DATA VENTURES

ED Report

15 August 2018

Summary:

The last month has been a focus on getting ventures who have taken longer in their MVP stage than expected into a Go/No Go state. It's been our biggest learnings that these MVP which involve partners puts a big strain on our ability to meet deadlines.

This is the nature of any type of "startup", where your pace outways the market. However, the cadance to keep this going is hard on the team, and we've had to pull back some of the checklist we defined and get to some core questions:

- Do we still have a unique value proposition?
- What partners are required to bring this venture to the market?
- What involvement is required of Stats NZ IP?
- How long will it take for the product will enter the market with paying customer(s)?
- How much investment is required to get that product into the market?

This is being planned for next Thursday (23 August), where myself, Hollie and a commercial SME will test the ventures and Venture Managers to get a Go/No Go on if this is viable.

If viable still, then we will be using the next board meeting as an opportunity for them to pitch and take the venture to Product in Market (field 3), and requiring additional funds to enable this which the board will sign off on. If not, they will be packaged up and released to the public.

Another theme that has come up in past board meetings is asking what partners are involved. Hollie and Lou Draper (from PR/Comms partner Draper Cormack) are running two events that will highlight the Data Ventures call-to-action to attract more partners and build awareness for anyone that may want to work with us.

1) Based on a successful approach I used at ACC, starting 30th August, we will be running a 4 ½ week "procurement" type process where we present to a group of interested partners about DV and the ventures we're focusing on. This will be streamed, and recorded for people who are unable to attend in person. From there we ask them to register their interest on what ventures interest them.
2) A co-design workshop with (ideally) three public, three private and six business representatives to get together to develop (or even destroy) our MOU between Data Ventures and private organisation partners. The effort here is to show we have consulted with the private sector beyond our own experiences to refine what the expectations are of a joint venture with Data Ventures, and help smooth out working with partners in this new approach to business for Stats NZ.

The outcome of these two events is we will build a bucket of partners who have expressed interest, and will keep them engaged with a stakeholder comms plan. We may decide to repeat these events regularly.

KPI's:
- Products in Market: 0
- MVP/Proof of Concepts: 6 (7)
- Stats NZ people involved with DV: 13
- Processes operationalised in Stats NZ: 1
- Target date for first revenue: September 2018
- Revenue generated: $0 of $600,000
- 9(2)(b)(ii), 9(2)(j) ███████████████████████████

The good:
- The focus shift towards getting a Go/No Go has created a good pressure of what is required to keep ventures moving through the fields and gates.

The bad:
- We lost Aimee which left a gap in capability, that put extra pressure on Hollie and I meaning we have been able to keep the quality of work up.
- People have been raising concerns around impact to Maori and relations with Stats NZ around what Data Ventures is doing.

The ugly:

- 9(2)(a) ███████████████████████████████████████
  ███████████████████████████████

Next steps/goals:

- 22nd August we have our Go/No Go event to do our internal health check on ventures. The result of this could be one or more ventures is put to pasture, and other validated opportunities will need to be pursued.
- 30th August our "Working with Data Ventures" event
- 6th September our "Co-design public and private working together" event
- Discover if there's any ventures in the maori/iwi space to help a leviate concerns coming from that area.

ED Report

19 September 2018

Summary:

One word: reflection.

The last month has been run a bit like an accelerator. Why? Because we needed to know if any of these ventures were actually as viable as they say, and were the ways we were looking to build the business models the right way, heck is even Data Ventures focusing on the right things?

These are the key things to note over the last month which we used to test these points,

Go/No-go Event - 23rd August

An event was run where Venture Managers present their ventures' current state to a panel of 10 people. The panel then pushed and pulled the assumptions and facts of each venture to see how viable they were.

Intended outcome was to get a good position of each of the ventures and if any of them need to be halted. The ones that continue are to then pitch to the board and take them to Field 3 (product in market).

What came from this event was a confidence in the direction of two of the ventures: Rob's travel pattern venture and Neriah's available cash balance venture.

Jamie's aerial imagery surveying venture had ended up focusing on two individual products due to the wide range of opportunities, and with new direction, is now focusing on one product which aligns the best with the strategic focus and priorities of Data Ventures.

The event also highlighted which areas the ventures need to work on. There was more work needed around market validation before bringing them to the board.

Working with Data Ventures event - 30th August

We invited potential partners to spend part of an evening with us. They were shown the ventures we are focusing on. Many approached us afterwards with opportunities to work with us using Stats NZ IP.

This was run as a leaner procurement approach, so if needed, we could use this to select partners to build things if ever required in the traditional vendor/client relationship.

Intended outcome is to validate if partners were really wi ling to work with us.

You can read more about how the event here (including metrics of engagement): https://medium.com/data-ventures/an-evening-with-data-ventures-849427fd2c8d

To summarise, the points of interest f om the evening are:
- 179 people registered to attend in person or via stream
- We went an email to all people who registered for the event, with 80% opening the email and 50% of them clicking links (to the slides or the recorded stream). The email asked people to register interest in one or more ventures, and then to meet with us individually
- 40 organisations registered for interest in one or more ventures, or unrelated to our ventures (usually something they are working on) and how they could work with us.

This has blown away our expectations of about 20-30 people at the event, and then maybe a couple of organisations wanting to partner with us.

Joint Venture co-design - 13th September

And finally, we brought together a group of six lawyers and commercial people across public and private to help us test the joint venture model. Particularly for them to bring their experiences and help shape what was needed in terms of setting expectations early on to allow them to be a success.

Intended outcome is to fashion out the best way to set the expectations between parties in a joint venture, particularly when it's focusing on private and public working together.

This event was meant to happen a week earlier, but due to unavailability we had to settle on the 13th September.

The outcome of this one was very different from what we had in mind. What I thought was going to be an evening of refining our engagement principles for a joint venture, and maybe at worst having to re-name from an Memorandum of Understanding to something else, ended up being a deconstruction of why we were doing joint ventures in the first place.

Even with context, background, examples of business models, the room turned against the challenges we're facing for ourselves by things having to be joint ventures.

To summarise, what we're doing is already hard (setting up a commercial arm in a government agency without setting up a CRI/SOE/etc.), and using joint ventures as a way to mitigate some of the challenges around competing in the market was adding a large element of complexity and risk.

The overall suggestion was to let each venture define what the best business model was, and then use whatever the legal constructs are best for that model. They could be a joint venture in some cases, but most likely not.

What now?

There are a lot of spinning plates right now from these three major tests on how Data Ventures is approaching things, and it made me reflect on why we were doing these and how we got to where we are today, and if it's the best it can be.

I have also been having discussions early with people like Margaret Delaney (CFO Stats NZ) and Emmett Geoghegan (Chief Counsel Stats NZ) discussing "what if's" around any potential changes Data Ventures could make and what the impacts might be.

In our next board meeting, the topic for the deep dive is "reflection". A chance to look back on the last 10 months, the decisions along the way, the events that have happened, the learnings along the way and present a few options for what I think is the Best Thing™ for Data Ventures going forward. This is also good timing with Amanda joining the board.

9(2)(a), 9(2)(g)(i)

The good:
- People want to work with us, and it's not just a niche.
- The awareness I have to raise this now before it's too late

The bad:
- I have noticed I have been in the weeds" a ot lately, and only recent reflection on this being why I felt I was running th n

The ugly:
- 9(2)(a), 9(2)(g)(i)

KPI's:
- Products in Market: 0
- MVP/Proof of Concepts: 6 (7)
- Stats NZ people involved with DV: 13
- Processes operationalised in Stats NZ: 1
- Target date for first revenue: September 2018
- Revenue generated: $0 of $600,000
- 9(2)(j), 9(2)(b)(ii)

Next steps/goals:

- To get a decision on the direction of Data Ventures, and then put in play any of the good/bad actions that are needed to steer in this new direction.

ED Report

17 October 2018

Summary:

The question on everyone's mind will be; what's happened since the direction was confirmed after the interim board meeting.

The week prior to the interim board meeting has been about getting an idea of where the team wanted to sit with the move away from the roles of Venture Manager and into the new team structure around Sales, Business Development, Operations and Product Manager.

The week after was a focus of getting feedback from the team, to take notes on concerns, issues and suggestions. It felt very unsettling for everyone, including myself having a team that I knew was hardly even thinking beyond the next day.

Ending that week, I had 1:1 meetings on the Friday to confirm if they're on board with the direction change, and if not, tell me the concerns why. This included what role they feel was right for them in the new team setup. This helped me form a good sentiment across the team for Monday and before the weekend.

Monday, we sat down together for most of the day, covering off "why are we doing this?" to help address some of the concerns raised in the previous week.

After that, we confirmed the roles that people are now looking to settle into:

- Director: Me
- Operations: Hollie
- Sales: Neriah
- Business Development: Rob
- Product Manager: Jamie

To help set clarity of what each persons new roles are, we got everyone to write three responsibilities people believe that person has. We ended up with 15 per role, with a lot of them grouped into about 5-6 once we found common themes. After that I asked each person to note the KPI's they see themselves being measured against.

I will be taking these and formalising them into new position descriptions.

End of Monday, I checked with each of the team to see how they feel with the roles confirmed, responsibilities detailed and KPI's noted. A few comments around they are needing to wait and see how the team will settle in, but all in all positive.

The weeks tasks are set, the goals of month are noted, the team is back in actions.

The good:
- We've been able to get everyone into a new role, while managing some crossed expectations on what role people in the team initially wanted.

The bad:
- It's slowed progress fo a few weeks.

The ugly:
- The new roles means people need to settle in again, and that can take some time.

KPI's:
- To be discussed, with the change of direction.

Next steps/goals:
- By next board meeting, we would like to report on progress of first sale, how the product build is going, and what the situation is with the data providers for population density and initial travel pattern product offerings.

DATAVENTURES

ED Report

23 November 2018

Summary:

We have started on an initiative to create a paid pilot for up to six months (collateral attached). This allows for a handful of customers across Government and government-owned organisations to get access to the real data and for us to build the appropriate commercials with the ongoing data supply from the data-providers.

We have put the pilot together and sent out the emails of interest to "hot leads". We have received feedback on pricing so we are working on a sales strategy.

We took part in the Better for Business All of Government showcase. We spoke to a number of people from both public and private organisations. We were challenged on making money - we explained that there were organisations who would not hand over data unless there was money involved; we also explained that the cost we would be charging would be less than if organisations did it themselves. These responses provided satisfactory which gives us a solid answer if this continues to come up.

The upshot of taking part was some leads but it was mainly a benefit from an awareness perspective. There was a lot of feedback from people asking why they hadn't heard of us before, reinforcing that we need to promote ourselves. We have discussed this with Draper Cormack Group who have encouraged us to do more front-facing work when we have signed contracts with the telecommunication companies so we have something to point to.

We were disappointed there were no government Ministers or media like we expected but we still thought it was a worthwhile endeavour.

9(2)(a)

This

brought to an end the team restructure with all roles confirmed and we are working through the process of hiring three new roles:

- Lead dev
- Dev
- Front-end designer

We are also sourcing resource from Stats NZ for support of SME and around modelling data.

Refer to appendix - Note 1

9(2)(b)(ii)

I met with Nick Gerritsen and Dr Steve Meller around the GovtTech innovation fund across multiple countries and how Stats is relevant as the lead agency. I also talked with Ian Cope from ONS. We validated our approach and how we are further ahead than some countries in bringing mobile data together.

I caught up with Rhonda Paku. We discussed the impact that this could have on iwi and Maori organisations and communities. We discussed how as well as the privacy impact assessment, there could be the development of a cultural awareness assessment. The
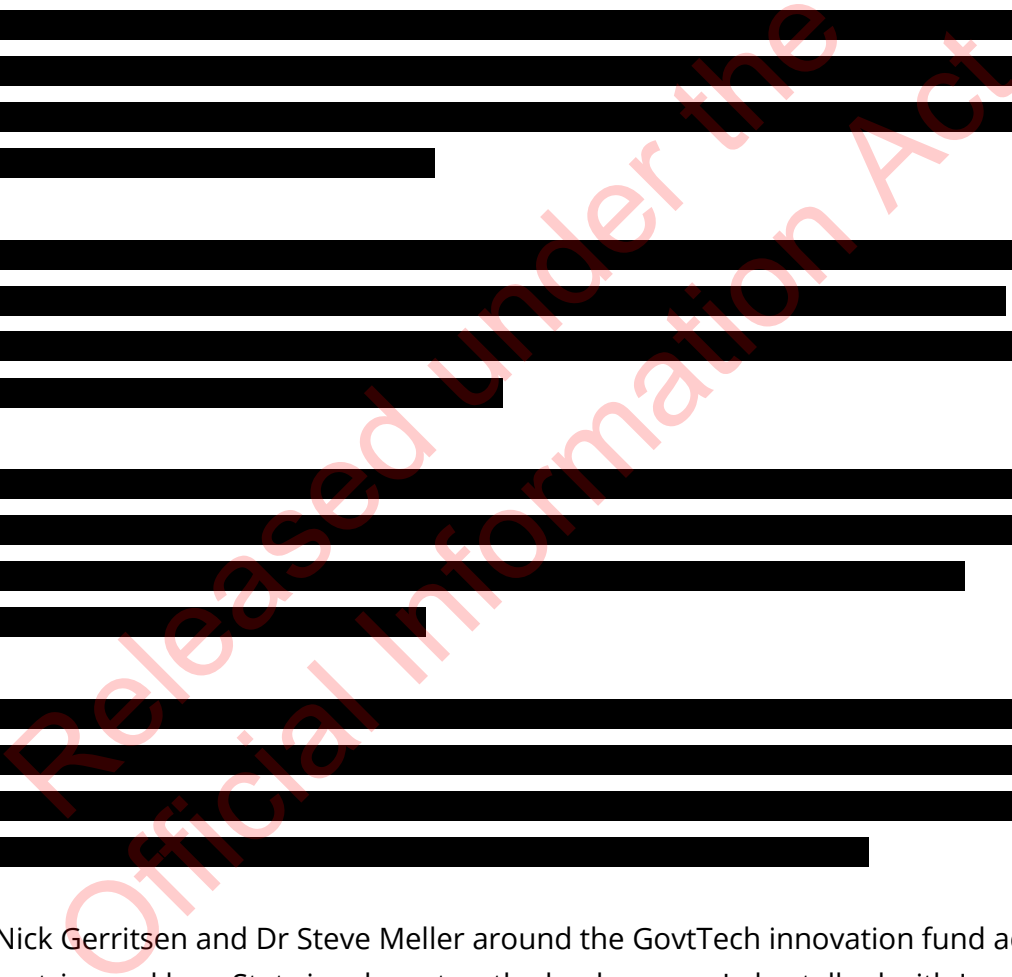
result is that Rhonda is discovering what type of light-framework we can put in place for when people bring our datasets together with their own to raise awareness.

We met with Office of the Privacy Commissioner. We discussed our initiatives, focusing on population density. We prepared ourselves with a Q&A, with questions sourced from news articles and blogs from around the world around the concerns and questions they had with these types of initiatives. We talked through those concerns. OPC was very happy with this and wanted us to go for the tick of privacy. They said it was "a good showcase of big data and privacy."

They saw this as a good opportunity for the telcos to show what was done with customer data, and how it was handled responsibly.

The good:
- Being in a position where we can confidently take the nex steps on a paid pilot.

The bad:
- Some of the feedback on pricing on the pilot was not as positive as we'd hoped.

The ugly:
- We were happy with the last month and don't believe there was something that fits "ugly". This new focus means we can foresee and expect some of the roadblocks and plan for them

KPI's:
- To be discussed with the change of direction.

Next steps/goals:
- Hire the three key roles that will help us with the product build.
- Have a mature pipeline
- Have new KPIs reflecting our focus.
    - Sales
    - State of data providers
    - State of product/roadmap
    - Financials

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Population density pilot

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The pilot

Together we will prove:

- the details of the commercial viability of a population density product and the data
- the quality of population density data inferred from location estimates and Stats NZ population expertise
- the high value use cases

We recommend up to a 6 month pilot to prove the initial model, followed by further iterations of the product and product roadmap informed by the learnings.

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What the pilot will answer?

We will have worked with you to create a business case that adds value to your organisation.

It will have answered what is the monetary value of this product.

For government, it's about making better decisions for Aotearoa NZ.

For others, it's about learning about their community and optimising and growing revenue.

For all, it's about creating clear public benefit in doing this.

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Who has been involved so far?

Over the last three months 12 government organisations have provided validation and testing towards the product being provided in this pilot.

This pilot is the next step in developing a viable product offering that will deliver value to the customers in that group.

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What are the benefits of the pilot?

- Access to data at a level of frequency and resolution that is better than anything available on the market

- The expertise of Stats NZ that improves the quality of the data so you don't have to.

- Any privacy and confidentiality risks are managed by Stats NZ expertise and reviewed by the Office of the Privacy Commissioner

- Simplifying the government procurement process

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What does success look like?

We will agree on success criteria for a pilot, and we expect them to be themed around:

- You develop at least one valuable workflow to incorporate the data provided by us in the pilot

- We reduce your costs relating to the acquisition and processing/handling of data

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What is the commitment from you?

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-

- People from your legal, data/insights, financial and executive areas that will be appropriate for weekly progress meetings, on-going agreement discussions, and authority to make appropriate decisions. We are expecting this will require up to 40 hours a month of time across these areas of your organisation.

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What to expect at the end?

Within 6 months we will have made a seamless transition from testing viability of the product to a live product in use by your organisation.

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Next steps

Signing an MOU to go ahead with the pilot
and confirm the commitment of resources needed.

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https://medium.com/data-ventures

DATA VENTURES ●

ED Report

13 December 2018

Summary:

The focus for the last month has been on securing the contracts with the data providers and signing up customers to the pilot. We have made significant progress on both of these bodies of work.

Refer to appendix - Note 1

9(2)(b)(ii)
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I am also comfortable we can progress the pilot with two of the three telcos, and bring on the third when able.

We have spoken to a number of potential customers inside Government - either Ministries, SoEs or local government organisations. We have had excellent progress with 9(2)(b)(ii), 9(2)(g)(i) ████ who now look likely to sign on to the pilot. We also expect to sign on 9(2)(b)(ii), 9(2)(j) soon, though we are still working through the best use-cases for them. We are also working with MBIE through various channels.

We have continued discussions with ████, and we are still looking at opportunities with ████ - we provided them with the MoU to take part in the pilot and we are waiting for feedback. We are also looking at new possibilities with Sport NZ. Other than ████ we do not expect to sign any of these on before Christmas; early in 2019 is a more realistic timeline.

9(2)(b)(ii), 9(2)(j)
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██ Obviously this is a much lower figure than a subscription to our services, so we have put them aside for now.

Internally, we are bringing on board Haydn Read. The role is to be finalised but Haydn will be in a role like a chief analytics officer. He brings with him strong links to Iwi and to the Bay of Plenty region. 9(2)(b)(ii), 9(2)(j) ████████████████████████████ is one that we are targeting so Hayden will provide some support in that space.

We are still working through the process of hiring four new roles. Finding the right people before Christmas was difficult, as we expected, meaning a new focus in the new year after everyone makes their New Year's resolution to find a better role Those roles are:
- Operations
- Lead dev
- Dev
- Front-end designer

Finally, we also took part in WellyTech where we had a ConnectFour booth. People were able to come and play against one of the DV team in ConnectFour. Over the course of the games we were able to answer questions about us and talk about what we did. While new leads weren't generated it was a good opportunity to for us to work on our elevator pitch and talk to different people about what we do Also, I won a game while blindfolded.

The good:
- Further validation of the great things we're doing with the product that we are able to turn around some enterprise sales in the short period of the Population Density product existing.

The bad:
- 9(2)(j), 9(2)(b)(ii) ████████████

The ugly:
- 9(2)(a) ██████████████████████████████████████

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KPI's agreed until Christmas
- Drew to sign up 5 customers to the pilot
- 9(2)(b)(ii), 9(2)(j) ████████████████████████████████

Communications since last board meeting:

- [The Focus](#)

- [DV is (number) one!](#)

- [What's a Data Broker?](#)

- [Team update #3](#)

DATA VENTURES ●

ED Report

14 January 2019

Summary:

Obviously with the Christmas break there has been limited activity.

9(2)(b)(ii), 9(2)(j)

9(2)(b)(ii), 9(2)(j)

Once we have two telco company's data we will do a media push.

9(2)(b)(ii) 9 2) has pull back slightly from the agreement as they are working on an altered project.

We have spoken with 9(2)(b)(ii), 9(2)(j) who are very enthusiastic, and the next step is to send them the MoU.

We are also starting to get in some reasonable candidate applications for the Operations Lead and the Front-end developer.

[Auckland information]

The good:
- 9(2)(b)(ii), 9(2)(j)

The bad:
- 9(2)(b)(ii), 9(2)(j)

The ugly:

- 9(2)(b)(ii), 9(2)(j)

Communications since last board meeting:

ED Report

22 February 2019

Summary:

There has been good progress on the data provider side, however the customer side has not progressed as quickly as we'd like.

9(2)(b)(ii), 9(2)(j) has signed the MoU, and provided us with the first data sample. We are working with data from Christchurch in the first instance. This sample is to help us understand the work required on the incoming data. Once we have received the first cut of data that also includes numbers we will then receive national data to build out a nationwide model.

The 9(2)(b)(ii), 9(2)(j) data sample has been worked on by people from StatsNZ, it's involved the population team, method team, and the geospatial team. The involvement of the wider StatsNZ team is demonstrating huge benefits to the organisation. It enables StatsNZ to present itself worldwide as leading experts in this field. StatsNZ people have allocated no time to DV because the benefits to StatsNZ have been identified as being more than worth it.

9(2)(b)(ii), 9(2)(j)

We need to make some alterations to the MoU but we expect that to be signed within the week.

Once we have both 9(2)(j), 9(2)(b)(ii) data we will do a media push. 9(2)(b)(ii), 9(2)(j) Hopefully our media piece will involve the Office of the Privacy Commissioner too. We will be working with the communications team from 9(2)(b)(ii), 9(2)(j) before we launch.

9(2)(b)(ii), 9(2)(j)

We are also evaluating some data from 9(2)(b)(ii), 9(2)(j) This data will support population density but is primarily for Travel Patterns. We have signed an evaluation agreement to test the data 9(2)(b)(ii), 9(2)(j)

9(2)(b)(ii), 9(2)(j)

[text redacted]

We have found a new opening with Treasury. The Provincial Development Unit that is based in MBIE sends its recommended applications to Treasury and applications are reviewed at Treasury. We can be a validator to Treasury for them in checking applications. 9(2)(b)(ii), 9(2)(j) [text redacted]

9(2)(b)(ii), 9(2)(j) [text redacted] from the agreement as they are working on an altered project. This lead is by no means dead, but it has stalled. 9(2)(b)(ii), 9(2)(j) [text redacted] has also changed priorities and is now more interested in travel patterns.

Things are taking longer than expected with both data providers and customers. 9(2)(g)(i) [text redacted] We were obviously hoping to have a handful of customers · this again is taking longer, but we are making progress. We acknowledge the pressures to really start delivering and we're confident of having signed customers soon. However we are starting to see the benefits to StatsNZ that are beyond financial. These are particularly manifest around innovation and reputation.

As well as the possibility of funding from the PGF, we are also applying to the Westpac Innovation Fund for [redacted] funding. We are also looking at the potential of applying to DIA's Innovation Fund midway through the year. These will provide us with longer runway.

Data Ventures is participating in the Lightning Lab tourism accelerator which is focused on improving tourism to Christchurch. 9(2)(b)(ii), 9(2)(j) [text redacted] This is another opportunity for us to build awareness and market to potential new customers.

Refer to appendix - note 2

Akama and Jamie have finalised the first product release in early February. It's now ready to receive real· time data. This first product gives us an API and a basic web front-end. Rob is working closely with data providers and Jamie on productising and testing the quality of the data.

We have our new Ops Manager starting in March. She has strong financial experience so we are looking forward to her coming onboard. We had an offer with a Front End Developer who decided against it. We are now deciding whether to re- advertise or to use Akama for further work.

The good:
- 9(2)(b)(ii), 9(2)(j)
  - ████████████████
  - ████████████████████
- First product release done

The bad:
- 9(2)(b)(ii), 9(2)(j)

The ugly:
- 9(2)(g)(i)

Communications since last board meeting:

We are keeping things quiet

DATA VENTURES

ED Report

22 March 2019

Summary:

Excellent progress has been made on the data suppliers side. We have calibrated things using Christchurch, and will soon receive national data from 9(2)(b)(ii), 9(2)(j) and some customers have expressed interest in purchasing what is available already.

Refer to
appendix -
note 1

9(2)(b)(ii), 9(2)(j)

From a customer side, we have also made progress · though not quite as promising, still good.

9(2)(b)(ii), 9(2)(j)

Beyond this, we are meeting in April to agree strategically how the Data

Ventures, Stats NZ and ██████ relationship can go long term. This includes Data Ventures Population Density and [9(2)(b)(ii)] ████████████████████

Drew met with Anthony Kennedy, who will be signing the MoU for MBIE. [9(2)(b)(ii)] ████████████
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[9(2)(b)(ii), 9(2)(g)(i), 9(2)(j)]
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Drew and Rob went to a Hutt City Council vision workshop that focused on bringing together the commercial and innovation arms of Central Govt, Local Govt, Universities and the private sector. The day's ambition was to create a plan around the Gracefield R&D centre that Callaghan is building. ████
[9(2)(b)(ii)]
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██

The Provincial Development Unit has also contacted Data Ventures. It has identified some projects where Data Ventures could add value. This goes along with our strategy to become a key data set to validate tourism themed applications to the Provincial Growth Fund. We will be meeting with PDU now they have identified a few current and pending applications our data can help with. The next step is working with them, using the applications highlighted to build an express PGF application that can help part fund our pilot. The outcome of this will be proving to Treasury, PGF and PDU the value of our data to be made available for tourism themed PGF applications.

We are through to the final stage of Westpac Innovation Fund where we are to present on the 21st March. This being successful will offer us [9(2)(b)(ii)] ████ and Westpac as a customer.

Refer to appendix - note 3

[9(2)(b)(ii), 9(2)(j)]
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████████████████████████████ This has workshops in April to confirm requirements behind our product.

[9(2)(b)(ii), 9(2)(j)]
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██

[REDACTED]

Meeting with Ministry of Education CIO through an introduction from Victoria. This is timely with media coverage about Christchurch looking to reshape it's zoning for schools.

On an interesting opportunity we should pursue in due course. We have a chance to showcase how we can model a moving Index of Deprivation throughout the day, rather than a static model based on home location. This would benefit DHB's, DIA, and MSD at least. This is big for understanding how far people have to travel related to affordability and access to services and how advantaged/disadvantaged areas of NZ are throughout the day and not just at work.

The good:

[REDACTED]

- NZTA has interest in at least two subject areas.
- Provincial Development Unit saying they saw projects where Data Ventures could add value

The bad:

- [REDACTED]

The ugly:

- None, it's been a good month.

Communications since last board meeting:

[REDACTED]

DATA VENTURES ●

ED Report

10 April 2019

Summary:

Refer to appendix - note 1

[9(2)(b)(ii) — redacted]

This is part of the product that's currently our biggest risk. While we are able to get Geospatial Stats NZ resource to help us, we are have been faced with a restructure in the PopStats team. This has meant our key resource [9(2)(a) — redacted] is now unavailable while he managed PSA union duties. This is worth noting it puts at risk us being able to put up a product to the quality we needed within a reasonable timeframe.

We have built a prototype "day in the life of New Zealand" which enables people to see the ebbs and flows of population density down to suburb level. It's for Friday, 1 February (the calibration day).

See some visual examples here:
- CHC: https://www.youtube.com/watch?v=I1n-BVXWdHc
- WEL: https://www.youtube.com/watch?v=xjE_t7yuTlI
- AKL: https://www.youtube.com/watch?v=pu50dAvdy9g

Refer to appendix - note 1

[9(2)(b)(ii) — redacted]

This provides Data Ventures with a model that is very interesting to overseas jurisdictions. Already we've been approached by the Ministry of Information and Technology from India to provide advice, on top of the previous interactions from the UN, EU and NYC. We will be working up a pricing model with NZTE's G2G team to provide consulting to these international customers later in 2019 .

9(2)(b)(ii), 9(2)(j)

Data Ventures also talked with Stafford Strategy from Australia who are leading an investigation in to a South Island Destination Management Plan for Canterbury Mayoral Forum which is backed by MBIE. Stafford Strategy is interested in Data Ventures' data. 9(2)(b)(ii), 9(2)(j)

Drew met with Chris Roberts from TIA. This has been a long sought after engagement. The upshot of the meeting was that the model Data Ventures is providing of data brokerage, is important to the tourism industry and is what's missing right now.

Refer to
appendix -
Note 3

9(2)(b)(ii), 9(2)(j)

[REDACTED] 9(2)(b)(ii), 9(2)(j)

Drew is meeting NZTA on Thursday 11th to discuss NZTA signing an MOU to provide data, not just for the [REDACTED 9(2)(b)(ii), 9(2)(j)] but also for their Travel Demand Management Plan. [REDACTED 9(2)(g)(i)]

Data Ventures is meeting [REDACTED] in April to plan strategically what the next pieces of work will be · that will bring the products back into scope.

Drew met with Stuart Wakefield from Ministry of Education, after a quick discussion; two projects were identified · MOE pay for a lot of buses, they would like to know where the demand is going to grow. They also want to offer free data to students to access their learning tools outside of school through their Hotspot 2 initiative. Next steps are for Drew to meet with the two project owners.

As mentioned above, Data Ventures took part in the All of Government showcase. Other than meeting with the Indian representative, it was probably more useful to be seen there than anything that came out of it. Though it was helpful and interesting that a number of other organisations were now well aware of Data Ventures and what it does/is doing.

Finally, Data Ventures presented at the Westpac Innovation Showcase and has been shortlisted to the final group to receive money from them. We are presenting in early May and will find out how much · if any · money we get then.

The good:

- [REDACTED 9(2)(b)(ii), 9(2)(j)]
- [REDACTED]
- The work Robert has done to eliminate a lot of errors in the data before we even get a model created. [REDACTED 9(2)(b)(ii), 9(2)(j)]
- Jamie's work to get around the limits and restraints we've had accessing Stats NZ resource has kept us afloat.

-

- Making the final group for the Westpac Innovation Fund.
-
- Ministry of Education quickly identifying projects we can work with them on.
- Having Holly join the team and inside a month become a hugely productive team member taking a lot of strains off of me and others.

The bad:
-

The ugly:
- The restructure in PopStats, plus the priorities of Census and other things, causing delays in us building our first model.
-

DATA VENTURES ●

ED Report

15 May 2019

Topics:

The topics I would like to discuss in the coming Board meeting are:

- Secondments between Data Ventures and Stats NZ which return value back to Stats NZ teams/managers (aligns with Operating Model work underway)
- Sales outside of the pilot period and looking beyond the ████████ 9(2)(b)(ii), 9(2)(j)

Summary:

Awareness/Brand

We have been building a media strategy and plan with the three telco companies on how we can give an update to the public and to previous news outlets that have shown interest before, and ones we believe will have interest in what we're doing. 9(2)(b)(ii), 9(2)(j)

███████████████████████████████████

9(2)(b)(ii), 9(2)(j)

███████████████████████████████████

We are revamping our website to activate it as a sales channel. The website update will address the three main areas of interest we've had so far:

- Building awareness of our Population Density product   showcasing customer use cases for large to small organisations.
- Catch any data product opportunities outside of telco data
- Our data brokerage model and opportunities to consult from our experiences

The website update has been planned to go live by the end of June.

Along with the website update, we will be building awareness into the market through various channels (i.e. speaker positions, selective advertising, hosting events).

Relationship with Stats NZ

Following on from the previous board meeting, and while we (the board) work through building the best operating model for Data Ventures working with Stats NZ, the team has been working strongly to build a shared value model with managers and people inside of Stats NZ. Part-time/ad hoc use of Stats NZ people is not an ideal situation for any party.

This has included us talking with People and Culture to identify the best way to return value back to managers/teams when bringing a person across, team managers on what will work best for them and how we can ensure not just the "A+ people" who keep getting the opportunities in Stats NZ.

We have enough certainty around our needs of Population Statistics and Geospatial going forward for the Population Density product to do this.

For the meantime:
- Population Statistics: we have engaged with external parties such as John Bryant (ex-Stats NZ demographer) working with a Stats NZ person to help us with immediate needs in Population Statistics area.
- Geospatial: We have been working Chris Hodgins to explore resourcing options for the immediate needs of Data Ventures relating to the processing and analytical work by Dan Hardwick and Reender Buikema. Blair Cardino has been engaged for conversations around longer term resourcing options.

These are both interim as we work towards a better way of working with Stats NZ.

Revenue/Value

We have received a provisional offer 9(2)(b)(ii), 9(2)(j) from Westpac Innovation Fund. Holly is working with them to work through the terms. This is further validation of the value of what we're doing. 9(2)(b)(ii), 9(2)(j)

Sales progress has slowed in terms of closing any deals. The short week of Easter/Anzac period and pre/post has had an impact in terms of meetings/progress.

The big news is that we are about to advertise for a sales position at Data Ventures. This is to bring a person with more experience of sales in government, allowing me to step back and support the salesperson and focus on the overall strategy/direction of Data Ventures and get out of the weeds.

Second is that we have previously identified an opportunity where there is a gap in revenue between the pilot and post pilot. The focus on this is where we have a lot of interest through parties that were unable to afford the full 9(2)(b)(ii), 9(2)(j)

9(2)(b)(ii), 9(2)(j)

On progressing sales,

- Added new leads:

9(2)(b)(ii), 9(2)(j)

Product/Roadmap

9(2)(b)(ii), 9(2)(j)

This will have the initial population estimates through our product API, and available to our pilot customers.

New data opportunities:

Refer to
appendix -
note 1, 4

- 9(2)(b)(ii), 9(2)(j)

-

-

Risks/Concerns

9(2)(g)(i)

Leadership

We are going through a phase shift at Data Ventures, growing up some may call it. It's an exciting time.

My role was often in the weeds, to get things going, to understand the finer points. I felt it was important to do this in the initial period of Data Ventures. That period is now over.

With the hire of Holly, and settling into a routine and the ability to look up from our feet means there are some changes underway. We can now focus on longer term outcomes .

I have worked through and am in the progress of adding a new outcome layer to people's roles. They are clear on their roles and responsibilities, now I will have them focusing on outcomes. This will come into play over the coming weeks where I will be starting with Holly and working through the rest of the team.

This is important as we look to grow the team, hiring a Salesperson, Lead Developer, UX Designer and second two FTE's from Stats NZ into our team.

This framework will allow me to step away from the high detail aspect, and delegate outcomes to each team member.

What do I need from the board?

Understanding how working through a new Operating Model might impact Data Ventures initially? And what considerations do I need to bring to the team's short term outcomes?

KPI's:

Validate the value proposition of Data Ventures	
Product to market:	1 (Population Density)
MVP's completed	4
Open source deliverables	
Lean Canvases released around opportunities *(including quarterly updated Population Density Lean Canvas & Data Ventures Lean Canvas)*	18
Release value to Stats (innovation, processes, IP)	
Numbers of changes influenced	TBC
Numbers of use cases for Stats NZ	2
Challenge Stats operating model	
People through Data Ventures	31
Operationalised processes	2
9(2)(b)(ii), 9(2)(j)	

Refer to appendix - note 4

The good:
- Westpac Innovation Fund provisional offer
- 9(2)(b)(ii), 9(2)(j)
- Getting access to John Bryant and being CHC based to work closely with Stats NZ

The bad:
- Slowing of sales, which didn't meet my expectations of what I would have achieved by now. The decision around hiring a salesperson will help add horsepower behind this.

The ugly:

- None, it's been a good month.

Next steps/goals:

- Bringing outcome focus to the team
- Closing off our next customer 9(2)(i) ███████████████
- First Population Density model completed and reviewed
- Having our next major product release with customers consuming the data (13 months)
- Westpac Innovation Fund 9(2)(b)(ii), 9(2)(i) ███ round completed
- Recruitment: Salesperson/Lead Developer/UX Designer identified

ED Report

19 June 2019

Topics:

The topics I would like to discuss in the coming Board meeting are:

- First OIA, and what can we do to be more transparent?
- Data Ventures and RFI/RFP's out for tender

Summary:

Awareness/Brand

We have made the start of an awareness push around Data Ventures and our Population Density product.

We are planning to host three product launch events in Wellington (25th June), Auckland (26th June) and Christchurch (4th July). We will invite our target customers, data providers and influencers to these events. It will help Data Ventures raise our market awareness and warm up the market for further pilot and post pilot sales.

As part of the launch events, we are planning to have a separate day to bring in media across a day and provide samples of data for them to use with a story they have been working on or a story they would like to work on.

Additionally, our website has been re designed (https://dataventures.nz). The main purpose of the new website is to generate small sales opportunities for Population Density. This has the goal to help fill the gap between pilot and post pilot revenue.

We have highlighted some lighter use cases, to demonstrate value through samples of data 9(2)(j) This has also been tested with smaller customers positively when revisiting parties that have previously said no due to the price being so high.

Relationship with Stats NZ

As you are aware, there is work progressing that relates to the operating model and service delivery model of Data Ventures working closer with Stats NZ. Kelvin and I are working through together with Tregaskis Brown to get this completed.

The work initially required me to spend most of a week with them running through Data Ventures from the beginning to where we are now. Unfortunately, Kelvin was away for this first week, but Kelvin and I agreed it was important to keep moving forward and he caught up with them individually.

Now they are talking with people inside of Stats NZ who have been involved so far when working through the best ways for Data Ventures to deliver with a Stats NZ backing.

My hope is there will be two outputs from this work, a list of things that Data Ventures needs to do to make this as much of a success as it can be, and another of what Stats NZ needs to do.

In the meantime, we are progressing with the approach of using Stats NZ resource as discussed in the last board meeting. This has resulted in us building further awareness internally by giving regular progress updates, but as expected, there is still plenty of work to be done.

Currently, there are no real immediate risks to our resource requirements. When we get into BAU, we are expecting this is where the output of the operating model work by Tregaskis Brown becomes important, however, we are not sure how much needs to be changed and how fast Stats NZ will be able to absorb these changes.

Revenue/Value

Holly and I have been investing a lot of time to get a salesperson on board to Data Ventures. Filtering through many applications, having Interviewed six promising candidates, we have narrowed down to two. We have reference checked one, and doing a final interview with the other. We are confident to have the sales resource on board in the next few weeks.

refer to
appendix -
note 4

The MOU with MBIE is in a good place with final smaller detail changes left after some delays resulting in the topic of the Accommodation Survey and the distractions that caused. The good news here is the involvement of the policy team. 9(2)(b)(ii), 9(2)(j)

9(2)(b)(ii), 9(2)(j)

A new opportunity has come up around the Electoral Commission, in how the data can be used to validate responsible spending of physical (i.e. billboards) advertising spend. By knowing how many people, the pattern of population in areas of NZ, this can help them benchmark good/bad spend in this space. They need to bring together a marketing strategy starting 1st July which our data will be part of. This could grow to an interesting tool for All of Government, and even used for things like Census, with the online advertising aspect being covered by a partnership with 9(2)(j) which I'm in discussions about.

9(2)(b)(ii), 9(2)(j) This is now reflected in the sales pipeline. I have invested a lot of time into this, I will be putting down the last effort to get them on board, otherwise, I will leave them with everything they need and wait for them to come back.

MPI progressed with a B3 (https://www.b3nz.org/) meeting we hosted, presenting what we are doing. 9(2)(b)(ii), 9(2)(j), 9(2)(g)(i)

The raising of awareness planned for this month, the salesperson hire, our product now being ready, we are positioning ourselves for better news in July on the revenue front.

As there is budget remaining for this financial year, Data Ventures utilised this on marketing and awareness, operating model consulting, product building activities. The detailed figures can be found in the financial part of the board paper.

The financial model has been updated based on these changes. In this financial year, Data Ventures will have $260K budget remaining at the end of June and the new financial year forecast deficit has been dropped to $83K.

Product/Roadmap

The Population Density product will reach production ready status by the time the next sprint by Ackama completes on 20 June 2019 with an SLA to provide on going maintenance. This will mean the first (and consecutive) pilot customers will be able to access the data from that date forth.

We have made some fantastic hires recently with Blair (Lead Developer) and Sarah (Intermediate Developer), who both have a Data Science background. With them on board, we will start progressing to maintaining and further developing products in house in the following weeks/months.

The roadmap is still heavily dependent on the supply of data from data providers, 9(2)(b)(ii), 9(2)(j)

9(2)(b)(ii), 9(2)(j)

The first iteration of the methodology developed by a hybrid team of Stats NZ and an external supplier (John Bryant) has been completed. It's exciting that after initial testing of the model over the data we have, there were no major issues. The confidence is high we have a great product.

9(2)(b)(ii), 9(2)(j)

refer to appendix - note 1

Risks/Concerns

Sales. My time hasn't been what I promised the board (60%). I'm taking the time to invest in a salesperson who will be able to take on the very important task of progressing leads. I feel very confident when they come on board there will be the progress we are all hoping for with the leads so far.

Leadership

I invested a good amount of time bringing the team one by one into outcome based focus. The team now have outcomes alongside their existing roles and responsibilities.

While only a small note, it is an important one. This has had a fantastic impact on the team allowing autonomy and for me to move into focusing on sales/strategy again and also important to have this done before the team expands.

Recruitment

Data Ventures posted four job advertisements for Lead Developer, Intermediate Developer, Front end Designer and Sales representative in mid May. After careful selection, an amazing response, we have identified the best candidates for each role.

Blair (Lead Developer) started on the 10th of June, Rath (Front end Designer) will be joining us on the 24th of June.

We are still preparing the IEA for the Intermediate Developer (can start immediately) and Sales representative role (2 weeks notice) with some processes needing to be followed with People and Culture. This is due to the nature of the Sales role being new for Stats NZ.

That being said, People and Culture have been fantastic to turn these things around for us. We understand the need to get this right.

KPI

Note: I, unfortunately, wasn't able to recall the decision around displaying/updating KPI's from minutes. I will request in the next meeting to clarify.

Validate the value proposition of Data Ventures	Target	Actual
Product to market:	1	1 (Population Density)
MVP's completed	10	4
Open source deliverables		
Lean Canvases released around opportunities *(including quarterly updated Population Density Lean Canvas & Data Ventures Lean Canvas)*	5	18
Release value to Stats (innovation, processes, IP)		
Numbers of changes influenced	TBC	TBC
Numbers of use cases for Stats NZ	TBC	2
Challenge Stats operating model		
People through Data Ventures	TBC	31
Operationalised processes	TBC	2
9(2)(b)(ii), 9(2)(j)		

refer to appendix - note 4

The good:
- The whole team is now working on an outcome basis, this has allowed me to delegate to the team.
- Amazing hires, what we're doing is attracting some amazing talent.
- The first run of the model for Population Density tested really well. 9(2)(b)(ii)

The bad:

- Sales, I just haven't had the time I wanted, however the invested time into getting a salesperson I believe will pay off.

The ugly:

- Being associated with the Accommodation Survey in the news, even though we are completely unrelated to it. Resulted in an OIA. The good side of this is the OIA is high level and what they're asking for has

Next steps/goals:

- Have salesperson on board and active starting to take over relationships
- At least one customer using product
- 9(2)(b)(ii) ███████████████████████████
- First sample sale
- 9(2)(b)(ii) ████████████████████████████████

Appendix – Content summaries

Note 1 – Data Provider

This is a general update around communication company's involvement, progress and negotiations around the MOU Data Ventures has with each party. These include the various stages of where they are at in terms of our pilot and highlights the various levels of capabilities which may cause damage to the parties mentioned.

In addition to the telecommunication companies, it includes an on-going discussion relating to a dataset to determine if it is applicable to us, our roadmap and may affect our negotiation status with that party.

Note 2 – Real-time data (RT)

The platform we are developing can take in real-time data. This is unrelated to the data we currently receive, which as this is a one-off snapshot of data of 13 months for the Population Density pilot and is not real time.

Note 3 – NZTA

This is related to discussions with NZTA to which Data Ventures is helping in a Stats NZ capacity to raise any issues, opportunities, and oversight alongside other organisations.

NZTA has identified a need for a higher level of understanding about how, where and why people move within the New Zealand transport system. NZTA is exploring the potential trial of a model that enables:

- better targeting of network interventions to support stated national, regional, and local policy outcomes
- a more fine-grained understanding of the impact on the network of seasonal variations and other recent changes
- a standardised input to further specialised and local scenario transport demand modelling.

NZTA is yet to decide whether the trial will go ahead or not, following which the information may be available

Note 4 – Revenue (Rev)

Data Ventures intends to release revenue, however at this point amounts can be attributed to individual organisations and the pricing of the product, risking future negotiations and the commercial position of both parties. As the customer base grows, revenue information will be available for release.