

MINUTES
NEW ZEALAND STORY BOARD MEETING
WORKING GROUP

Date: 21 February 2020, 1.00pm – 4.00pm
Location: NZTE, Level 15, The Majestic Centre, 100 Willis Street, Wellington
Attendees: Paul Brock, Peter Chrisp, Grant McPherson, Julie Christie, Steve Smith, Rebecca Smith
Guest: Alexandra Lutyens (Acting Divisional Manager at MFAT)
Secretary: Savannah Chen
Apologies: Ray Smith, Dave Samuels, Chris Seed, Andrew Cutler, Stephen England-Hall

1. PROCEDURAL

Paul Brock opened the meeting.

1.1 The board noted and updated the disclosed interests.

1.2 The board approved the minutes of 9 December 2019 board meeting.

1.3 Action Points from Previous Meeting

Action: Updating 'Action Points' document in relation to key actions for strategy execution.

1.4 Board member activities

Julie and Pete provided an update on Expo2020. \$7 million is set aside for the stories and equipment inside the pavilion, from which \$1.6 million is for developing video content (6-8 stories). So far, stories have been developed on fishing, dairy, wool, Weta Workshop, Rocket Lab and tech. It has been challenging finding stories that are authentic and work cross language barriers.

The Board had a discussion around NZ Story's participation in the Olympics and Rugby World Cup. It was mentioned that having New Zealand stories told in these events would be a good opportunity. The Board is supportive for NZ Story to leverage and lean into these events.

2. VIRUS UPDATE

2.1 Virus impact update

Grant provided an update on virus impact on Education New Zealand. China represents over 30% of international education total value at 1.8 billion. There is significant economic contribution at risk depending on when the travel ban is lifted. There are three streams to ENZ's recovery work programme: 1) rebuilding China market; 2) taking actions on other markets; 3) supporting Chinese students in New Zealand. ENZ has a budget of \$1 million set aside for the recovery programme until June 2020.

Pete provided an update on virus impact to NZTE. In terms of export, half of the impact are made on primary sector. Ports are running at 15% capacity. Manufacturing is also impacted consequently due to 25% of NZ companies source 80% of their components from China. NZTE will increase their storytelling in diluting market concentration risk.

2.2 Budget bid update

Pete provided an update on the budget bid process. MBIE has decided to go with the small package (with no NZ Story bid), with an outside chance of an additional \$2 million for NZ Story. It was noted that Paul Stocks mentioned the opportunity around coronavirus funding package at NZTE Board meeting.

Action: RS to contact Brook Barrington and Peter Crabtree re coronavirus /reputation rebuild funding to NZ Story.

3. STRATEGIC SESSION

3.1 Strategy Review Update

The Board noted that a specific framework on tight/loose approach and a clearer guideline should be in place to set standards. It was mentioned that besides being “brave and humorous”, the stories should also be “unexpected”. The Board also mentioned it is important to activate the champions and get them to tell the stories.

Changes had been made by the Board to ‘Strategy and plan on a page 2020-2025’.
(The updated documents are attached.)

It was recommended by the Board to prioritise actions on Influencer Strategy, Maori Partnership and Capability (board, leadership and deploying master coaches).

4. OPERATIONAL

4.1 Priority Markets for 2020-2025

The Board noted the heat map produced based on market priorities across all Government agencies and the nine recommended international markets. It was noted that the decision on perception research should depend on time and effort required and the co-funded model. It was mentioned that ENZ also conducts market research and aligns with MFAT’s “LIFT” markets. The Board noted the strategic priority markets for NZ Story is an overall reflection of where New Zealanders are trying to achieve its objectives.

The Board discussed and agreed to the following 5 international priority markets for NZ story:

1. Germany
2. Japan
3. USA
4. China
5. UK

4.2 Summary of operational update and dashboards and Q&A

Rebecca provided an update on the operational highlights.

It was noted that a refreshed website was launched in December 2019. The Board recommended to have Minister Twyford announce the website launch.

Action: Rebecca to contact Jane Cunliffe re website launch before next minister meeting.

It was noted that Dubai Inside Stories was launched at Gulfood in February by Minister Parker.

The Board noted that we now have 269 FernMark Licensees, and the programme is generating a reasonable surplus.

5. CONCLUSION

5.1 Any other business

Paul is currently working with MBIE through NZ Story Board refresh process.

The Board agreed to have the next board meeting on 28th April in the Hawke’s Bay.

Julie is planning to depart NZ Story Board due to other work commitments. This is not imminent.

Paul closed the meeting at 4:00pm.

MINUTES

NEW ZEALAND STORY BOARD MEETING

WORKING GROUP

Date: 28 April 2020, 1:00pm – 3:40pm
Location: Zoom
Attendees: Paul Brock, Peter Chrisp, Grant McPherson, Stephen England-Hall, Julie Christie, Steve Smith, Andrew Cutler, Rebecca Smith, Chris Seed (1-1:45pm)
Guest: Gillon Carruthers (MPI); Richard Laverty (TPK)
Secretary: Savannah Chen
Apologies: Ray Smith, Dave Samuels

1. PROCEDURAL

Paul Brock opened the meeting.

1.1 The board noted and updated the disclosed interests.

1.2 The board approved the minutes of 21 February 2020 board meeting.

1.3 Action Points from Previous Meeting

All previous Actions are completed and closed. Awaiting other items to be added.

1.4 Board member activities

Julie provided an update on Expo2020. There has been one positive Covid-19 case on the construction team. Recommendations have been made to delay expo by 11 months. Minister Peters has pre-approved NZ's support for the delay. The proposed new start date is 1 October 2021. The probable delay appears to be acceptable by major sponsors and stakeholders. A paper is being developed along with MFAT to develop a strategy for the cost implications. Staff implications are under consideration.

The America's Cup is likely to continue as planned, but it is to be confirmed by the government.

2. STRATEGIC SESSION

2.1 NZ Story in the context of Covid-19

The Board showed an overall support to accelerate the momentum of NZ Story and our storytelling in international markets. The Board agreed it is important to keep the NZ brand presence alive, and the storytelling across different agencies should be more aligned and values based.

Chris mentioned the government continues to have a heavy focus on recovery and re-engagement internationally. Digital tools are one important element to the process, especially with limited resources in market. It was noted that it would be powerful to have NZ Story as one of the channels to keep New Zealand messages out in the world, and meanwhile to use this opportunity to reposition in our ministers' mind. The Board also noted that there is a need for a strategic approach with aligned messaging on storytelling to support the public diplomacy effort.

With borders remaining closed and businesses back in the market, it was noted that there is a great need now for government to support businesses with resources and storytelling. The Board agreed that Covid-19 provides evidence to our story, demonstrating our values of caring for people and place. However, the story needs to be told appropriately, and what we need is a narrative to link that with our value propositions going forward. F&B sector story was recommended to be one of the main focuses in the next 12 months.

Chris Seed left the meeting at 1:48pm.

Richard Laverty mentioned the story could be built on how we dealt with recovery in a way that is inclusive, sustainable and productive. Particularly in the Maori context, the story could be about

how we treated our indigenous population who are at most risk in this phase, with NZ being a potential leader of indigenous development.

Pete provided an update on budget bid for the recovery. A \$4million bid for NZ Story was submitted in NZTE's budget bid, which is also in the MFAT-NZTE cabinet paper. In terms of resources, MPI and TNZ were mentioned to be the main streams.

The Board noted that TNZ is currently working with external agency partners to pivot the NZ tourism brand story towards our values. The Board agreed there is a need to create a mandate, potentially a "Taskforce" where people from various government agencies can work jointly on the recovery. This could be leveraged off TNZ's current brand project, supported with other resources.

s9(2)(g)(i), s9(2)(j)



2.2 Strategy refresh into action update

Rebecca provided a summary of strategy to actions. It was mentioned that regardless of funding, some capability shifts will be implemented to begin the transition to the new strategic direction. The Board agreed we should identify the right person to connect us and to lead in the Maori partnership work. A list of names was nominated for potential Maori contacts. It was also mentioned that there is a demand for tools with easy access to assist Maori in building micro exporting businesses.

Action: Rebecca to work with Richard and Stephen to identify the Maori lead.

Gillon Carruthers left the meeting at 3:20pm

3. OPERATIONAL

3.1 Summary of operational update and dashboards

Rebecca provided highlights for operation updates.

FernMark applications have continued regardless of Covid-19.

The Board agreed that Australia is one important priority market for the recovery strategy. The Board will have a discussion on priority markets again in the next Board meeting.

4. CONCLUSION

4.1 Any other business

The Board agreed not to create any paywall or incur any charge on Toolkit, to ensure all content is free and available for the public.

It was noted the idea of divesting sector stories to NZTE is not finalised.

Paul closed the meeting at 3:40pm.

MINUTES
NEW ZEALAND STORY BOARD MEETING
ANNUAL STRATEGIC SESSION

Date: 19 June 2020, 12:45pm – 3:15pm
Location: NZTE, Level 15, The Majestic Centre, 100 Willis Street, Wellington
Attendees: Paul Brock, Peter Chrisp, Grant McPherson (Zoom), Stephen England-Hall, Dave Samuels Julie Christie, Gillon Carruther, Andrew Cutler, Rebecca Smith
Guests: Ben King (Deputy Chief Executive MFAT), Kellie Nathan
Secretary: Savannah Chen
Apologies: Ray Smith, Chris Seed, Steve Smith

1. PROCEDURAL

Paul Brock opened the meeting.

1.1 The board noted and updated the disclosed interests.

1.2 The board approved the minutes of 28 April 2020 board meeting.

1.3 Action Points from Previous Meeting

Rebecca provided an update on working with Richard Laverty from TPK on the position description of the Māori Lead role.

1.4 Board member activities

Julie provided an update on Expo2020. The one-year postponement of the Expo would require agreements from two-thirds of the participating nations. The acceptance of the delay has been reasonably well received by ministers, and New Zealand will still be committed to the Expo participation. Surprisingly, the Expo has been receiving a lot more sponsorships from private sectors, with an increasing interest in storytelling.

The Board noted the ministers have approved to proceed with the board appointments. The coalition parties are currently identifying nominations. Paul will circulate the shortlisted nominations in the Board once available. Paul is working with MBIE to finalise the position brief.

Dave provided an update on TPK strategic shifts – influencing across wider State sector; continuing to lead policy advice on Māori outcomes and strengthening approach to implementation on issues of specific importance to Māori; innovative investment; brokering in 17 offices across 6 regions as their connection to the community; identifying programmes and services that can be transferred to wider public service agencies. TPK is also developing Māori economic and community resilience strategy for post Covid-19 recovery.

Ben King updated that MFAT is continuing to bring New Zealanders home from overseas, with an expectation of twenty thousand more to return. Foreign repatriation programme is also in place to take foreigners in New Zealand home. There is complexity on the foreign policy and trade, and MFAT is working with NZTE to ensure NZ is well positioned in the next two to three years. Another focus for MFAT is sustaining the offshore network.

Grant provided an update on international education. An international education recovery plan is being delivered to the cabinet on Monday 22nd June, which focuses on 1) media recovery and support for the industry and 2) new approach to international education. There has been a shift in the market where students are not wanting or allowed to travel for various reasons, which generates an opportunity for us to build around offshore delivery and online/digital delivery programmes. ENZ is also working closely with TNZ to ensure we retain our visibility in markets.

Gillon provided an update on MPI's Fit for a Better World programme.

2. STRATEGIC SESSION

2.1 Brand Campaign Overview

Rebecca presented "Brand NZ Restart" presentation to the Board.

Stephen mentioned the challenge is to keep NZ alive in the hearts and minds of people around the world. The challenge from the creative point of view is how to keep a brand layer acceptable, leverageable, unique to NZ and accessible by other sectors. The creative idea is to deliver "Messages from New Zealand", as a platform of getting people to tell the stories. It is very important to put our



values at the centre of the marketing proposition and story. The Board noted the three values Manaakitanga, Kaitiakitanga and Ingenuity, are the current working values, which will require a refresh in the future.

Stephen left the meeting at 1:30pm

The idea behind this campaign is to reach out to the world in a heartfelt genuine way that only kiwis can, by sending heartfelt messages of positivity and optimism. The intention is these messages do not just come from famous people but from everyday New Zealanders, and creating messages that the world can receive, feel lifted by and respond to. There are four main stages, which are enlisting support, brand message, sector messages and topical messages. The Brand NZ hero film is already in the process of being filmed, with the concept of “if you could encourage the world to do one thing, what would it be?”. The team is looking at whether there are any influential people around the world who we can encourage to support this campaign and participate. However, there had been many declines due to various reasons. The team is also gathering user generated content to get people involved and create their own content. There is also an idea being developed around sending an F&B experience to friends of New Zealand to encourage them to participate.

NZTE and MPI are leading the F&B campaign. The intent is to promote the fact that NZ is a safe haven that creates outstanding healthy products with care, and to give a feeling of trust. There is also an activation and conversion layer to make sure the products are available in those different regions.

The Board noted the campaign overview.

The Board agreed for NZ Story to take on the Tech sector story. The Chair and Director will decide if any activities need to be dropped to enable that. The Board also agreed to use and repurpose existing NZ Story ingenuity footage for the Tech story.

Action: NZ Story to take on Tech sector story.

Stephen returned to the meeting at 2pm.

The board noted there is a unique opportunity to engage with private sector and individual New Zealanders in this campaign. The Board had a discussion on whether to use “# EXPERIENCE NEW ZEALAND” or just “EXPERIENCE NEW ZEALAND”, and agreed with the approach of launching the channel and content first, then decide whether to add the hashtag. The Board also had a discussion on whether to use “NEWZEALAND.COM” or “100% PURE NEW ZEALAND” as the end frame. The Board noted, on one hand we could leverage the already existing “100% Pure New Zealand” brand as the aspiration/statement of intent of the country, whilst on the other hand it could narrow the parameters of our content and lead to a national conversation, it also would be challenging for some sectors such as education and tech to connect with this brand. The Board also mentioned the perception of our priority markets on “100% Pure New Zealand” is a very important factor for consideration.

Grant left the meeting at 2:45pm.

2.2 Strategic workplan for FY21

Rebecca provided an update on the Strategic workplan. The Board noted there will be a phase two on the taskforce work to ensure we have a central unifying idea and a clear set of values we all agree to.

The Board noted specific content for each priority market is being developed, comprising the inside story film, specific capability stories, and market tips. An example of this content for Middle East was presented to the Board.

2.3 Capability change plan for FY21

The Board noted the Māori lead role is intended to be a permanent role, which has not been finalised yet. The Board suggested we should prioritise to bring in someone for a short term to fill the role in the interim.

3. CONCLUSION

Paul closed the meeting at 3:15pm.

MINUTES
NEW ZEALAND STORY BOARD MEETING
WORKING GROUP

Date: 11 September 2020, 1pm – 4pm
Location: Zoom
Attendees: Paul Brock, Peter Chrisp, Grant McPherson, Stephen England-Hall, Steve Smith, Julie Christie, Andrew Cutler, Richard Laverty, Rebecca Smith
Guest: Emma Bannock (MPI delegate), Nathan Farmer (One Picture)
Secretary: Savannah Chen
Apologies: Ray Smith, Chris Seed, Dave Samuels, Gillon Carruthers

1. PROCEDURAL

Paul Brock opened the meeting.

- 1.1 The board noted and updated the disclosed interests.**
- 1.2 The board approved the minutes of 19 June 2020 board meeting.**
- 1.3 Action Points from Previous Meeting**

Rebecca provided an update on Action Points.

Ingenuity campaign filming is scheduled on 14-15 September.

Māori engagement work has been pre-briefed to Jaewynn McKay, with a proposal outline underway in building the strategy and Māori engagement plan. The Board mentioned it is important to have Jaewynn connected with other Māori advisors from different agencies to align storytelling initiatives.

Action: Rebecca to send the list of people whom Jaewynn will be connecting with, for the Board to add to the list.

We have now reached 308 FernMark licensees, and the programme continues to generate a surplus. The increase of FernMark acquisition is a result from both organic and acquisition programmes. An acquisition campaign is underway in partnership with the F&B campaign. A FernMark 2.0 plan is underway to explore next steps for the programme and how to streamline to improve the customer experience.

Action: Review FernMark 2.0 and develop next steps for the programme.

s9(2)(f)(iv), s9(2)(b)(ii)

s9(2)(b)(ii)

1.4 Board member activities

Pete provided an update on Expo2020.

There has been a further \$8million increase in expense to allow us to delay Expo by a year. Pete mentioned there was still a gap in the education and tech sectors. The Expo Board had a few changes, s9(2)(b)(ii) Miriana Stephens and Nicola O'Rourke joined, and Julie agreed to stay on the Board.

Steve Smith also mentioned the Fit for a Better World idea has gained good traction.

2. STRATEGIC SESSION

2.1 Global Pulse Insights

Nathan Farmer joined meeting at 1:25pm.

The Board noted the pulse check research has been done globally in June to check if perceptions of NZ had shifted throughout the Covid-19 pandemic, to validate if our previous global perception research still held true and to identify what some of our opportunities are.

Nathan Farmer presented Global Pulse Check Insights to the Board, followed by a Q&A session. *(Presentation has been shared with Board.)*

It was suggested NZ being 'good for the world' be an implicit positioning, and we would need a long-term and consistent messaging given the world is changing rapidly. It was also mentioned that our people are seen as great problem solvers, and there is an opportunity to tell the ingenuity

story. Pete added that Expo's fundamental idea is to showcase NZ applying ingenuity to achieve the outcome of caring for people and place. Richard asked if we were now ready to link local and authentic Māori stories. The Board noted that Māori values are at the heart of storytelling and are important proof points for our nation's integrity, though people's understanding of Māori values differs by country. There are certain markets where we could speak up more confidently about Māori values, while in others we might lose traction due to lack of understanding.

Rebecca provided an update on the latest RepTrak Report conducted pre Covid-19. (*Report has been shared with Board.*) The Board noted the perceptions of NZ being an 'Advanced Economy' and 'Effective Government' have moved up into a stronger tier, and New Zealand is now the 4th most reputable country.

ACTION: The Board suggested the RepTrak Report to be shared widely.

Nathan Farmer left meeting at 2:45pm.

2.2 Brand NZ (Project Kuaka) – project update

Stephen provided an update on Brand NZ project. The Board noted the sentiment on the core campaign content remains positive across our top markets, s6(a), s9(2)(g)(i)

The highest performance content to date is the 'shout out to the world' content. It was also mentioned two different metrics 'appeal' and 'preference' are being tracked within the active considerer audience group, from which it was found the 'appeal' metric for NZ F&B is very high in Australia, US and UK, and not as high in China, Japan and Korea. If we could shift the 'preference' metric in those markets, there could be a substantial return to be gained.

2.3 Unified Brand NZ Approach – project update

Rebecca updated that the next steps would be reviewing the data and learnings from current work across different agencies to frame up the phase 2 approach, which will be discussed in detail in our December board meeting.

3. OPERATIONAL

3.1 Priorities update

Rebecca provided an update on priorities from both strategy refresh and post Covid response. It was noted that there has been work done around advocates and brand champions, with one of our team members currently working with NZTE F&B team on business engagement and running webinars. We are also working with Tech NZ to build advocacy within the tech sector, as well as building advocacy within the FernMark licensee group.

Rebecca shared Regional Kōpū content with the Board. The Board noted the Kōpū content for different regions will make it easier for all government agencies to access relevant content in different markets.

3.2 Operational highlights + Q&A

Rebecca provided an update on operational highlights. The dashboard of June 2020 (year-end) was shared, and the board noted the high engagement rate on social media, government registered users and download figures. The dashboard of August 2020 was also shared, noting the engagement rate has slightly dropped, FernMark licensees have continued to grow, and the NPS is +75. The Board noted the type of sectors using the Toolkit is continuing to diversify.

Rebecca shared Middle East Ingenuity Short Story with the Board. Pete suggested to link the ingenuity with care. The Board also requested measures for the Ingenuity campaign be consistent with other campaigns.

With the sector stories moving to NZTE and in discussion with NZTE people, NZ Story has decided to stop offering workshops. s9(2)(g)(i)

4. CONCLUSION

4.1 Any other business

4.2 Close

Paul closed the meeting at 3:40pm.

MINUTES
NEW ZEALAND STORY BOARD MEETING
WORKING GROUP

Date: 11 December 2020, 2pm – 5pm
Location: NZTE, Level 15, The Majestic Centre, 100 Willis Street, Wellington
Attendees: Paul Brock; Peter Chrisp; Stephen England-Hall (Zoom); Grant McPherson; Dave Samuels; Steve Smith; Ben King; Andrew Cutler; Gillon Carruthers; Rebecca Smith
Secretary: Savannah Chen
Apologies: Ray Smith, Chris Seed, Julie Christie

1. PROCEDURAL

Paul Brock opened the meeting.

- 1.1 The board noted and updated the disclosed interests.**
- 1.2 The board approved the minutes of 11 September 2020 board meeting.**
- 1.3 Action Points from Previous Meeting**

Rebecca provided an update on Action Points.

s9(2)(b)(ii)

It was noted the Tech Story refresh is underway, aiming to launch in May 2021.

Paul provided an update on advisory board appointments.

1.4 Board member activities

s9(2)(g)(i)

A summary of 'NZ Country Branding Landscape' was presented to the Board.

Action: Rebecca to circulate the 'Global Nation Brand Indices & Rankings' pack to the Board.

Ben King also provided an updated on the committed budgets. The Board noted the government would start reviewing and recalling some of the funds that had been allocated, as the economy was performing better than expected. The Board also noted René de Monchy had been appointed as the Interim Chief Executive of TNZ.

2. STRATEGIC SESSION

2.1 Phase 1 Kuaka Review & Discussion

The Board noted in-depth interviews had been conducted for the Phase 1 review. A summary of feedback had been circulated to the Board.

The Board noted the next four steps: 1) clarifying roles, responsibilities, and collaboration; 2) refreshing values; 3) better incorporating Māori dimension; 4) maintaining reach, volume and momentum. The recommendations and timeline were also noted and are outlined in more detail in attached below.

The Board advised there was no need or motivation to rethink/reinvent the core values, although there was a suggestion around adding another value bespoke to each sector. The Board noted "Kaitiaki" and "Ingenuity" were the two most common values across NZ Inc. The Board agreed to a recalibration of the values.

Dave mentioned there had been many changes in the Maori Crown relationships which resulted in different expectations. The Board suggested we need an influencer strategy, and potentially a brand summit to involve creative business influencers.

Action: Add another recommendation – Build the tribe with an influencer strategy and plan for a brand summit in Feb/March 2021.

The Board supported the idea that Brand NZ needs strong leadership that's highly collaborative, highly credible with Māori and has strong project management skills, but what's involved in this role needs to be clarified and defined before the next Board discussion.

s9(2)(g)(i)

The Board acknowledged the value in developing a creative brief to deliver strategy with objectives for the next wave of Brand NZ activities, as this would bring consistency across agencies in different executions. The Board also noted the importance of incorporating the Māori dimension in the brief. However, this could be challenging and time consuming.

3. OPERATIONAL

3.1 Māori Engagement update

Rebecca provided an update on Māori engagement. The Board noted the updates and recommendations.

A list of names were nominated for establishing a Kāhui Māori.

Action: Stephen to connect Rebecca with Hemi Sundgren.

Action: Rebecca to reach out to Expo and APEC Māori leads as a starting point to set up a Kāhui.

3.2 Operational update & dashboards

Rebecca provided an operational update.

The Board noted the good performance of *Ingenious Together* campaign. A dashboard of Campaign Delivery Overview was presented to the Board.

The Board noted the November Metrics Dashboard and FernMark Dashboard, and noted the next phase of FernMark acquisition campaign would be in partnership with NZTE targeting another tranche of NZTE customers. It was also noted the FernMark licensee renewal process would be changed to auto renewal.

Rebecca also provided an update on Regional Kōpū content, advocacy, advisory support and PR & media coverage, all noted by the Board. The Board suggested to explore the opportunity with Te Papa on incorporating the New Zealand story component.

3.3 Workshops update

The Board noted NZ Story physical workshops were replaced with online webinars and digital speaking opportunities over lockdown, which would be continued as we gained good results and high engagement. NZ story is also delivering insight led presentations to industry and support groups, supporting the development of relating workshops by other providers, and exploring adding "Why Leverage NZ's Reputation" to services and training programmes.

Pete asserted the need to continue physical NZ Story workshops as a priority.

Action: Board to have a discussion on the overall budget planning for next year in the Feb board meeting.

4. CONCLUSION

4.1 Any other business

4.2 Close

Paul closed the meeting at 4:50pm.

Released under the Official Information Act 1982

Board Meeting 11 December 2020: Recommendations and Board Approvals:

Recommendations	Outcome	Next Steps / Resolution
1. Deliver Kuaka Phase 2 in 2021 to resolve some key foundations including values and identity.	Agreed Subject to definition around the role of the leader of this and what's required. Agreed in principle that it's NZS but need more clarity on what the brief is for the leader of the work before agreement	Propose instead the creation of Brand Hub with representation from all agencies with central project coordination. This Brand Hub determines together the Brand NZ workstreams and outputs.
2. Create an inclusive 2021 taskforce with the speed, capability and agility of 2020	Agreed	
3. Develop and deliver a refreshed and agreed brand essence, and clearly defined values	Agreed	Scope Value Prop territories with Brand Hub Calibrate Values with Brand Hub Test at a Brand Summit with independent facilitator
4. Develop and deliver a New Zealand Brand Tohu to aid speed and execution alignment	Agreed Subject to the brief of what's covered/involved and who leads it.	Brand Hub to determine the scope of the Brand Tohu
5. Develop and deliver a creative brief to: A. Deliver a creative strategy B. Achieve agreed objectives	Agreed Subject to the brief of what's covered/involved and who leads it.	Agreement from all partners that a Brand Strategy should be the deliverable of the Brand Hub (not a creative brief). This will be interpreted by each agency into a Creative Strategy, Brief, and sector objectives
5. Host a brand summit/workshop in the new year with some big names from the private sector to share plans, get their ideas as input too our strategy. Led by an expert facilitator.	New action from Board	See 3.

Released under the Official Information Act 1982

MINUTES

NEW ZEALAND STORY BOARD MEETING

WORKING GROUP

Date: 4 February 2021, 10am – 1pm
Location: NZTE, Level 4, 139 Quay Street, Auckland
Attendees: Paul Brock; Peter Chrisp (Zoom); René de Monchy; Steve Smith; Ben King; Julie Christie; Gillon Carruthers; Richard Laverty (Zoom); Rebecca Smith
Secretary: Savannah Chen
Apologies: Ray Smith; Chris Seed; Dave Samuels; Andrew Cutler; Grant McPherson

1. PROCEDURAL

Paul Brock opened the meeting.

- 1.1 The board noted and updated the disclosed interests.
- 1.2 The board approved the minutes of 11 December 2020 board meeting.
- 1.3 Action Points from Previous Meeting

Rebecca provided an update on Action Points.

The board noted Rebecca had met with Andrew Grant to discuss the brand summit idea. His advice was to explore some big actions that government could take to demonstrate our values. It was suggested that we should have a game plan prior to wider engagement with the private sector.

Rebecca provided an update on her meeting with Hemi Sundgren, who was also looking at a Kāhui of support and very encouraging about collaboration potential. The Board noted Hemi is helping with the recruitment process for the Head of Partnerships & Māori role. The Board suggested to have Paul and a few board members to meet the candidate at appropriate time within the interview process, and to connect the candidate with other organisations' Māori leaders.

The Board noted we now have some physical workshops lined up to support both NZ Story and Made with Care campaign, followed by workshops around NZ tech and innovation story, linking the workshops into sector-specific activation elements.

s9(2)(b)(ii)

Rebecca also mentioned the need to discuss the connection between QualMark and FernMark with TNZ. It was noted a development is underway to streamline the FernMark application process and refresh the IT infrastructure foundation within 8-12 weeks.

s9(2)(b)(ii)

The board noted the \$1million support from MBIE towards the refresh of Tech Story.

Rebecca provided an update on the film Outside the Valley, which will be premiered in Wellington on 25th March. The Board suggested TVNZ OnDemand would be a great start for distribution and getting more exposure for the film.

1.4 Board member activities

Ben King provided an update on the Covid response. The Board suggested the key positioning requirement now is empathy, and we need to be careful with our tone vv storytelling. Paul mentioned it is crucial to share our perceptions research. The Board suggested we should start thinking about how to show care in our messaging, and find the stories that demonstrate it. The Board agreed the next step could be gathering an agency group to start working on what the messaging could be like for this year and how we build a momentum.

2. STRATEGIC SESSION

2.1 Brand NZ (Project Kuaka) update

Rebecca presented the Brand Hub Proposal and Board noted the Brand NZ Plan 2021. (A copy has been sent to the Board.)

The Board suggested to engage with ministers to get their support for Brand NZ. The Board agreed that Minister Mahuta is crucial to engage for this project as she would be a great amplifier for our storytelling and the gateway into the Maori caucus to build partnership with Māori. The Board suggested to have a strategic plan for next steps before pitching to the ministers in June/July.

It was also mentioned that Brand NZ project should also consider the domestic component to bring New Zealanders along the journey. Richard mentioned the relevance of New Zealand stories for Māori could be a big domestic opportunity.

The Board noted a piece of work is underway with Woven Pacific to find Māori stories to inspire the Māori community.

The Board endorsed the suggestion of setting up Brand Hub, and have New Zealand Story as the key project coordinator. The Board emphasised the need to include TPK in the Brand Hub. It was mentioned there is a lack of private sector in the Brand Hub, although most organisations have private sector capability on their boards. The Board agreed that Kellie Nathan will be the Lead of Brand Hub, and to report to Rebecca Smith. The deliverables of this project need to be clearer and the Board requested the Brand Hub provide that clarity along with a plan and timeline.

2.2 Budget Planning & Allocation for FY21

Rebecca provided an update on budgets for the rest of FY21.

The Board noted we have put on hold new regional story filming, and instead will continue amplifying the Ingenuity Campaign (phase 3). We will gather the Brand Hub to share the plan for the next financial year.

3. OPERATIONAL

3.1 Operational update & dashboards

Rebecca provided an operational update from the board report, noted by the Board.

The Board also noted the media performance for Ingenuity Campaign phase 1 – we had 23 million impressions, 2.58 million engagement, and an engagement rate of 11.2%. It was mentioned there was a negative sentiment coming through on social media last year around NZ being seen as ‘smug’, which is being monitored closely.

The Board noted that Goodman Fielder is now a FernMark licensee.

The Board mentioned there is opportunity to leverage New Zealand’s growing reputation globally, but need to be aware of the risks. It was suggested to work through some of the strategic risks and how to mitigate them in the next board meeting.

4. CONCLUSION

4.1 Any other business

4.2 Close

Paul closed the meeting at 12:50pm.

Released under the Official Information Act 1982

MINUTES
NEW ZEALAND STORY BOARD MEETING
WORKING GROUP

Date: 30 April 2021, 8:30am-11:30am
Location: The Exchange Room, Porters Boutique Hotel & Conference Centre, Hawke's Bay
Attendees: Paul Brock, Grant McPherson, Steve Smith, Ben King; Richard Laverty; Kellie Nathan (Zoom)
Guest: Tony Rogers (TNZ Delegate) (Zoom); Sanchia Yonge (NZTE Delegate)
Secretary: Savannah Chen
Apologies: Peter Chrisp, René de Monchy, Ray Smith, Dave Samuels, Chris Seed, Andrew Cutler, Julie Christie; Gillon Carruthers

1. BOARD ONLY TIME

Paul Brock opened the meeting at 8:30am.

The Board discussed Rebecca's resignation and the process for appointing the new Director of New Zealand Story. Paul also briefed the Board on the appointment process for new private sector members.

2. PROCEDURAL

2.1 The board noted the disclosed interests.

2.2 The board approved the minutes of 4 February 2021 board meeting.

2.3 Action Points from Previous Meeting

Kellie provided an update on action points.

Paul updated on advisory board appointment that the shortlist is being discussed with Ministers and interviewing is expected to commence late May/early June.

s9(2)(b)(ii)

2.4 Board member activities

Steve Smith mentioned the youth generation are now influencers at business level, and we need to have a strategy to connect with them. Kellie mentioned that youth is within our Brand Hub stakeholder list and there is an opportunity to bring them into the brand strategy development process.

Ben provided an update on MFAT's planning horizon, with re-engagement planning scheduled from mid next year.

Richard suggested two reports that talk about the current Māori economy and the holistic approach that Māori businesses take and their potential to become globally competitive. The links to these reports will be shared with the Board. It was also noted that TPK is involved in Aho-Tini, an indigenous summit that focuses on economy, sustainability, community and more.

3. STRATEGIC SESSION

3.1 Brand Hub Update

Kellie presented an update on Brand Hub. *See presentation attached.*

The Board noted the four workstreams and the clarification on value proposition and brand strategy. It was noted that there had been diverse views from the group, and one of the key challenges is to bring different perspectives into one unique compelling idea. The Board mentioned it is important to have robust analysis and research on perceptions of NZ to support the process.

The Board suggested to add major events/activities across NZ Inc such as ministerial missions into the activity planner, and adding a by-market activity view.

The Board endorsed the decision of appointing PwC as the Brand Hub facilitation partner. The Board noted the general process, and that PwC uses Sandbox as the methodology, which is a collaborative approach that allows a wide range of participants to be involved in the process. The Board agreed to slightly push out the process timing to June, to get the right people involved.

In principle the Board agreed the Brand Hub has the mandate to make decisions during the process, although further clarification is required on how the NZ Story Board would be involved. It was suggested to have someone outside of the Design Sprint team to test the thinking. The Board suggested the business influencers in Sandbox need to include FernMark licensees, tourism operators, education providers and IT companies.

Action: Brand Hub to clarify when and how NZ Story Board should support the process, and what are the key decision points.

Action: Brand Hub to clarify on the overall project timeline of the four workstreams.

The Board is keen to be involved in the Sandbox, ideally on a board meeting date. The Board suggested to involve wider ministers in the Sandbox, but not yet involving the Prime Minister. Ben offered to deliver a pitch to Hon. Kris Faafoi.

Paul suggested to craft a comms plan on how to keep all key stakeholders engaged along the process and to clearly communicate the expected outcomes.

3.2 Budget Planning & Allocation for FY21/22

The Board noted that Brand hub endorsed the decision to allocate \$1.5 million (out of the \$4 million Covid Trade Recovery Fund) to continue the delivery of the Made with Care campaign. The Brand Hub will come up with a spending plan for the remaining \$2.5 million.

Kellie provided an update on NZ Story operational budgets. Paul added we need to set aside some budget for any new capability along the strategic development process.

Kellie provided an update on some key operational learnings and highlights. The Board noted our current FernMark monthly acquisition is 6-8 licensees, and the target of 10 monthly needs to be reviewed strategically and phased to better reflect seasonality and holiday periods. The Board noted we now have A2 Milk and Midlands Honey signed up as FernMark licensees. The Board noted the FernMark 2.0 IT upgrade project business case is currently awaiting to be reviewed by Richard Kay then to Peter Chrisp for approval. With a delay on this project, the budget previously set aside for this IT project in this FY is now being reallocated to some marketing activation activities.

Kellie provided an update on the team momentum during the leadership transition.

Kellie Nathan left the meeting at 10:30am.

The Board noted the NZ Story additional funding from NZTE's Covid Trade Recovery Fund is an appropriation but not given. It is available to keep the amplification of the messaging in the right areas such of F&B, and we need to make sure to perform with it.

The Board noted both Minister Nash and O'Connor have been kept informed of our strategy and activities, and they have shown strong support. The Board suggested we should start spreading the awareness and gain support amongst other ministers.

Action: Paul to share the latest NZ Story BIM papers with the Board.

Ben mentioned ministers often became aware of NZ Story through video content played in functions, and we are missing these opportunities. It was suggested the team should think about how to build awareness through parliamentary functions.

4. OPERATIONAL

4.1 Operational update & Dashboards

The Board noted in the FernMark dashboard that we are generating a surplus. The Board seeks clarification on whether the surplus is reinvested back to the programme, and how the surplus is strategically allocated. The Board reiterated the importance of leveraging the FernMark licensees to amplify our messaging.

Action: Kellie to update on FernMark surplus allocation plan in the next budget discussion.

Richard suggested to add to the FernMark Dashboard an indication of how many FernMark licensees are Māori-owned businesses.

Action: Savannah to add the number of Māori-owned FernMark licensees to the Dashboard.

Ben noted the negative comment sentiment in the Ingenuity Campaign Dashboard. Grant suggested the idea of Brand Health survey. It was suggested to have a briefing back to the Board on Brand Health researching, and clarify how this could intersect with the Brand Hub metrics dashboard.

Action: Brand Health update briefing in the June Board Meeting.

5. CONCLUSION

5.1 Any other business

The Board provided positive feedback on having board meetings outside of Wellington with a separate function that could potentially involve other stakeholders such as FernMark licensees.

Paul closed the meeting at 11:00am.

Released under the Official Information Act 1982

MINUTES
NEW ZEALAND STORY BOARD MEETING
WORKING GROUP

Date: 25 June 2021, 1pm-3pm
Location: Zoom
Attendees: Paul Brock, René de Monchy, Grant McPherson, Steve Smith, Ben King, Richard Laverty, Kellie Nathan
Guest: Sanchia Yonge (NZTE Delegate), Karl Wixon (Brand Hub Māori Advisor), Kristin Carden (NZ Story Legal Counsel)
Secretary: Savannah Chen
Apologies: Peter Chrisp, Ray Smith, Dave Samuels, Chris Seed, Andrew Cutler, Gillon Carruthers

1. PROCEDURAL

Paul Brock opened the meeting at 1:00pm.

- 1.1 The board noted the disclosed interests.**
- 1.2 The board approved the minutes of 30 April 2021 board meeting.**
- 1.3 Action Points from Previous Meeting**

Kellie provided an update on action points.

s9(2)(b)(ii)

It was also noted that Pania has already been connected to Karl Wixon on the Brand Hub project.

Paul updated the advisory board appointment is still underway with a great list of candidates, awaiting ministers to agree then will proceed with interviews.

1.4 Board member activities

Grant provided an update on the partnership launched recently between ENZ and the global online education platform "FutureLearn", which has proven to be very successful and engaging, with over 8500 enrolments since launched three weeks ago. The question they have in mind is how to brand this offshore and have a consistent branding with other government agencies. Grant also mentioned they are seeing growing intensity in international competition.

René updated there has been a significant uplift of 16% in domestic tourism spend. And research has shown that more New Zealanders who are engaging in domestic travel think tourism is good for New Zealand and their community. The NSW travel bubble pause extension is affecting the TNZ's new campaign "Stop dreaming and go". René also mentioned TNZ has made some changes in their portfolio footprint and adopting the hub structure, the consequences of which would be closing offices in Brazil, Argentina, and Indonesia.

Ben mentioned international travels have been challenging for the ministers. The Board also noted the government is looking into whether we could extend quarantine-free travel into the Pacific, particularly with a view to increase the flow of regional seasonal workers, mainly for agriculture sector.

Released under the Official Information Act 1982

2. STRATEGIC SESSION

2.1 Brand Hub Update

Kellie presented an update on Brand Hub. See presentation attached – Appendix 1.

Karl joined the meeting at 1:25pm and presented the Māori Engagement slides.

Grant mentioned the Minister of Education knows about NZ Story but not engaged, so suggested NZ Story to have an engagement plan with ministers. Grant also mentioned we should have consistent messaging ready for when ministers travel overseas for speeches, e.g. the Expo. Kellie will work with Clayton Foster and Kaylee Butters on ministerial engagement. The Board noted we will have Kylie Archer present the creative strategy of Expo to the Brand Hub group.

s9(2)(g)(i)

Karl left the meeting at 2:00pm.

2.2 Brand Health Update

Kellie presented an update on Brand Health. See presentation attached – Appendix 2.

The Board noted PR is one of the key metrics of NZ Inc Dashboard, which is to understand commentary on global news mentioned of NZ and associated commentary.

The Board suggested to look into secondary data sources to understand brand health from the business and investment perspective. Richard mentioned NZTE Investment team tracks the pulse of overseas investor interests.

Action: Kellie to connect with Dylan Lawrence at NZTE Investment team.

René mentioned TNZ has a global partnership with Google and AdWords Facebook and would be able to help in the process.

Grant mentioned the challenge of getting the information on brand health is timeliness. Kellie mentioned the tracking might be updated monthly and reported quarterly. Paul added the most cost-effective way is to leverage and tap into existing research. Paul also suggested we could ultimately build a demand funnel, to manage and monitor the activities, as well as tracking the conversion of active considerers.

Steve mentioned he could help introduce Kellie with K9 Natural (acquired by KKR) to get some insights from an investment point of view.

2.3 FernMark Update

Kellie presented an update on FernMark Strategy. See presentation attached – Appendix 3.

The Board noticed there is a drop from the retargeting prospects figure to the lower number of leads in FernMark digital campaign. Kellie explained this could be due to the lag between when people are being targeted and when they make the action, which makes activities difficult to track monthly.

The Board noted we use FernMark licensees in the testimonial videos for marketing campaigns to validate the values offered by the programme.

The Board mentioned the FernMark campaigns mainly focuses on goods and merchandise companies, and wondered if we have plans for targeting services. Kellie will confirm and get back to the Board.

3. OPERATIONAL

3.1 Trademark Protection Overview



Kristin joined the meeting at 2:35pm

Kristin presented the Trademark Protection Overview. *See presentation attached – Appendix 4.*

The Board mentioned the trademark protection and support is very valuable to businesses especially to SMEs. The Board noted FernMark is not currently being used in the filming industry despite there is an increasing trend in film production in NZ. s9(2)(b)(ii)

Kristin left the meeting at 2:50pm

3.2 Operational Update & Dashboards

s9(2)(b)(ii)

The Board noted the Ingenious Together Campaign has performed well. Kellie updated the media investment for the campaign has now been completed with many great learnings. The only slight negative point was around the commentary and sentiment, most of which were related to the fact that New Zealand is not open as a country.

4. CONCLUSION

4.1 Any other business

No other business mentioned.

4.2 Close

Paul closed the meeting at 3:00pm.

Released under the Official Information Act 1982

MINUTES NEW ZEALAND STORY BOARD MEETING

Date: 17 September 2021, 1pm-4pm
Location: Zoom
Attendees: Paul Brock, Peter Chrisp, René de Monchy, Grant McPherson, Ben King, Pania Tyson-Nathan, Gillon Carruthers
Management: David Downs; Kellie Nathan
Guest: Debby Giness (PwC); Karl Wixon (Brand Hub Māori Advisor), Nathan Farmer (One Picture)
Secretary: Savannah Chen
Apologies: Ray Smith, Dave Samuels, Chris Seed, Steve Smith

1. PROCEDURAL

1.1 Karakia and Mihi Whakatau

David Downs opened the meeting at 1pm.

1.2 Introductions and Farewell

Paul Brock introduced David and Pania to the Board and acknowledged Steve.

1.3 The board noted the disclosed interests.

1.4 The board approved the minutes of 25 June 2021 board meeting.

1.5 Action Points from Previous Meeting

David briefly updated on the FernMark programme and that adding value is part of the strategy presented in Agenda Item 2.1.

Paul provided an update on the selection and appointment of new advisory board. The Board noted that interviews are underway with MBIE.

The Board acknowledge Kellie's contribution as the Acting Director in the past few months and noted Kellie is now on a permanent role as the Director of Marketing.

1.6 Board member activities

Pete provided an update on Expo. The Board noted the Expo stories led by Karl Wixon and Workshop E have now been completed. The evolution of the story was linking Tiaki and Ingenuity to express the idea that we innovate because we care. Pete suggested to share the Expo stories with the Board when it's finalised. Pete also provided an update on the Made with Care (MwC) Campaign. The Board noted the MwC Campaign performance results have exceeded expectations, which also have been activated onto e-commerce platforms.

Ben provided an update on MFAT's planning horizon. The Board noted there has been an ongoing debate around access across the border and the MIQ has been under enormous pressure due to events such as closing the Trans-Tasman bubble, getting the Expo team offshore and making sure they can get back in a timely manner, and the Afghanistan response. It was also noted the Auckland attack on 3rd September has been a preoccupation for parts of the ministry. The way we responded to these events have contributed to our image abroad.

René updated the pause of QFT has impacted Tourism directly. The PM announcement on NZ reconnecting to the world was overall well received by the sector and offshore travel customers, which was particularly important in light of global aviation. It was noted TNZ continues to work closely with MoT and airports to build a compelling story for those international carriers to return. René also provided an update on our brand appeal around the world, and the appeal for travel has decreased due to the current travel restrictions. It was noted we are now also under pressure for growth due to our competition opening up again. René also shared an interesting [survey](#) with the Board that indicates how Kiwis have been spending their overseas travel money during the pandemic.

Pania provided an update on the review of regulatory environment. The Board also noted that Māori Tourism is employing over five hundred more people now compared to March last year. Pania also mentioned they are now watching for the inflation repression and its impact.

Grant updated there has been no major shifts on the Brand Health for ENZ, however it is worrying as competitors are starting to take in students. Grant also shared an interesting insight delivered by the education sector to the minister, that the message around keeping us safe by keeping the borders closed has created a negative sentiment against foreigners coming through the NZ borders. The Board noted ENZ is moving their positioning from “study in NZ” to “study with NZ” which is part of the approach of taking NZ education to the world. Grant also mentioned the partnership with the global education online platform has been a successful way of remaining connected globally.

2. STRATEGIC SESSION

2.1 Strategic & Budget Planning Update

Strategy Update

David presented the *NZ Story Strategy 2021 v1*. *See presentation attached – Appendix 1.*

The Board noted the NZ Story team has been engaged in the strategy refresh process.

The Board noted the two main shifts would be 1) to introduce the expertise of the organisation to help others amplify and tell their NZ stories, and clarify value propositions through workshops and the consultancy model. And 2) to utilise our unique culture of Kaupapa Māori in our storytelling.

The Board endorsed the updated Purpose statement. David clarified that with limited resources and budget, the amplification would mean leveraging and working with others to influence the stories told through other existing channels, instead of us putting money behind media spend. Kellie clarified the different roles between 1:1 consultancy and 1: many services.

Pete raised the question around where campaigning sits in the strategy. David mentioned NZ Story hasn't done campaigning that's directly targeting at end consumers with a clear call-to-action and measurable outcome. Kellie added the Ingenuity campaign was to create awareness to NZ as an ingenious nation without trying to convert consumers to invest. With the limited budget, it is hard to keep the general awareness of NZ alive and hence best to partner with other agencies that run activation campaigns to align our storytelling to get a better reach. David mentioned the next NZ Story campaign would likely be when the NZ border opens again. Pete suggested to add campaigning in the strategy as some of our activities would be campaign driven.

René mentioned the integrated NZ Inc global activity calendar would help us to get more cohesion.

Gillon provided feedback and suggestions on the wording of the Purpose statement.

Paul mentioned the strategy is not just describing where we are at, but also an aspiration of where we want to be. He also mentioned we shouldn't underestimate the power of businesses and individuals that are connected to the rest of the world, and we should leverage and work more closely with the private sector. Grant added we should also leverage the international stakeholders that have engaged with us.

Gillon mentioned we should get some media coverage to tell the NZ story within New Zealand, which would encourage more people to share their stories that we could leverage.

s9(2)(g)(i)

Budget

The Board noted the budget recommendation, and **agreed** to allocate \$1million to NZ Story and provisionally allocate \$1.5million to MWC campaign, and meanwhile the team will work to confirm

a more precise amount that MwC requires for the second half of FY22, and if there's any extra amount it would be released back to NZ Story.

The Board noted there won't be major risks if the extra \$500k cannot be supported, but the implication would be slowing down some strategy activities.

The Board also noted TNZ is in the process of developing the Manaaki campaign for next year, so René will explore if there is any opportunity to dovetail with the MwC campaign.

2.2 Brand Hub Board Update

Karl and Debby joined the meeting at 2:40pm.

Kellie presented the *Brand Hub Board Update*. See presentation attached – Appendix 2.

The Board noted there is an element of truth and aspirations in all of the values presented.

Karl clarified the difference between “Pōtikitanga” vs. “Pōtiki” and the reason why we use the former word. It was also clarified that we used the verb “Tiaki” and “Manaaki” so they are active, as opposed to “Kaitiakitanga” or “Manaakitanga”. The Board noted using Māori words as our values have more agility and flexibility, whereas the English terms failed to express our Kiwi sensibility.

2.3 Global Perception Research Update

Nathan joined the meeting at 3:10pm.

Nathan presented the *Global Perception Research*. See presentation attached – Appendix 3.

Kellie continued to present and explain the ideas researched. The Board noted the relations between the ideas researched and the values presented.

The Board noted the three draft value propositions and gravitated towards the first option of “We innovate because we care for people, place and planet”, but the Board suggested to finesse the wording. The Board noted this would be collaborated with each government agency to develop a customised approach for everyone.

Debby, Karl and Nathan left the meeting at 3:40pm.

3. OPERATIONAL

3.1 FernMark Update

The Board noted we currently have 399 FernMark licensee registrations. s9(2)(b)(ii)

David mentioned part of the new strategy is to explore how to add value to the programme and licensees.

3.2 Operational Update & Dashboards

David and Kellie provided an update on team shifts and team performance under lockdown, noted by the Board.

4. CONCLUSION

4.1 Any other business

No other business mentioned.

4.2 Close

David closed the meeting at 4:00pm.

MINUTES NEW ZEALAND STORY BOARD MEETING

Date: 10 December 2021, 1pm-4pm
Location: Zoom
Attendees: Paul Brock, Peter Chrisp, René de Monchy, Grant McPherson, Ben King, Pania Tyson-Nathan, Gillon Carruthers
Management: David Downs; Kellie Nathan
NZ Story Team: Lydia Roseby
DPMC Guests: Heather Peacocke; Alice Hume; Rob Huddart
Secretary: Savannah Chen
Apologies: Ray Smith, Dave Samuels, Chris Seed

1. PROCEDURAL

1.1 Karakia and Mihi Whakatau

David Downs opened the meeting at 1pm.

1.2 The board noted the disclosed interests.

1.3 The board approved the minutes of 17 September 2021 board meeting.

1.4 Action Points from Previous Meeting

Expo: Pete updated on the Expo stories action point.

Action: Kellie to get in touch with Nicola Garvey to obtain Expo stories/links to share with NZ Story Board.

New Board members: Paul updated that ministers have now approved preferred candidate list which will go to APH in the New Year. The list remains confidential.

1.5 Board member activities

Pete provided an update on Expo. Due to the high vaccination rate at UAE, COVID did not affect the Expo experience, however, it has affected the overall global participation. The NZ pavilion and stories are performing well capturing the essence of the connectivity between people and place, with an NPS of -12 on the way into the pavilion, and an NPS of +30 after the pavilion experience to recommend New Zealand. The Board also noted the media issue the Expo is currently dealing with.

s6(a), s9(2)(f)(iv)



Ben provided an update on Minister Mahuta's travel, which was a significant first and expansive trip for the Minister of Foreign Affairs to see the complexity of issues across countries and discover the opportunity story for NZ, as well as projecting us as an engaging principal partner.

Action: Ben to share the summary report of Minister Mahuta's trip to the Board.

René provided an update on the state of aviation. International airlines will be looking for clarity on NZ border open timeline at end of Feb, as decisions would need to be made for fleet deployments into our next summer. David added Auckland Airport is keen to be involved in the reopening NZ conversation.

2. STRATEGIC SESSION

2.1 Brand Hub Update

Brand values proposition (workstream 1 output)

David presented the Brand Hub Output. *See presentation attached – Appendix 1.*

The board is in support of the workstream direction, and suggested we need to find ways to demonstrate the values and proposition to bring them alive across agencies. Another point mentioned was that we need to utilise our research to understand where our gaps are, and what the opportunities are to close those gaps.

It was mentioned the value of Pōtikitanga (Ingenuity) could be the weakest of our value set globally. We need to understand the market perceptions, and tell stories that are aligned with the rest of our messaging and reinforce these values. David shared the feedback from Owen Eastwood, suggesting us to have a realistic aspiration and we need to be defensible all the time, and earn the right to use these values over time.

s9(2)(g)(i)



Brand hub status & key learning

Kellie provided an update on highlights of learnings from Brand Hub to date. The Board noted the review and feedback from the Brand Hub – the group appreciated the opportunity to coordinate and collaborate across NZ Inc, which helps with alignment; they are hoping to anticipate more sharing and deeper conversation; they wonder what we could do more next in terms of engaging with NZ Inc. It was noted one of the workstreams NZ Story has to formalise the relationship with each agency and add value through our partnership.

2.2 NZ Reconnecting to the World

DPMC plans

DPMC and Lydia joined the meeting at 2:05pm.

Heather provided an update on summary of comms from the PM office. The Board noted there are three areas of focus in terms of reopening NZ to the world: 1) External facing – what we need to be doing internationally; 2) Compliance information – requirements that people need to meet when they enter the country; 3) domestic assurance – providing assurance to NZ public after the border opens. DPMC is working through the funding details and coordination amongst government agencies in the next month. René reiterated TNZ could be the intermediary and help with disseminating the compliance information through travel trade channels. Heather mentioned that DPMC will be working with different agencies to ensure all three areas are all interconnected.

Pete mentioned the strategy to reconnect exporters and investors is starting to emerge, and suggested to combine the contrived strategy with ministerial travel, business delegation and narrative/storytelling, focusing on a few target markets like USA, Australia, UK, Germany, South Korea, Japan, and Singapore. Rob mentioned the ministers are having conversations around what Step Three looks like, including allowing non-New Zealanders to enter the country, and clarification for aviation industry.

Grant mentioned it is important to work on messaging alignment across NZ Inc, consider how our domestic messaging might be translated in international markets, and capture information of other countries' restrictions and perspectives of NZ that might be critical to our success of

reopening. s9(2)(f)(iv)

It was also noted TNZ will be doing some data modelling of what it would look like to have an asymmetrical border setting, i.e., outbound travels are allowed but inbound travels are restricted.

s9(2)(g)(i)

DPMC left the meeting at 2:35pm.

Action: Ben to share the country register of MIQ requirements with the Board.

NZ Story's possible role

René mentioned the NZ Inc calendar would be a powerful tool to collaborate and identify opportunities and gaps in primary markets. And if we could get visibility the official visits and event planning, each agency could align and build a cohesive story. It was iterated that we should refer to the research and find out what is the gap/problem that needs to be solved together.

Ben mentioned the Kiwi expatriates offshore have amplified negative sentiment in market. It's our job to be present and think about how we position ourselves and how we calibrate and touch on a range of different perspectives from stakeholders.

s9(2)(g)(i)

s9(2)(f)(iv), s9(2)(g)(i)

Action: David to connect with Border Executive Board.

Action: Ben to e-introduce David Downs to David Taylor.

s9(2)(g)(i)

The Board noted the quantitative research NZ Story has conducted recently shows that the NZ perceptions are holding up well in most markets, with some variations in certain markets where their responses are related to their government's covid reactions.

Ben suggested to involve Immigration New Zealand in the conversations of reopening NZ, which could help improve the credibility of our messaging. The Board mentioned we should identify all the critical paths of recovery to ensure all elements across government agencies are lined up.

Action: NZ story to assemble a taskforce to jointly develop a draft strategy for reopening NZ.

Lydia left the meeting at 3:25pm.

2.3 Tākiri (Change Programme) Update

David highlighted a few Tākiri updates from the board papers, noted by the Board.



On the major events update, the Board noted NZ Story will be working with [REDACTED] on how to best tell the New Zealand story through the event. René expressed TNZ is keen to connect on the [REDACTED] storytelling. The Board noted the NZ Inc calendar also includes missions & events, with which agencies could leverage to join forces.

Paul suggested it would be useful to inform the Board of NZ perception findings from research in future board meetings.

Action: Kellie to share NZ Inc Calendar and Brand NZ Dashboard at Feb board meeting.

3. OPERATIONAL

3.1 FernMark Update and Directors for NZ Way Discussion

David provided an update on FernMark. The Board noted NZ Story is currently working with ENZ on a FernMark campaign targeting education providers.

The Board agreed to add David Downs as a director of The New Zealand Way Ltd.

3.2 Operational Update & Dashboards

David and Kellie provided an update on team performance under lockdown, noted by the Board.

4. CONCLUSION

4.1 Any other business

[REDACTED]
s9(2)(f)(iv)

4.2 Close

David closed the meeting at 4:00pm.

Released under the Official Information Act 1982



MINUTES NEW ZEALAND STORY BOARD MEETING

Date: 25 February 2022, 12pm-3pm
Location: Zoom
Attendees: Paul Brock, Peter Chrisp, René de Monchy, Grant McPherson, Pania Tyson-Nathan, Gillon Carruthers, Andrew Cutler
Management: David Downs; Kellie Nathan
Secretary: Savannah Chen
Apologies: Ray Smith, Dave Samuels, Chris Seed, Ben King

1. PROCEDURAL

1.1 Karakia and Mihi Whakatau

David Downs opened the meeting at 12pm.

1.2 The board noted and updated the disclosed interests.

1.3 The board approved the minutes of 10 December 2021 board meeting.

1.4 Action Points from Previous Meeting

NZ Inc Metrics: Kellie provided an update on NZ Inc Calendar and Brand NZ Dashboard. The Board noted the calendar will be updated with upcoming campaign activities from NZ Inc, and the dashboard will be shared with the board once the design is finalised.

FM: The Board agreed to take FM2.0 action point off the list, as it's an ongoing activity and updates will be shared at board meetings.

New Board Members: The Board noted the candidate list will be reviewed in the next APH meeting on 9th March.

1.5 Board member activities

Andrew updated MFAT has now set up an emergency centre for Ukraine. The Board also noted Ben King is currently offshore with Minister Mahuta in London and next scheduled for Geneva. Feedback on Minister Mahuta's offshore engagement has continued to remain positive, as she builds up the NZ values element in her international activity and messaging, including her engagement with the UN Human Rights Council.

Pete updated the Expo has reached 850k visitors, with the NPS score increased from -20 to +37. The Board noted David will be going to the Expo in mid-March.

Paul mentioned there are still challenges such as talent shortages and supply chain disruption in the business sector.

s9(2)(f)(iv), s9(2)(g)(i)

René mentioned there is labour challenges in the tourism sector as well, and also shared the same concern for the ability to process visas. The Board also noted the aviation and cruise sectors are now at crucial points for decision making. Despite the opening of Australia is positively received, it provides an immediate competitive risk for NZ across these sectors.

s9(2)(f)(iv)




2. STRATEGIC SESSION

2.1 Reopening NZ

The Board noted we have good engagement with DPMC and the wider NZ Inc comms group to work on the strategy plan for reopening NZ, and we are working on how to best structure and engage with this group.

s9(2)(g)(i)




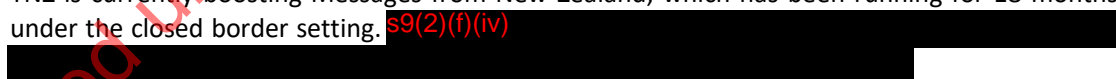
The Board noted we need to rebuild relationship with in-market media & PR community, and NZ Story is working with TNZ, ENZ and NZTE on the landscape of agencies used in markets to utilise the existing relationships.

David presented the Kantar Tracker Research that NZ Story recently conducted to measure the impact of COVID-19 on the impression of NZ. The Board noted this is a quarterly tracking research with the sample size of 400 individuals in each market across ten different markets, and noted that 'despite a recent period of potentially negative publicity regarding NZ, two-thirds of those recalling are gaining a more positive impression of NZ'. The Board suggested to put out a press release when we receive the full data from Kantar. The Board also noted the insight from Bloom Consulting, that the global perceptions of success has shifted to how well a country can reintegrate with the world.

Paul mentioned it would be good to understand the size of the demand funnel and convert active considerers into business or visitors to NZ. The Board noted our research shows the top line level on the appeal of NZ as a country, rather than dialling into the demand funnels and conversions, but we can connect our research insights with each individual activation agency's research to get a deeper understanding. René mentioned TNZ works with Kantar TNS for research as well but more specific to holiday travel, and they will share the data with the Board.

Andrew mentioned the virus is unpredictable and we need to take the uncertainty into consideration when we are designing the messaging. The ongoing messages should focus on enduring value themes (such as "care") that we strongly demonstrated continuously. The Board noted the approach would be constantly feeding new stories through channels and continuously reinforcing our key messages, rather than a big campaign of reopening. It was also noted the role of paid media is to engage with PR and media partnership to help bring NZ stories back in local markets while reinforcing the existing campaigns.

TNZ is currently boosting Messages from New Zealand, which has been running for 18 months under the closed border setting. s9(2)(f)(v)



On the communication objectives in Item 2.1 paper, the Board endorsed the goals of "NZ is position on the world stage as a credible partner and desirable destination" and "New Zealanders understand the importance of international connections and connectivity", but the Board did not endorse to prioritise "New Zealanders feel welcome and worthy at home and abroad".

2.2 Brand Hub Update

The Board noted most of the Brand Hub focus has been shifted onto the border reopening comms strategy.



The Board noted an update on workstream 2 (Brand Guidelines) which is currently with DesignWorks to craft the design brief. This will align some common brand elements in the short term, while also focusing on the long-term version of the brand. These results will be shared in the next board meeting.

2.3 Tākiri (Transition Plan) Update

David highlighted a few Tākiri updates from the board papers.

s9(2)(f)(iv)

s9(2)(b)(ii), s9(2)(f)(iv)

It was noted the Māori Advisory Group has been valuable providing guidance on Toolkit content, internal capability and capacity, and more.

The Board noted the Export Storyteller Pilot Programme is set up to help educate exporting businesses about marketing 101 and how to create storytelling for their business. Partnering with One Picture and Many Minds, the programme will start in early April with three FernMark licensees to test out the concept. It was noted around 60 FernMark licensees have reached out to be part of the pilot programme which shows the demand is high. Grant added the education sector would find the marketing 101 and capability building very useful.

Kellie updated on the creative agency partnership workstream. The Board noted NZ Story has partnered up with Communications Council and is planning to deliver a webinar to over a hundred creative agencies in NZ. Pete suggested to formalise a preferred supplier panel across different sectors and regions for a better-aligned and consistent storytelling amongst creative agencies, i.e., a refresh of Creative Collective.

David updated the Tech Innovation Story was launched this week with Minister Clark, the reception from the industry appeared to be positive. NZ Story will be running workshops with companies in the tech sector on how they can utilise the tech story. However, there is still challenges in activation due to the lack of in-market activation funds.

2.4 Consulting Update

The Board noted the majority of the consulting service will focus on trade and missions in particularly major events. Part of the service would be engaging on regional storytelling opportunities, as well as sector storytelling initiatives.

The Board noted this would differentiate from already-existing delegation and events teams in other agencies, as it adds expertise to storytelling and identify different event opportunities in the process, being a consultant that can work with agencies in designing experiences.

The Board suggested to rescope and strengthen up the service, as some of the current tasks might be too micro. It was also suggested to change the word “consultant” to “advisory service”.

Gillon suggested to have David to connect with the wider MPI team.

Pania mentioned we would need someone with Māori credibility and marketing expertise to help with this initiative.

3. OPERATIONAL

3.1 Budget Planning for FY2022/23

s9(2)(f)(iv)

The Board suggested to find out what the metrics MWC is driving off to determine how much budget is required for this campaign, then decide on the rest of the priority project fundings. It was agreed the Covid recovery fund allocation does not require approval from this Board. However, it was suggested to come back to the Board with final total budget and operational plans for approval. The COVID recovery funding allocation will also be bought back (for information) to the board so we can all understand how funding is being allocated this year.

Action: David, Kellie, Pete and Clare to discuss on MWC next step and funding.

s9(2)(f)(iv)

4. CONCLUSION

4.1 Any other business

The Board noted the positive team performance despite predominantly working from home under the current Covid setting. The Board also noted the personnel changes in the team.

4.2 Close

Paul closed the meeting at 3:00pm.

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