about to start implementing media training for their Senior Executives and Leadership teams. The general rule of thumb is that you don’t speak with the media unless authorised and all media queries are to go through Kylie (Kylie Horomia, pers. comms, 2015.)

7.2.3 Social Media Execution

T&G have both product brands, such as Envy and Jazz apples, and their corporate brand on social media.

The product or consumer brands have quite a big following depending on what country they’re marketed. The Jazz brand has a big following in Thailand because they have a massive social media campaign, which is run by T&G’s in market partner. The product is endorsed by celebrities who are posing photos with the Jazz brand showcased on platforms such as Instagram, Twitter etc. The celebrities will also travel and attend events. Since the campaign has launched it has increased

sales and has shown that T&G's in market partner really do know their audience well by targeting a campaign, which they knew would influence their market.

T&G see social media as a valuable tool to communicate however, as one of many. It's not going to be to their growers and not their customer's, as the printed publications reach those audiences sufficiently. Social Media needs to be for a specific audience. There is a place for events online, and collaboration with in-market partners. With the role out of the new T&G branding across all offices (formerly Enza) they have a great opportunity to engage in social media to share their story, connect with their in market partners and showcase their brands.

The entire digital strategy is currently being redone and will evolve over the coming year. Kylie admits that the T&G social strategy is not done well but their in market partners do it extremely well, so they need to work out how best to build their 'social' relationships with them. It's not about waving the flag, and blowing the trumpet from the top it's about packaging everything that's currently being done and making the most of these relationships. We need to ensure we have a good strategy, as this is currently missing, and a dedicated resource to control it (Kylie Horomia, pers. comms 2015.)

7.2.4 Industry Collaboration

T&G have in market relationships with joint venture companies in North America, UK, Belgium and Asia. The relationships are well established so there is a fair bit of autonomy for each partner, however communication is continued all year round. This is to inform them of what's been happening during the growing season and the produce numbers they should expect to arrive so they can activate their marketing campaigns. A combination of email, phone conversations and face-to-face meetings in each others home market are the common ways of communicating.

The key reasons for this strong collaboration is around supply chain management and procurement. These organisations' are the best in fresh produce in their location, have good relationships with their customers and some grow in their local area, so have good knowledge of growing requirements. As they fully understand the market they're in, they provide valuable insights into that region – it's value for money – it's all about relationships (Kylie Horomia, pers. comms, 2015.)

They also have a New Zealand sales team who are product specialists and another specialist team who deals with the local supermarkets. They work closely together to transfer knowledge to T&G's customers.

At the recent HortNZ conference Kylie observed there was approximately 10% women, 15% culturally diverse and 85% of middle-aged men in the room. This fairly represents the Horticultural industry as a whole and 'until we can change the fundamental 'who's in the room' making the decisions, the refreshing conversations the youth of today are having will have little to know impact on the direction of any organisation or the industry as whole. You won't get industry collaboration until you get that change' (Kylie Horomia, pers. comms, 2015.)

'As part of a wider industry strategy we need to look at working collaboratively to combat our biggest competitors, which isn't each other, but the likes of KFC, McDonald's and processed foods, which have the hearts and minds of children at their fingertips. Until the fresh produce market can work to influence these consumers as a whole we will lose out to the processed food giants every time. It's about having an integrated supply chain – we need to be thinking right from the growing end, who are the end consumer – what do they like? Let's find a way to really focus on what's best for the industry, not's what's best for us. Let's find a common good to work together and make it happen' (Kylie Horomia, pers. comms, 2015.)

7.3 Case Study Three: Zespri

Zespri International Limited is the world's largest marketer of kiwifruit, selling kiwifruit into more than 53 countries and managing 30 percent of the global volume. They set the global benchmark for guaranteed excellence and delicious, nutritious kiwifruit with the Zespri Brand. They work with growers and post-harvest operators to source top-quality Zespri Kiwifruit and supply this kiwifruit through their distribution partners to wholesale markets and retail customers. They have 17 offices based around the world.

Zespri makes up around one-third of the volume of exported kiwifruit and have built a strong reputation through six areas:

- **Health marketing** – marketing the health research they conduct with credible research partners is the fundamental core of their marketing. Research shows consumers who are aware of the health benefits of eating kiwifruit are much more likely to be repeat purchasers.
- **Developing products** – focus on innovation to develop new varieties that customers want to buy.
- **Innovation** – investing over \$20 million each year in research by industry and government to support growers to grow a premium, sustainable product.
- **Brand awareness** – investing heavily in promoting their premium brand through in-market services.
- **Taste and consistency** – commercial grower incentives and research and grower education programme's to deliver better tasting fruit.
- **Supply chain development** – constantly refining how they operate to consistently deliver top quality kiwifruit in the most efficient and sustainable way possible.

(Zespri website 2015)

Oliver Broad is the Communications Manager at Zespri and has been with the organization 14 months. His joined Zespri are finishing a 14-year service as Communications Manager for BP in the Middle East. While he was in his last role he hired a Social Media Specialist and launched their first social media campaign on Facebook as a simple way to engage their audience in a more conversational way

about BP's contribution to society (Oliver Broad, pers. comms, 2015.) Oliver has used social media since 2008 but recalls going on to a platform called 'Friends reunited' long before Facebook was around. He checks Facebook at least five times a week to check out what friends and family are doing but posts rarely.

7.3.1 Communication Strategy

Zespri is about promoting a positive industry and themselves as an iconic brand. They focus on three major audiences for their communications; External, Growers (Shareholders) and Internal.

The external communications are focused around promoting a positive industry and building an iconic brand in the international marketplace.

For Zespri's growers, who ultimately own the business, they have two kinds of communications, which they send out regularly. The first is technical or practical information to ensure they are doing the right things on the orchard at the right time during the season. The second is financial information so they can manage their businesses and ultimately so the growers can hold the organisation accountable for its performance. This information is regular, of high quality, transparent and easily understood.

Internal communications are becoming increasingly more important within the organisation, especially as they are growing. There are a lot of change programme's happening at Zespri currently and they want employees to understand what's happening so they have a strong focus around communicating these changes this year (2015.) They have included internal social media as part of their strategy, using a Microsoft tool called Yammer. Currently it is being used by employees of Zespri but it's future is uncertain as there is a feeling that it's just another communication tool they can live without.

7.3.2 Communication Tools

The tools Zespri use to communicate with their growers are as follows:

- Print publications
- Emails containing PDF's or flyers
- Weekly update email
- Website called Canopy
- Kiwifruit journey – bi-monthly
- Events – the big industry conference, Momentum, is held bi-annually
- Grower Roadshows – 3x a year with Senior Leadership
- Grower liaison meetings or focus orchard networks – happen at the grower level and focus on technical skills in the orchard
- Letters
- Video links – a grower meeting was streamed live on Canopy via YouTube for the first time in 2015
- Press Releases – two scheduled a year for the release of their financial

results and others are more sporadic.

- Facebook – Zespri have a Facebook page but it's currently under utilised

For Internal stakeholders they have:

- Intranet
- Yammer
- Fortnightly staff briefings

When it comes to creating media interest in Zespri they offer journalists a chance to write content through the following opportunities:

- Interviews – have become more active in seeking interviews in 2015 to show the New Zealand market what they are doing in China,
- Media tours – industry familiarisation for specialist rural media – 2x a year,
- Government communications.

Zespri also need to communicate to the New Zealand public so use their website as their main tool and engage in publicity work when working with Crown Research Institutes. As Zespri look to enhance their New Zealand Facebook page they see this being one of their main communication channels for informing the general public.

7.3.3 Social Media Execution

The Zespri social media strategy aims to connect with a broader audience and make the organisation more visible. They want to engage more deeply with their growers and those who are interested in kiwifruit such as contractors, researchers and suppliers. 'Social media will allow us to communicate in more fun and engaging way and make our content livelier' (Oliver Broad, pers. comms, 2015.)

Being able to communicate more regularly, in a more informal way is a huge advantage for Zespri as it will help raise people's awareness of who they are and what they do. They can keep a consistent voice in the public domain, in a way they can't achieve with more formal communications. By engaging in these conversations about growing great kiwifruit they are focusing on information extension rather than their general reputation. Oliver says they have yet to harness the power of the network as the content and follower strategy has yet to be fully developed.

It's a different story for social media engagement in their consumer markets as it's really big. Zespri works with big marketing agencies in their main global markets, who work on developing their social campaigns. An example of the good work being done in China can be found in a case study done by Mobile Marketing Association (http://www.mmaglobal.com/case-study-hub/case_studies/view/36697) where they had phenomenal success integrating Zespri branded kiwifruit into the popular online game called 'Fruit Ninja,' which at the time had recently launched on the social platform WeChat. 680,000 Chinese children completed the newly created kiwi challenge over a two-month period. They supported this campaign by running ads across subways in Shanghai and Beijing, featuring the collaboration between Zespri and Fruit Ninja. In addition, Zespri leveraged a series of offline events on college

campuses as a channel for promoting the integration between brand and game (Mobile Marketing Association website, 2015.)

This example showcases how a multi-channel, collaborative approach to communication and marketing can really enhance a brand's reputation and visibility, while making a great impact on an audience.

7.3.4 Industry Collaboration

Zespri undertake numerous initiatives each year, which have strong focuses on education, leadership and community.

They have supported the Kellogg's Rural Leadership programme for a number of years, they offer a student scholarship program, run governance development programme's and have a range of ad hoc school engagement programme's, which enable teachers to educate children about Horticulture. By having a focus on building capability for Horticulture it allows them to support local communities as well.

Within their seven grower areas they look to support their local communities by providing small sponsorships to community groups which relate to health or education in the area.

Zespri's collaboration reaches wider than just their industry give backs. They work closely with Media/PR agencies to conduct research on their consumers, brand awareness and brand value in the marketplace. With 12 Facebook accounts in various markets around the world, Zespri maintains strong relationships with local media agencies in their consumer markets as they offer scale and connectivity when it comes to their local audiences.

When discussing our global NZ Inc. story Oliver thinks it's still valid – it has weight and currency we just need to preserve with it. However, when looking at our story on a national scale we don't tell it well – 'and it's such a great story to share! There's an opportunity to magnify the story, really bring it to life and this could help with the urban rural divide,' (Oliver Broad, pers. comm's 2015.)

'We require broad collaboration to tell the NZ Inc. story. We want to pick out who is willing and should contribute to deliver messages around sustainability and a sense of distance and overcoming that through creating fantastically productive, efficient and sustainable levels of production. Use ambassadors, use leaders and personalise our brand – real people telling real stories.' (Oliver Broad, pers. comms, 2015.)

7.4 Case Study Four – AngusPure/Angus NZ

The AngusPure story begins on the beautiful green pastures of New Zealand and finishes on the consumers plate, with a peerless product that is rich in nutrients, lean

and low in fat, with fine marbling to deliver extraordinary flavour. Breeders produce Pure Angus beef from the purest source - a rare thing indeed. AngusPure captures the natural goodness of its environment.

From its inception in 1998 AngusPure have targeted the opinions of consumers and then strived to supply a product that meets their specifications. Initially sold into the high profile end of the food chain, where accountability is paramount, AngusPure is now found in selected Foodstuffs supermarkets throughout the country and all manner of eating houses nationwide. With supply available all year round, AngusPure continues to grow as New Zealand's leading beef brand (AngusPure website, 2015)

Angus Pure is the official brand partner of Angus NZ and ensures the integrity and traceability of its breeders product. To be an AngusPure producer you must grow grass fed, New Zealand Angus that come from a registered bull and be at least 75% Angus. This allows AngusPure to ensure product integrity and offer a premium product to the market.

Sarah Ivy has been working for AngusPure for a little over 12 months. Before she joined the team at AngusPure she was a travel journalist and photographer for the NZ Herald where she learnt her PR, communications and social media skills.

7.4.1 Communication Strategy

There are two distinct groups regularly communicated too. The Angus NZ breeders and AngusPure consumers.

The Angus NZ Association communicates directly with registered angus breeders in New Zealand. They inform breeders of the latest industry news, latest sales results, provide performance reports and maintain and update the New Zealand pedigree register to allow breeders to enhance their objectives (Angus NZ website, 2015.)

The AngusPure brand is consumer facing so the communication strategy focuses on creating engagement and influencing purchasing decisions. Their key messages are:

- Sustainability
- Socially responsible production of the product
- Clean, green image
- Grass-fed - makes it 'pure'
- Nutritional benefits of the product

Their target audience are those who are health conscious, can influence decision-makers and who have discretionary income to spend on a premium product. This allows them to use a range of tools to connect with their different audiences.

7.4.2 Communication Tools

Angus NZ publish an Annual magazine, monthly e-newsletter and three hard copy

newsletters. A Genetic Evaluation report of registered bulls and cows is published and distributed to all breed members as part of their 'membership package.' The Association also provides input into industry-wide issues and co-ordinates breeder marketing opportunities. (Angus NZ website, 2015.)

AngusPure have a mixture of digital tools they use to capture and engage a broad audience with their brand. They have a website, send e-newsletters and have a Facebook, Twitter and Instagram account.

7.4.3 Social Media Execution

So many organisations aren't using social media to sell their products and they're really missing a major opportunity. (Sarah Ivy, pers. comms, 2015.) The Angus NZ strategy is focused on website delivery only, where the AngusPure brand has a social media strategy. Sarah says 'if you're not on Facebook, Instagram and Twitter you're a low hanging fruit. You can't afford not to be on Social Media as you'll get left behind!'

Facebook

Posts are made everyday, sometimes twice a day to drive engagement between brand and consumer. If there is a topical or trending issue at the time they will look to capitalise on the wider engagement of the topic by posting something relevant, which links back to the brand. An example of this is the 'All Black Beasts' post below, which is highly relevant to the 2015 Rugby World Cup.



Picture 7.1 – AngusPure NZ Ltd Facebook post, 'All Black Beasts.'

Twitter

Everyday Twitter is being used. They don't have set engagement rates or a number of posts, it's about being relevant, topical and agile when it comes to content creation and curation.

Instagram

Posts are made every day on Instagram, showcasing younger professionals and health conscious consumers the '100% Pure NZ' product. Photos could be of the NZ landscape or a food dish and tagged with commonly used hashtags and it helps to grow their international audience.

7.4.4 Industry Collaboration

The 100% pure campaign works well for New Zealand and businesses should 'absolutely be capitalising on what Tourism NZ have already created. By focusing on our unique grass fed, premium product and sustainable farming operations we can really capitalise on the 100% pure campaign. However, you have to be careful that you don't damage the brand, and that you are 100% pure as it only takes one bad story to ruin the reputation of an industry. The story about the 'skinny' dairy cows being transported is an example' (Sarah Ivy, pers. comms, 2015.)

When it comes to broader industry collaboration there are some sectors who have grasped the concept well and others who haven't but the links to greater industry collaboration are missing. An example of good collaboration Sarah identified was between Icebreaker and Merino NZ and how Merino NZ have helped market their story and products. They understand the 'consumer pyramid and with a premium product you need to concentrate on marketing to the top 10% of consumers, the really discerning customers who don't consider money to be a big factor, as they really focus on products that are being produced in a socially responsible way,' (Sarah Ivy, pers. comms, 2015.)

When it comes to who should collaborate to tell our story Sarah says 'it definitely needs to be backed by Government funding. So many people will benefit from a collective push of the products internationally.'

8.0 Discussion

Research indicates our audience is online. It's also true that businesses are only just starting to 'think' about launching their brand on social media. This discussion looks to cover resource, capability and knowledge, communication tools and industry collaboration as we look to answer the question 'How could NZ Inc use social media to promote the primary industries?'

8.1 Resource, Capability, Knowledge

Those organisations who haven't developed social media strategies haven't done so because of a lack of resource, capability and knowledge. Before we can start promoting our industry as a collective, we must first ensure organisations are resourced with capable and knowledgeable people to deliver their stories.

You may have heard the advice "hire a millennial" to manage your social media accounts. While the generation does have an innate knowledge of social, it's worth noting that someone who's 35 and someone who's 25 have had the same amount of time to learn and use Social Media. Younger generations absolutely have the edge when it comes to platform utility, but with things like paid promotion and influencer identification, they're on the same level as everyone else (Lucia Davis, The Art Bus Project.)

You must also educate the decision-makers in the business on the benefits of Social Media as a tool for your business, as ultimately the final decision to implement a strategy comes from the top.

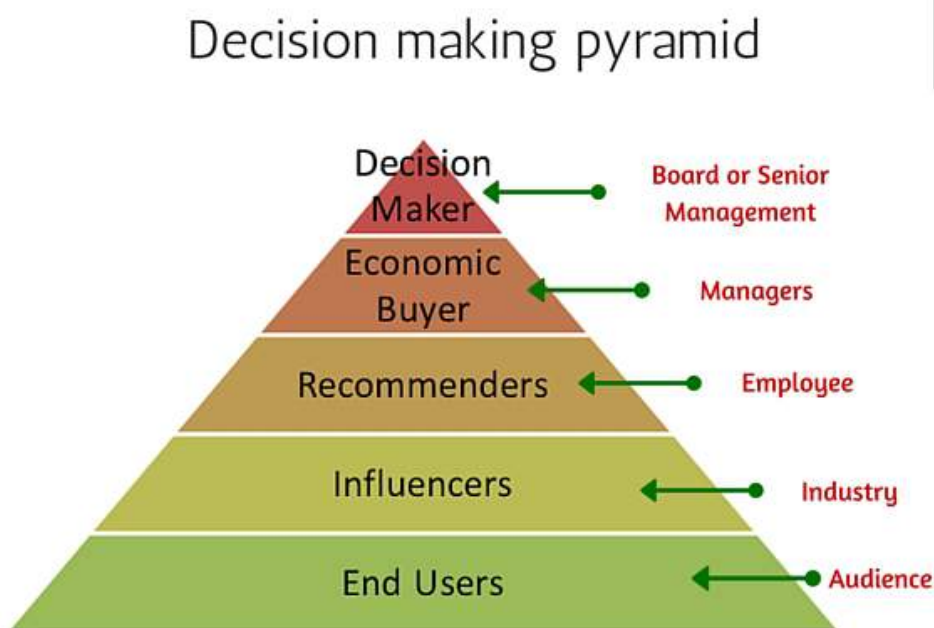


Figure 8.1 – Decision making pyramid, BCC

Without educating the decision makers on social media, it makes hiring the right community/social media manager hard. Communication is changing rapidly from one form to another, where the 'new' generation want bite sized chunks of information that are quick to adsorb and give high level overviews on topics. The basic fundamentals of communication are essential and not only should a new recruit know these, but should know how to utilise them when speaking with different audiences.

When hiring a social media specialist, you need to look for eight key attributes:

1. Drives engagement – knows how to engage your customers
2. Content Creator – content is king; they need to know how to create it
3. Analyst – understand the data and its results and set new ones
4. Loves News – find opportunities for the company to show they understand the industry
5. Customer Orientated – customer service is key
6. Community orientated – knows how to create an online community for your brand
7. Lead Generator – understands how to attract and secure business leads
8. Project Manager – communicates and coordinated campaign launches with other business departments

When on social media you need to be able to regularly engage in conversation with your audience. If you don't have the time to be able to do this hire someone who can.

8.2 Digital channels

The image below shows 2.6million New Zealander's or 57% of our population are active social media users in 2015.

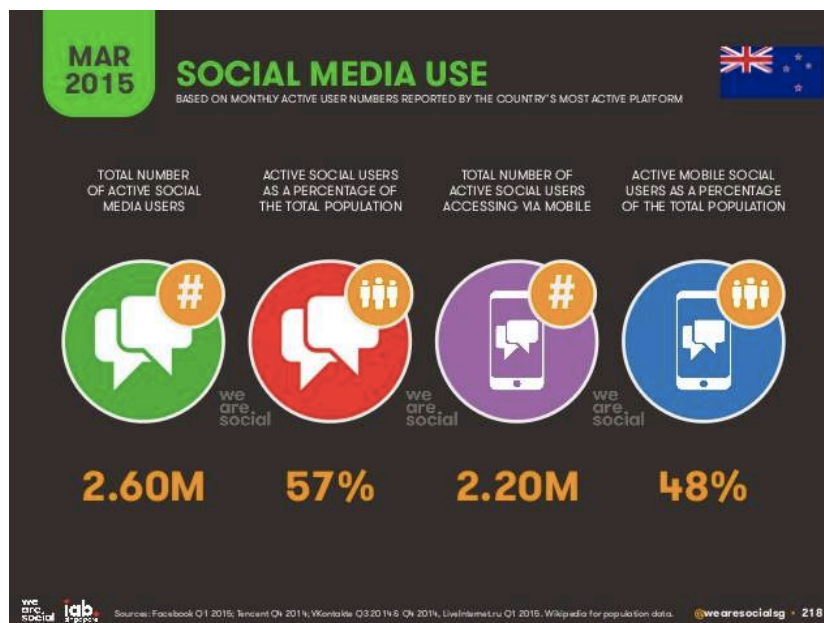


Image 8.1 We Are Social, IAB, NZ

To connect with your audience, you need to understand how they consume media and know the latest media trends, especially as more and more people become 'socially aware.' The 2014 Nielsen's Rural research report concluded rural newspapers and magazines are the number one resource for farmers when looking for information, new ideas or advice for all their farming materials, machinery and infrastructure requirements.

It's widely known that rural New Zealand is still not broadband connected in places. However with 91% Internet penetration and 4.16million active users in New Zealand (We are Social, IAB, 2015) we can no longer say our audience isn't connected. Overall NZ has the highest percentage Internet penetration of any country and 49% above the world average. This figures prove you can no longer operate without a digital strategy.



Image 8.2: Digital Media in New Zealand, We Are Social, IAB, 2015

Social media isn't the magic bullet for your strategy but used as part of a broader brand strategy it can contribute to increased brand awareness of your brand and engagement.

Digital channels are 'noisy' and to 'be seen' you must know your audience well, and know where they search to get the type of information or product you are offering. You have eight seconds to grab your audience's attention when they're scrolling through their social newsfeeds. With Farmers said to be time poor the type of content your organisation shares needs to be clear, captivating, concise and tell them how you can improve the bottom line. These are suggestions on what organisation's should considered when developing their social content strategy.

8.3 Social Media Execution

The 7 P's of marketing is a well-proven method for establishing a marketing strategy. Social Media can no longer be ignored as a medium to include in your marketing mix – it's become a must have not a nice to have.

Eketahuna Meats, a small boutique butchery, hand delivers their meat packs to customers in the Wellington Wairarapa region. They are 'embracing new technology, with most of their sales made through Facebook and their website. One of the benefits of marketing through social media is it can be a very targeted marketing spend. Endorsements from friends for our products and our clients recommending us on Facebook is one of our best methods of generating new customers' (Pip Old, pg.20, Country-Wide Sheep 2015.) We can interact with people about farming, what's happening in the industry and build trust. By communicating directly with people we are building trust – they think you're normal! It's a great way for us to tell our story,' (Steve Old, pers. comms, 2015.)



Image 8.3: 7 P's of Marketing, Professional Academy, 2015

By adding social media to your strategy it creates a unique opportunity to engage at a deeper level with your target audience (First Digital, NZ, 2015) but don't just follow the trends. To work effectively it needs to be incorporated into a broader strategy and not used in isolation.

To develop a strong social media strategy, you need to identify the following:

- Your audience – develop persona's to understand them in detail
- What platforms you'll use – why are you using each one?
- A content strategy – different audiences will want different content, so ensure to develop the content around what they consume
- A crisis management plan – plan for when someone posts a negative comment about your brand

- Who can comment as your brand?
- How will you engage your employees with your social brand? A social media policy for the business should be part of your Human Resources tool kit.

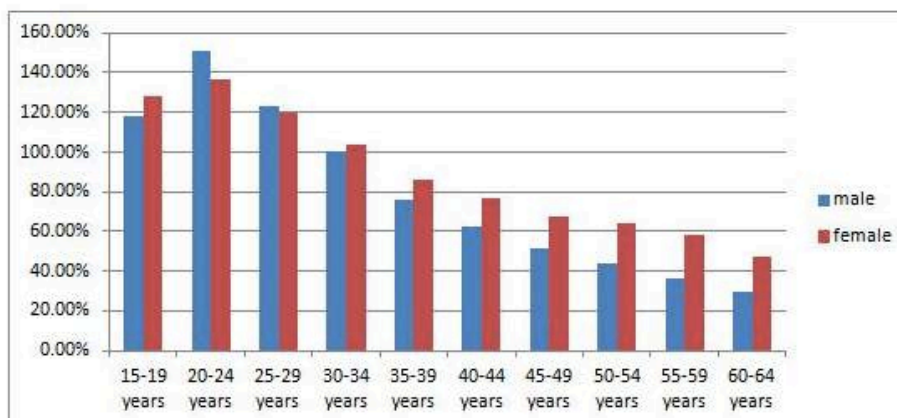
It's all-good and well to have a social media strategy however if your audience doesn't have 'social capital,' then don't spend your energy running a social community.

8.4 Social Demographics

There are many communities online and knowing the personas of your audience means you can identify which digital platforms are going to be the best investment of your time.

80% percent of the online New Zealand population visit Facebook alone. We have the highest proportion of our online population visiting the social networking site in comparison to Australia (74%), the US (69%) and the UK (68%) (First Digital, NZ, 2015.)

The latest research carried out by Nielsen's, on behalf of Facebook, shows New Zealand's biggest user group are the Millennial's (ages 15 – 35.) Millennial's have a different world, a different worldview. They've grown up in a time of rapid change, giving them a set of priorities and expectations sharply different from previous generations (Source: Goldman Sachs Global Investment Research, 2015.) They have an innate behavior for technology and social media is gaining popularity as their source of news, entertainment and events (First Digital.co.nz, 2015.)



Estimated percentage of the NZ population on Facebook, at each age range, for each gender and total for 2014.

Image 8.4: First Digital, NZ, 2015.

Lifeway Foods CEO Julie Smolyansky said 'Food and beverage companies lost out on about \$18 billion in market share over the last five years due to a shift in the industry led by Millennial's seeking more transparency. Smaller food and beverage companies are better-positioned than their larger counterparts to meet the needs of

consumers who have information about products at their finger tips, and larger companies have to innovate,' (Smartbrief website, October 2015.)

By embracing social media, you can create a greater online presence, which allows you to be transparent, join and create two-way conversations, which have been unable to happen with traditional marketing methods and be agile when making changes to your offering based on online consumer insights.

Another insight from the Nielsen's research was that Facebook is a place of discovery and action. By having your brand on social media you can influence the 80% of Kiwi's who use this platform for discovery.

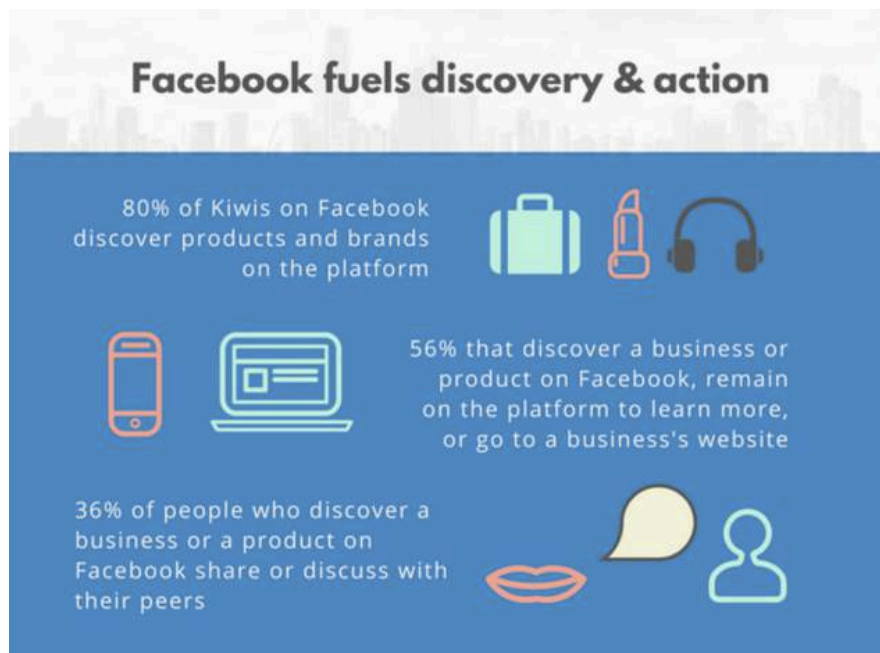


Image 8.5: Facebook fuels discovery and action, First Digital NZ, 2015.

By being seen and becoming an active participant in your audiences' online community you can increase your brand awareness and engagement to generate business. It's building a direct trust with you and the consumer through transparent and two-way communication.

The 2015 global demographic trends, show the fastest growing demographic on Facebook is females aged 45 – 54. These women hold the majority of the purchasing power in households, are community orientated and have discretionary income. They want to stay connected with their children who are away from home so have started to adapt the technology and communication tools their children use.

An example of the growth of this community on Facebook is the Farming Mums NZ (FMNZ) page, started by Chanelle O'Sullivan. Feeling a need for community in an isolated farming environment, Chanelle started the FMNZ Facebook group with the idea of engaging other women in a similar situation to talk, learn and contribute to an industry where males predominately run the operation. With over 5400 members in

their community group, it has become a powerhouse of knowledge transfer and connectivity.

Research proves a variety of audiences are online and businesses can make social media a viable marketing option for business growth. However, we still need to collectively harness these stories to tell the bigger industry story.

8.5 Industry Collective

Industry collaboration is a hot topic within the Primary Industries. When it comes to collaboratively sharing our NZ Inc story my findings suggests we do it poorly.

My case studies have outlined most organisations collaborate within their own sectors to deliver joint messages. If there is a greater benefit to working together, such as reduced effort, cost and synchronisation of messaging, then the positives far out way the negatives. It's a joint story, one that each organisation believes in, so how can we, as an industry, model this and advance our own communal story?

On a whole we need to make a stand. One negative comment or campaign, which attracts mainstream media attention can cause serious harm to our industry. An example of this is the 2012 social media campaign, run by Fish and Game, called 'dirty dairying,' which went viral on the internet and tainted the reputation of our dairy industry and put doubt into the mind of the consumer. As a collective voice we could have shown the other side of this story and lessened the damage it did to our industry. 'We're all in it together and are only as strong as our weakest link. If one goes down we all go down - this is why we need to collaborate,' (Kylie Horomia, pers. comms, 2015.)

We need to communicate as one voice. An industry collective can't just be the major players we've all come to know because they have their own agendas. This strong collective needs to be a range of passionate people from different sectors, are cultural diverse with varying ages and genders contributing stories.

Kylie Horomia from T&G said 'We need to be doing a better job of showing our story that is more than just Fonterra and Zespri. The current situation shows that if Zespri gets into trouble, the whole of NZ Horticulture is lumped in with their story and when Fonterra gets into trouble the whole dairy industry is in trouble. We need more than just those two stories on the International stage in order for NZ to actually get a really good reputation in agribusiness and horticulture etc. Our story is not diverse enough on the global stage, we are putting all our eggs in one basket and we need more than this! This is where the government should be supporting the stories so these stories can protect our industries, and showcase more of NZ Inc,' (Kylie Horomia, pers. comms 2015.)

The '100% Pure' Tourism NZ campaign does a lot for New Zealand's image on the global stage. Their main objective is to drive Tourism revenue into New Zealand. Tourism is New Zealand's second largest export sector at 4.0% or \$8.3billion of

GDP, behind our very own dairy industry at 20.3% or \$12.3billion of GDP (Tourism New Zealand, March 2014.) If you combine New Zealand's biggest export commodities in 2014 – dairy, meat and wood, it equated to 50% of our total exports. The Primary Industries is definitely the backbone of the New Zealand economy - we collectively need to protect that. The Tourism NZ campaign has worked well to sell New Zealand to tourists, however the Primary Industries brand ambassadors, aren't doing the same thing to protect our position in the New Zealand economy. We can't ride on the coat tails of the Tourism New Zealand campaign. The objectives are very different and we need to establish our own voice.

With free trade agreements being negotiated often and the signing of the TPP recently the landscape for New Zealand exports is about to change and we need to be prepared for this change. A recent article on the Transpacific Partnership Agreement (TPP) negotiations titled TPP 101: A Trans Pacific Partnership Agreement Primer – for an American audience, outlined 14 chapters or subjects covered in the Wikileaks Salt Lake report of which the Government Procurement discussion topic 'Marketing access for SME's' (small to medium sized enterprises) is of interest to this research paper. There aren't any further details available on this subject but it is one to watch as it could quite quickly change the way we can access and market too our international audiences. Organisations need to understand those audiences that access will be granted to, be familiar with the tools they use to gain market insight and influence their buying behaviour. The one thing a majority of these consumers have in common is the consumption of Social Media.

By having an understanding of the power of social media for different audience's organisations can capture and influence audiences globally. If backed by a strong industry story it will enhance not only the individual organisations brand but the New Zealand Primary Industries brand and strengthen our position in the market.

9.0 Recommendations

It's become clear from the research findings that social media isn't well understood as a marketing tool in the Primary Industries and that there isn't a strong NZ Inc story for the Primary Industry. In drawing this conclusion here are my recommendations:

1. The Government needs to develop and financially support a Primary Industries strategy, which includes brand NZ Inc as a strategy pillar.
2. If you're a Primary Industries communicator, attend one of the rural social media circuit seminars which have been established to help communicators understand and utilise the tool.
3. As an organisation invest in resources to build your own social capital, from human capability, to social media management tools.
4. Undertake audience research and develop audience personas so you best understand where to build your social capital.
5. Participate in the newly established #NZFarmerday social media initiative, which showcases a 360 degree 'view' of farming on a certain day, in a certain season, at a certain time to a broad audience. By joining this conversation, it is helping to bridge the gap between urban and rural consumers, showcase the industry as an attractive career option for youth and contributes to building the Primary Industries NZ Inc brand.

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Appendix 1

Case Study Questions

Questions about the Individual

1. What's your experience in marketing and communications?
2. What tools or methods do you use?
3. How long have you used Social Media?
4. How often do you use it?
5. What's your main purpose for using Social Media?
6. How do you use Facebook and Twitter?
7. What value do you think Social Media add's to business?
8. How do you see the role of Social Media helping you to communicate to your audience in the future?

Business Questions

9. Please give me a brief overview of your communications strategy
10. What communication tools make up your strategy?
11. Who is your audience?
12. Do you collaborate with other organisations to deliver your marketing messaging?
 - a. Why?
 - b. How?
 - c. What benefits are you getting from doing this?
13. If you don't currently use Social Media to communicate why not?
14. How do you respond to a media crisis that could be brand damaging?
15. How do you measure marketing and brand engagement?

General questions

16. Do you think there's a disconnect between urban & rural New Zealand?
17. What's your opinion on the current NZ Inc story that's told on the global stage?
18. Do we do a good job of telling our industry story nationally?
 - a. How about internationally?
19. Who do you think should collaborate to tell the primary industries NZ Inc story and for what reason?
 - a. How do you think they could do this?
20. Can you identify any primary industry organisation that tells their story well through social media?
21. Any further comments

Appendix 2

Online Survey Questions

1. Which Social Media platforms do you use?
 - a. Facebook
 - b. Twitter
 - c. Instagram
 - d. Pinterest
 - e. SnapChat
 - f. YouTube
 - g. Periscope
 - h. LinkedIn
 - i. Other
2. How often do you access these platforms?
 - a. Once a daily
 - b. Greater than twice a day
 - c. Couple of times a week
 - d. Once a week
 - e. Yeah right – I've got farm work to do
3. Why do you use Social Media? (List all the reasons)
4. What sector do you work in predominately?
 - a. Dairy
 - b. Sheep
 - c. Beef
 - d. Arable
 - e. Horticulture
 - f. Viticulture
 - g. Agribusiness
 - h. Apiary
 - i. Other (please specify)
5. Are you male or female?
6. What is your age?
 - a. 18 -20
 - b. 21 – 29
 - c. 30 – 39
 - d. 40 – 49
 - e. 50 – 59
 - f. 60 or older