



The Evolution of NZTech

The creation of a Collective Impact Platform



Connect



Whakapiri

Promote



Whakapiki

Advance



Kōkiri

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PART ONE

Introducing NZTech



02

Executive Summary

NZTech was established as the voice for New Zealand's rapidly growing tech sector, but over time it has evolved into a platform for positive collective impact.

As far back as 1990, the tech sector was recognised as a potential competitive advantage for New Zealand.¹ However, over the following two decades, several failed attempts by the Government to form an umbrella tech sector group resulted in hyper-fragmentation of the sector's voice. By 2005, there were over 100 separate tech bodies engaging with the Government.² Subsequently, this stimulated a group of tech leaders to form an industry funded organisation, creating an aggregated voice for technology in New Zealand.

The organisation that would become NZTech, was launched in 2009 as a purpose driven not-for-profit, funded by membership fees and not receiving any Government subsidies. Its purpose – helping to connect the technology sector to help the sector and economy grow. The organisation was established with a strong constitution, financial and governance structures, including a membership fee structure to provide a sustainable financial base.

During the next seven years, the organisation struggled to gain traction as an umbrella group. Initially, the organisation suggested other associations join as “Communities of Interest”, and several took up that option. However, other associations believed NZICT was dominated by the multi-nationals and preferred their autonomy.

By 2015, with less than 100 members, it was simply another of the many tech associations in New Zealand. At the end of 2015, the organisation undertook a project to identify the attributes of the most effective associations internationally and their best practice. As a result, the organisation was formally rebranded as NZTech. Its constitution was adapted to enable different associations to work together as a single entity when needed, while maintaining their individualism, membership base and purpose. At this point, NZTech also repositioned itself as a non-governmental organisation

(NGO) focused on helping create a more socially and economically prosperous New Zealand underpinned by technology. A key success metric was also amended, with the focus shifting from the number of members paying fees to the number of organisations represented. This helped reduce the perception that NZTech was competing with potential association partners.

During 2016, NZTech launched the New Zealand Tech Alliance (Tech Alliance). The neutral entity initially focused on improving the coordination of a group of independent associations via shared services. Substantial value was apparent in best practice across all elements of the work of an association – from governance and strategy development, to member management, member value, financial planning and management through to the work of the associations such as events, projects and government relations. Near the end of 2016 a new association, the New Zealand



“Collectively the Tech Alliance represents 20 tech associations, who now have over 1600 members, who employ more than 10 percent of New Zealand’s workforce.”

Financial Innovation and Technology Association (FinTechNZ), formed within NZTech and the Tech Alliance. Within two years, the Tech Alliance had grown to ten tech associations representing over 800 organisations.

Following further best practice research, NZTech developed a strategic framework to enable the Tech Alliance associations to efficiently develop their own strategy and direction, in alignment with each other to increase collective impact. To further support this, a constitutional change occurred restructuring the NZTech Board to include representation from the Communities within its Alliance.

Shortly thereafter, when two new associations were being established, the Government recommended that they form within NZTech, rather than stand alone. These new associations, the Artificial Intelligence Forum of New Zealand (AI Forum) and the New Zealand IoT Alliance (IoTANZ) grew rapidly as they were able to leverage NZTech’s best practices. From 2017, a number of Tech Alliance associations begin disincorporating as independent societies and reforming inside NZTech to access best practices, cash flow and resources of the larger growing entity. These associations continue to operate independently with their own brands, members and financial controls. NZTech’s Board delegates authority to the Board or Executive Council of the ‘sub-association’ to develop an annual budget based on their membership and other revenue streams and to manage autonomously against that budget.

By 2021, the NZTech Group had 15 embedded tech associations, operating independently with their own brands, utilising a collective cloud based technology platform sharing more than 30 staff and best practices. There are a further five associations in the Tech Alliance still operating as separate incorporated societies.

Collectively, the Tech Alliance represents 20 tech associations, who now have over 1600 members, who employ more than 10 percent of New Zealand’s workforce.

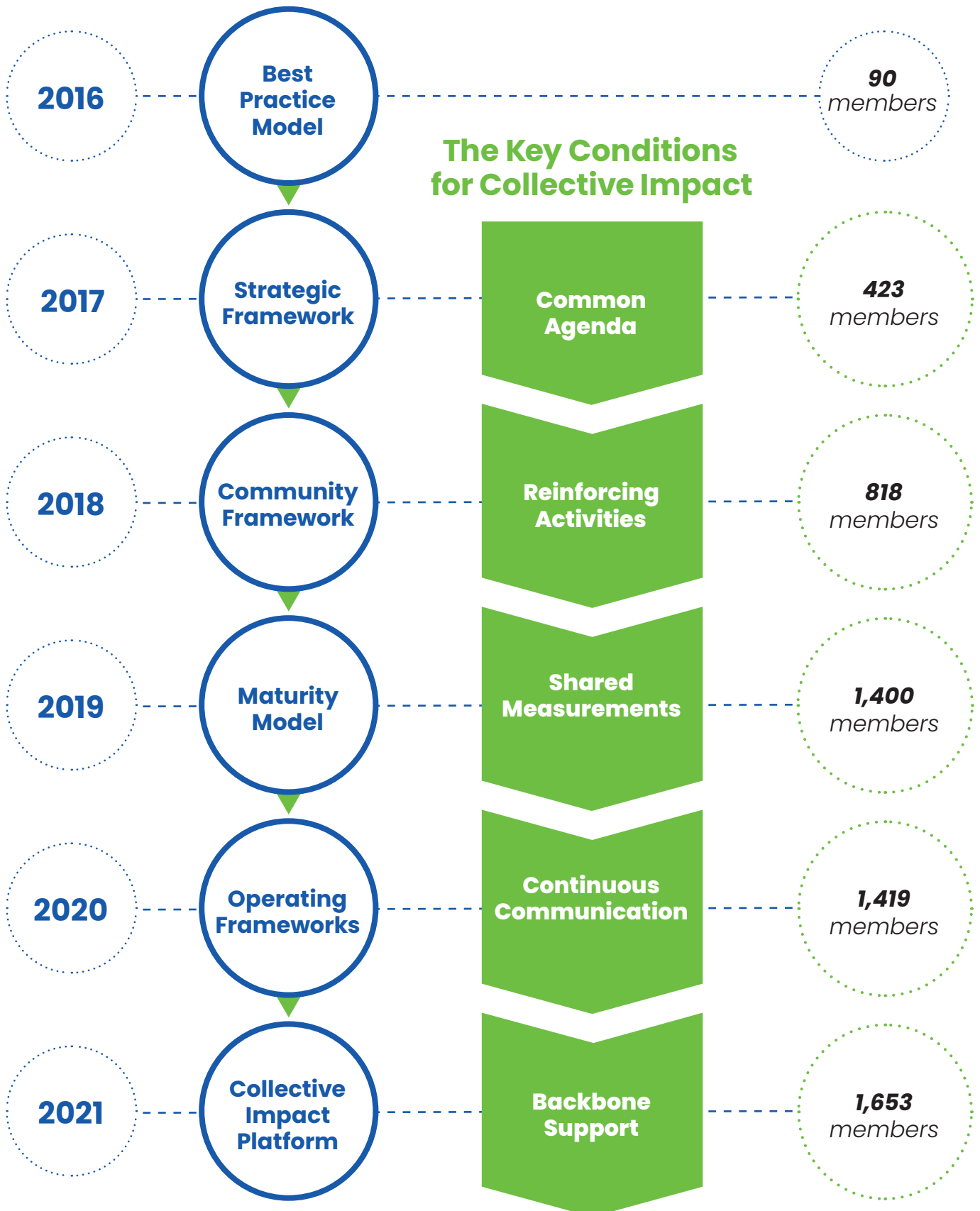
Further work has continued, embedding a philosophy of continuous improvement, to develop a best practice collective impact platform. The NZTech model has been built on the developing research of the firm, alliances, best practices and collective impact.

To date it has been developed organically and is less digital than it should be for a tech alliance. With the theories and culture of continuous improvement in place, it is simply capital limiting the development of a more robust infrastructure. A more robust infrastructure would increase the collaboration and positive collective impact of Aotearoa New Zealand’s tech ecosystem. There appears to be potential for the extraction of the backbone processes into a specialist entity to provide best practice support and enablement for other sectors, potentially unlocking growth capital.

This report documents the philosophies, structures and frameworks NZTech has developed since 2016 as it transitioned from a typical industry body to a platform structure for collective impact.



Snapshot



Our Origin Story

In 1990, the New Zealand Government sponsored a team of researchers, under the direction of Michael Porter of Harvard Business School, to apply Porter's theories of the competitive advantages of nations to New Zealand.³

One area where the team identified New Zealand as having a potential competitive advantage was in software production. The report, published in 1991, noted the existence of positive factors such as 'Kiwi ingenuity', reasonable technical skills, the presence of major hardware vendors and pockets of sophisticated demand by some competitive industries, such as agriculture. It also highlighted liabilities such as limited marketing and business skills, poor IT education in the universities, and limited risk capital.⁴



The ITANZ era – 1992 to 2004

The recognition of the importance of the tech sector stimulated a group of tech leaders to establish the first tech sector industry body in 1992, the Information Technology Association of New Zealand (ITANZ).⁵ This group began engaging with the Government to develop initiatives for growth and measurements of the sector, which was worth \$3.2 billion in revenues and contributed \$292 million in exports in 1996.⁶

As interest in the sector grew, so did the number of groups trying to share their messaging with the Government. In 1995, The New Zealand Software Association (NZSA) launched in response to concerns that ITANZ was the voice of multinational IT companies. NZSA aimed to raise the voice of New Zealand software companies.

However, like ITANZ, the NZSA relied solely on membership funding and engagement. This ongoing challenge saw NZSA close and reopen several times, before finally dissolving a third time in 2021.

In an attempt to consider how New Zealand could benefit from the pursuit of knowledge-based creativity and

innovation, the Government held the Knowledge Wave Conference in 2000. Following this conference came successes like Kiwi Expats Association (KEA), the New Zealand Venture Investment Fund (NZVIF, now NZGCP) and the New Zealand Story Group (NZ Story). The conference also identified biotechnology, screen and ICT as potential high growth sectors. The Government's response was to invest in supporting new industry umbrella groups for these sectors.

The ICT-NZ era – 2004 to 2007

In 2004, following a year of development, ICT-NZ was launched as a government supported collaboration between the ITANZ, the rebooted NZSA (2003), the newly formed New Zealand Health IT Cluster (2002) and the New Zealand Computer Society. Partial funding was provided by New Zealand Trade and Enterprise (NZTE) through the \$1.3 million Hi-Growth Project. During this time, ICT-NZ attempted to amalgamate the interests of the entire tech ecosystem, but struggled to gain traction due to conflicting opinions.

Consequently, partially as a response to ICT-NZ, a fragmented environment

of new technology groups representing various interests began to emerge. By 2005, there was said to be over 100 different industry organisations servicing a relatively small ICT sector.⁷ A year later, ICT-NZ was still receiving partial Government support as it continued its attempts to encourage other associations to join its umbrella structure. In 2006, the large, well-funded InternetNZ community expressed concerns regarding the value and structure of ICT-NZ and how the many groups under its umbrella could maintain their own identity and remit.⁸

Relying on increasingly more fragmented industry support for membership fees, the rebooted NZSA dissolved again in 2006, closely followed by ITANZ in 2007. The same year, the Government released a cabinet paper noting that ICT-NZ had failed to gather sufficient industry support due to lack of 'member benefit' and that funding for the Hi-Growth Project would end in December.⁹ Consequently, with insufficient industry support ICT-NZ was dissolved at the end of 2007.

The NZICT era – 2008 to 2012

In response to the demise of ICT-NZ, the Government engaged consultants to design a new umbrella group for the ICT sector. In early 2008, the Government announced they would create and fund a new digital sector 'super group'. Cabinet agreed to provide \$825,000 in establishment funding, plus \$400,000 a year.¹⁰ Immediately following this announcement, a number of ICT Industry leaders began discussions on establishing an industry funded umbrella group so they weren't reliant on fluctuating Government funding and could represent their issues without worrying about funding cuts.¹¹ The proposed digital sector super group was scrapped with the change of Government in late 2008. However, more than 30 of the country's leading ICT companies joined to launch the NZICT Association in December 2008. This precursor to NZTech provided a single, unified voice to address issues facing the industry as a whole, particularly the opportunities emanating from the new Government's plans for an Ultra-Fast Broadband network.¹²

In comparison to the industry's previous attempts, NZICT acknowledged that funding must come from industry members, not Government support, other than from programme funding. Consequently, the founding members agreed to membership fees that scaled up with the size of the member and created robust financial and governance structures. A Communities of Interest membership category was created

for other associations, but there was concern NZICT was dominated by the multi-national members and their policy positions. In 2012, in an attempt to be more representative, members voted to include hi-tech companies within its constitution and its representation grew to 90 members.¹³

The NZTIA era – 2013 to 2016

Another year passed and NZICT found itself in a similar position to every other proposed tech sector umbrella group. The many associations in the fragmented tech ecosystem all felt they had their own mandate and were not willing to combine forces. With less than 100 members and still struggling to be impactful the NZICT members voted to re-position as the tech sector industry body rather than just ICT.¹⁴ The hope was to attract additional members from organisations that don't identify as ICT firms. The association was rebranded and relaunched as the New Zealand Technology Industry Association (NZTIA) in 2013, and the launch of TechWeek that year, initially in partnership with ATEED, was a major step for the industry.

This repositioning began to pay dividends for the NZTIA. Focusing on representation, rather than membership enabled the NZTIA to form multiple alliances. By early 2016, the association represented 325 member organisations. Unfortunately, the market perception that the NZTIA was the voice of large IT firms persisted and reduced trust, hindering further expansion.

In 2016, the NZTIA worked with the Government to define and size the New Zealand tech sector. The report identified technology as New Zealand's third largest export and documented how critical technology is for the rest of the economy. Twenty years after the first market sizing of the New Zealand technology sector, it has grown to produce \$16.2 billion in GDP and \$6.3 billion in exports.¹⁵

The NZTech era – 2016 onward

From 2016, the NZTIA began striving to become a best practice association. This strategy was the inflection point where the organisation decided to focus on its purpose, re-positioning as a purpose driven non-governmental organisation (NGO), rather than an industry body. As part of this process, the organisation was formally renamed as NZTech and set out to create a collaborative structure to help the tech ecosystem connect better. NZTech aligned its growing voice to the purpose of 'creating a more prosperous New Zealand underpinned by technology'.

By embedding a culture of continuous improvement and best practice, NZTech has evolved into a highly effective platform for collective impact. This report details the development of various frameworks and models that NZTech has implemented as it enables hundreds of passionate volunteers and organisations to collaborate across numerous initiatives. Collectively, these initiatives are helping create a more equitable, sustainable and prosperous New Zealand underpinned by good technology.

“By embedding a culture of continuous improvement and best practice, NZTech has evolved into a highly effective platform for collective impact.”

About NZTech

Our purpose is to help create a more equitable, sustainable and prosperous Aotearoa New Zealand underpinned by good technology.

We **Connect, Promote and **Advance** the tech ecosystem to help New Zealand grow.**

NZTech is a not-for-profit, non-governmental (NGO) membership funded organisation. We represent 20 tech communities and over 1600 members from across the New Zealand technology landscape who collectively employ more than 10 percent of the workforce.

Technology is critical for the future social and economic prosperity of New Zealand. It is the fastest growing segment of the economy generating eight percent of our GDP and nine percent of our exports.

Our members are startups, local tech firms, multinationals, education providers, financial institutions, major corporations, network providers, hi-tech manufacturers and Government agencies that work closely with the tech ecosystem.

Our goal is to stimulate an environment where technology provides important social and economic benefits for Aotearoa New Zealand.

www.nztech.org.nz

www.techalliance.nz



Tech Ecosystem Convergence

The Theory

Many experts have noted the growing importance of technological convergence, and that the source of competitive advantage has moved from 'economy of scale' to 'economy of scope' to 'economy of expertise' to 'economy of convergence'.¹⁶

To implement a successful dynamic economy, the digital, physical, creative and biological sectors

should be actively converged as this opens the possibility for the creation of new value.¹⁷

In the past, digital technology was a target for convergence. However, in the future, it is expected that technology plus creativity will serve as the catalysts to boost convergence and new economic and social value.

Our Definition of the Tech Ecosystem

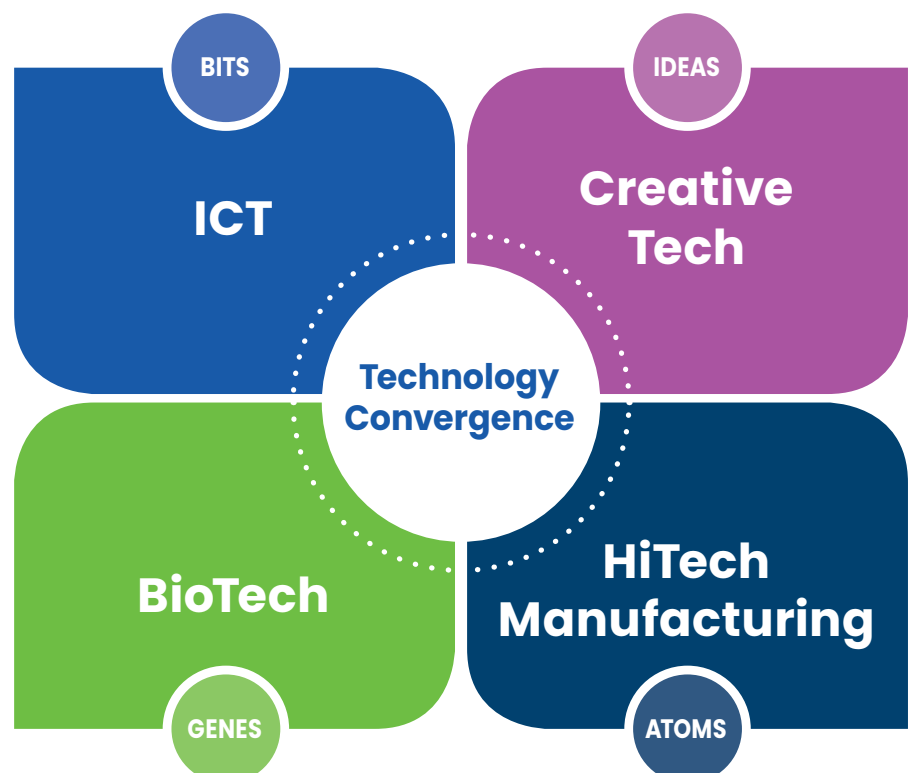
Taking this research into consideration, NZTech views the tech ecosystem as a formation of four primary segments – ICT, creativity, hi-tech manufacturing and biotechnology. These segments all include exponentially growing technologies, many of which are converging, resulting in the growing overlap of sectors.

During recent years, NZTech has been involved in advising Ministers, contributing to Government advisory groups and working with various Government agencies on a range of diverse issues including ICT, gaming and interactive media, hi-tech manufacturing, biotechnology and creativetech. This has included their convergence, use and uptake across many sectors of the economy.

The Tech Alliance has been advising on artificial intelligence (AI), open finance, digital inclusion, interactive media, internet of things (IoT), autonomous transport, satellites and space, energy, precision health, genomics, climate tech, personalised education, digital identity, food technologies, precision agriculture, biomaterial manufacture, spatial data, Government procurement, technology use and uptake, regional development, free trade agreements, international branding of New Zealand as a hi-tech nation and more.

“Technology plus creativity will create new economic and social value.”

▼ **FIGURE 1:** Defining the Tech Ecosystem



PART TWO

Building NZTech

A woman with long dark hair, wearing large headphones, is sitting at a desk in an office. She is looking towards the right side of the frame, where a computer monitor is visible. Her hands are resting on the desk. The background is slightly blurred, showing other office equipment. The entire image has a purple tint.

10

Our Best Practice Model

The Theory

NZTech undertook a project to identify the attributes of the most effective associations internationally and their best practices. This research found three common characteristics of best practice associations.¹⁸

1. They are highly effective

- They are well resourced.
- They generate revenues from member fees to cover operational costs, accept grants from the government for collaborative projects and generate revenues through other means, including events and member services.
- They use these revenues to be impactful.

2. They are seen as legitimate

- Their members represent a substantial proportion of the population they serve.
- They have broad base membership of large and small organisations including key players.
- They enjoy active participation of a representative cross-section of their members.

3. They are progressive

- They promote cooperation within the group and between other groups.
- They are prepared to work with non-members, where appropriate.

- They adopt best practices in quality assurance, financial management and control, and training and development of staff.

Best practice associations were also found to engage in a set of common core activities.¹⁹ While most associations try to undertake many of these activities, best practice associations choose to focus on two or three and do them very well. This is in preference to attempting to do all five at a suboptimal level.

The five core activities are:

1. Providing **advocacy** – a voice for their community.
2. Providing **professionalism** – training, certification, standards and quality.
3. Providing **community** – connections, events and interest groups.
4. Providing **information** – advice, research, events and insights.
5. Supporting **business development** – delegations, expos and buyer's guides.

Our Philosophy

When NZTech decided to focus on being a best practice association it embedded a simple philosophy across the organisation.

Don't let perfect get in the way of better!

Our Best Practice Model

NZTech decided to focus initially on two core activities, building community and providing a strong collective voice. By achieving these a third core activity of advocacy could be introduced.

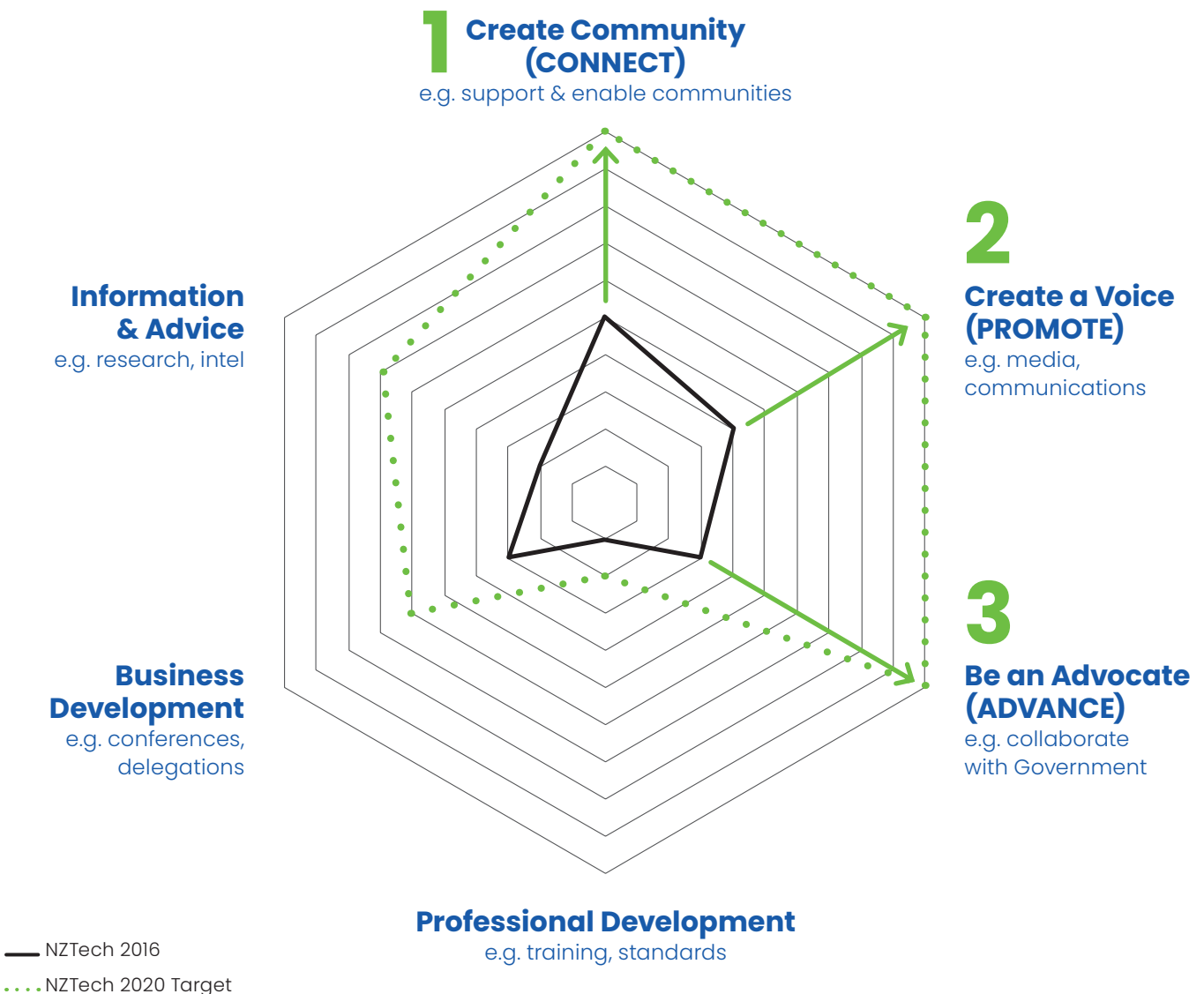
Initially, by focusing on connecting the tech ecosystem across New Zealand, NZTech would consequently develop the scale to enable it to provide a credible voice. As the community grew, NZTech was able to focus

on promoting the importance of the communities and technology. Ultimately, NZTech was soon using its collective voice to make a positive impact by advancing the understanding and use of technology in New Zealand.

In addition to focusing on these core activities, NZTech was able to continue to develop research capabilities, in order to provide information to support fact based decision making.

It was also decided that continuing delegations and conferences would provide member value. Initially, it was agreed that NZTech would not operate in professional development, as this was covered by the organisation, IT Professionals. However, as NZTech communities have grown, working groups in standards setting have been formed.

▼ FIGURE 2: Best Practice Spider Graph



Our Community Framework

The Theory

Learning from the evolution of alliances in the airline industry, an alliance constellation model was designed, transforming informal cooperation (with individual associations) into a structured model.²⁰ NZTech aimed to encourage 'customers' of one alliance partner to engage with other relevant alliance partners without detriment to the original partner.

Similar to a passenger easily connecting across three airlines for a specific journey, NZTech assumed that a technology company would prefer to engage across multiple communities, in different ways and at different times. However, they were unlikely to join multiple associations due to the additional costs. For example, an AI fintech company based in Christchurch may enjoy the regular local networking of Canterbury Tech, the connections with banks via FinTechNZ and the technical knowledge sharing of the AI Forum, but only afford membership to one.

Well-designed constellation alliance brands have been found to positively increase the brand value of the individual alliance member's brands.²¹ For this reason, the initial focus of the Tech Alliance was to

“By working better together, we move in unison beyond survival and toward collective impact.”

create a neutral brand that alliance partners could use for credibility.

Research into successful alliances also identified that often not enough focus is put on how partners work together. Successful alliances depend on the ability of individuals across partner organisations to work as if they were almost part of the same organisation.²²

As such, NZTech's Tech Alliance agreement focuses as much on intent, collaboration, expectations and communication as it does on the practicalities of the alliance.

Our Philosophy

NZTech operates on the belief that by working better together, associations can move beyond survival and toward collective impact. The philosophy underpinning this belief is a common whakataukī (Māori proverb).

Nā tō rourou nā taku rourou ka ora ai te iwi.

With your food basket and my food basket the people will thrive.

Our Community Building Framework – The Tech Alliance

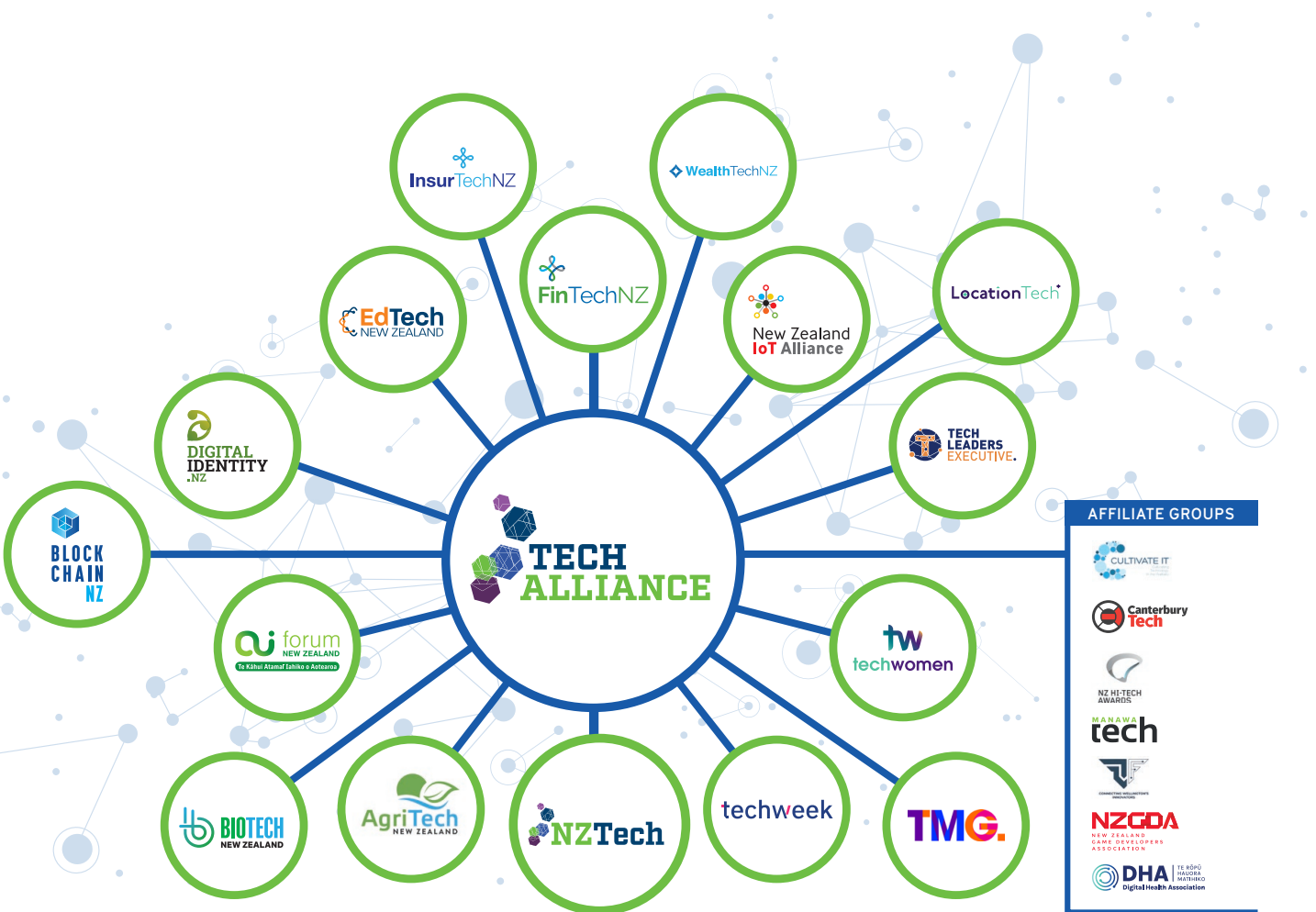
As the process of community building began, NZTech changed one of its critical success metrics from the number of members paying fees, to total members represented across the Tech Alliance. This meant it was now easier to create alliances with other technology associations, without the perception of financial competition. In

exchange for being able to represent the collective members of partner associations, NZTech would help them retain their members by connecting them to new member value.

In August 2016, the Tech Alliance was launched as a neutral entity, without its own members or activities.

During its inception, NZTech and three other associations combined as the Tech Alliance. Together, they represented 325 unique member organisations. Within six months, this had grown to ten associations, representing 423 members.

▼ Tech Alliance 2022





At this point, several newer, smaller associations decided to begin merging with NZTech. These associations, the NZTech Group, are a single not-for-profit incorporated society. However, the NZTech constitution was adapted to allow each association to maintain its own identity within the market and the Tech Alliance.

Merging with NZTech allowed existing associations to rapidly become more effective at leveraging NZTech's best practice. These associations begin to grow faster and be more impactful. Between February 2017 and February 2019, 10 independent incorporated societies dissolved and reformed within the NZTech Group. These new communities operate autonomously while maintaining their independence within the Tech Alliance.

By March 2021, 15 of the associations in the Tech Alliance were part of the NZTech Group. Operating as independent associations, each has their own budgets, governance structure, members, revenues and strategies. However, they gain the benefits of sharing best practice, a single infrastructure and collective impact.

The Tech Alliance also hosts a small group of Affiliated Associations and national initiatives such as the Hi-Tech Awards. These groups are legally independent entities who wish to work closer with NZTech. These Affiliates gain value from bringing their brand into a large, influential organisational grouping. They also benefit from the opportunity to better align and work with each other

on mutual issues. The Tech Alliance gains value by representing a larger number of unique organisations.

However, the true value of the Tech Alliance was quickly identified as the sharing of best practice across all elements of the work of an association – from governance and strategy development, to member management, member value, financial planning and management through to the work of the associations such as events, projects and government relations. Subsequently, work began to ensure frameworks were in place to enable this best practice to extend through the constellation alliance.

“The true value of the Tech Alliance is the sharing of best practice.”

Our Shared Purpose

Aligning the 'Why'

The Theory

Large-scale social and economic change requires broad cross-sector coordination, yet the organisations and agencies involved often remain focused on isolated interventions.

While not all issues and opportunities require the coordinated action of many organisations, international research finds that complex problems can be best solved by cross-sector coalitions that include the not-for-profit sector.²³ This is known as the collective impact theory.

Advocates and experts describe collective impact by providing variations on the notion of 'systems change' – shifting how entire communities allocate resources, craft policy and approach supporting their stakeholders. Most collective impact theories emphasise the importance of a cross-sector vision.²⁴

Research by the Collective Impact Forum has found that successful initiatives typically have five aligned conditions leading to powerful results:

- 1. a common agenda*
- 2. shared measurement systems*
- 3. mutually reinforcing activities*
- 4. continuous communication*
- 5. backbone support organisations.²⁵*

The Forum also found that all participants must have a shared vision before collective impact can be initiated. The shared vision must include a common understanding of the problem or opportunity that enables them to align.

While collective impact requires the discussion and resolution of differences, not every participant needs to agree on all dimensions of an issue. However, all participants must agree on the primary goals for the collective impact initiative. This shared worldview provides a framework for aligning a range of different approaches to facilitate collective impact.

Our Philosophy

The potential impact of technology is so broad it touches all parts of New Zealand's economy and society. Our shared sense of purpose enables us to be relevant for a broad range of stakeholders and helps us align with shared issues and opportunities.

Technology underpins the safety, security, health, environmental and economic wellbeing of all citizens.

Our Shared Purpose

In 2016, NZTech completed a research report in collaboration with the New Zealand Government, defining the tech sector.²⁶ The research calculated the scale and importance of the sector, and identified the importance of technology for all parts of the economy and society as we move into the digital age.

The impact of technology is so broad, touching all parts of the economy and society, and this was reflected in the numerous technology associations in the market and their diverse memberships. Noting this, NZTech identified the need for a refreshed vision that would appeal to a broader stakeholder group.

Creating a shared sense of purpose has enabled the NZTech Group, and its many communities, to remain relevant and enables their alignment for tech ecosystem collaboration. In 2016, the NZTech vision was refreshed to look beyond just creating economic prosperity to also include social prosperity. However, as the NZTech Group grew the vision had to evolve again to be more inclusive of the diverse membership across the many communities. In 2021, the vision was further refreshed with input from across all of the associations and stakeholders of the NZTech Group.

Each member association of the NZTech Group uses their own words to define a simple, yet strong purpose, aligned with the group purpose.

Examples include;

- **AI Forum** – Shaping a Thriving Future New Zealand with Artificial Intelligence
- **IoT Alliance** – Accelerating a Connected and Prosperous New Zealand
- **BioTechNZ** – Creating a Healthy, Clean and Prosperous New Zealand Boosted by Biotech.

Our Vision

New Zealand is an equitable, sustainable and prosperous digital nation where good technology underpins the safety, security, health, environmental and economic wellbeing of all citizens.

Our Purpose

The purpose of the NZTech Group is to connect, promote and advance the New Zealand technology ecosystem, to help create a more equitable, sustainable and prosperous New Zealand underpinned by good technology.



Our Strategic Framework

Aligning the 'How'

The Theory

Enabling mutually reinforcing activities is a critical component for successful collective impact.²⁷

Collective impact initiatives depend on a diverse group of stakeholders working together. Participants are inspired and encouraged to undertake the specific set of activities at which they excel, while supporting and coordinating with the actions of others.

The power of collective action does not come from the sheer number of participants or the uniformity

of their efforts. The power is realised through the coordination of their differentiated activities through a mutually reinforcing plan or framework.

Each stakeholder's efforts must fit into an overarching framework if their combined efforts are to succeed. The multitude of issues or opportunities, and the components of their solutions, are interdependent. Isolated organisations and uncoordinated actions will not address the issues and realise a vision.²⁸

Our Philosophy

We are building a network of strong recognisable independent brands known for their consistency and quality. By each individually focusing on being the best we can be, we indirectly help each other to succeed.

We stand on the shoulders and successes of each other.



Our Strategic Framework

Establishing a shared purpose provided a common agenda for the 'why'. To achieve this vision of an equitable, sustainable and prosperous New Zealand underpinned by good technology, NZTech developed a strategic framework for the 'how'.

This framework was aligned to the best practice model and is used across all associations in the NZTech Group to support their strategic planning. It provides a common framework for organising and communicating independent strategic objectives, enabling mutually reinforcing activities.

The NZTech Group Strategic Framework has three core pillars – **Connect**, **Promote** and **Advance**. These pillars were established via our best practice model. To be a best practice association you must **Connect** a community, have a clear message to **Promote** what is important for the community, and using

the scale of the community and its strong voice, **Advance** what is important for the community and its purpose.

These core strategic pillars – **Connect, Promote, Advance** – became the framework for the member associations to develop strategies and work programmes.

Connect includes bringing together an ecosystem of organisations, people and policy makers. This is the community building focus of a best practice association.

- Connect the community
- Connect members with each other
- Connect with markets

Promote includes highlighting the importance of technology to the public, politicians, media and showcasing New Zealand technology to the world. This is the creation of a strong voice focus of a best practice association.

- Promote to New Zealand
- Promote to Government
- Promote to the World

Advance includes working together for the benefit of New Zealand, by ensuring the foundations for a successful hi-tech nation are in place. This is the advocacy focus of a best practice association.

- Advance education, skills and talent
- Advance the Government's understanding and engagement with tech
- Advance business growth and exports

Each association or community in the NZTech Group develops their own strategies using the Connect, Promote and Advance framework. This enables them to take control of their own direction and strategies while as a group creating high level alignment, leading to greater impact.



Connect

Whakapiri

We connect tech ecosystems, organisations, people and policy makers with each other and to the world.



Promote

Whakapiki

We promote the importance of technology to the New Zealand public, and New Zealand technology to the world.



Advance

Kōkiri

We help advance the foundations for a successful digital nation including Government understanding of tech, digital education, connectivity, cyber-security, digital access and trade.

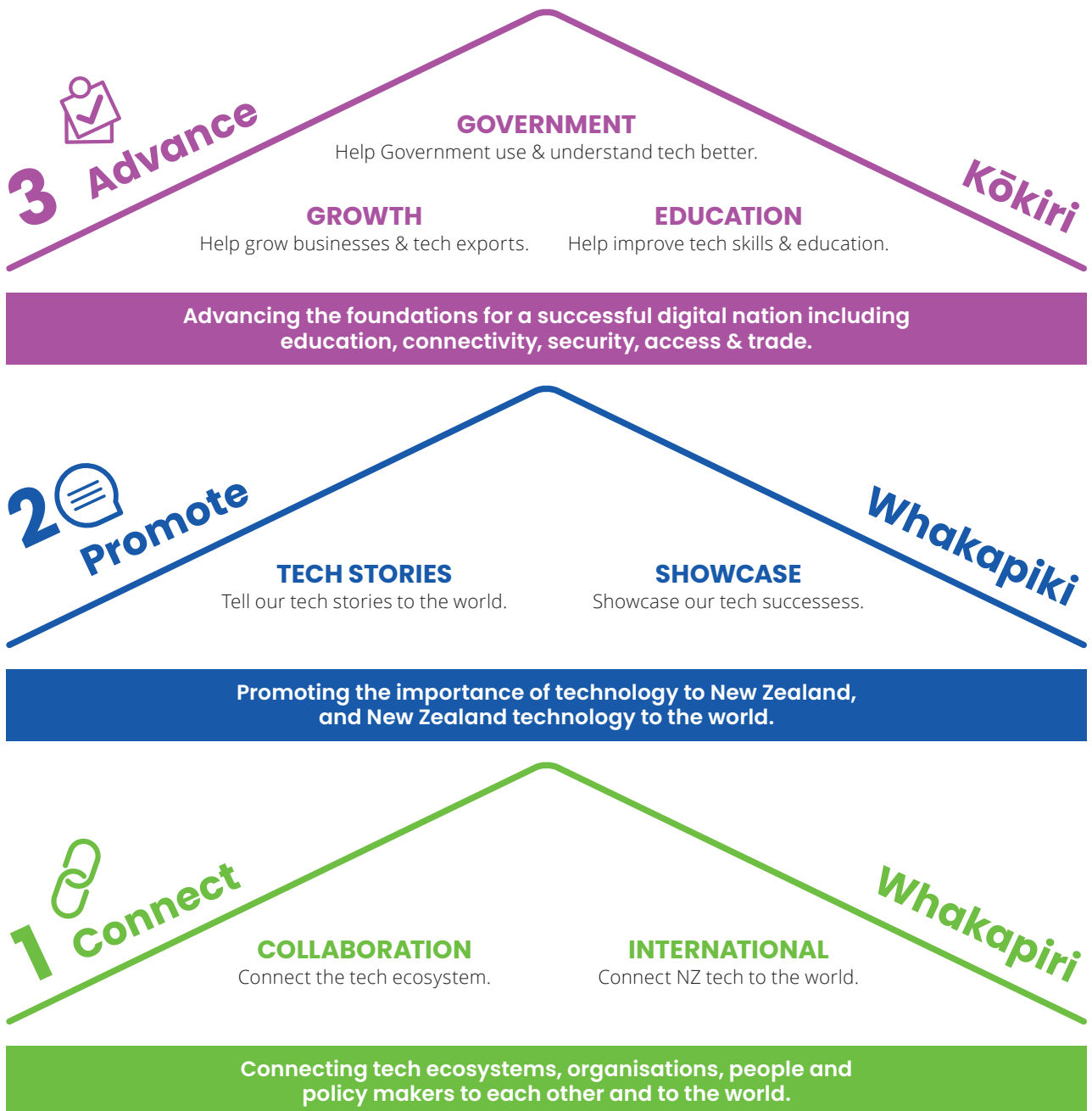
Our Strategy

Detailing the 'What'

NZTech's strategy begins by focusing on connecting the ecosystem and then promoting its importance.

Next, is the focus on helping advance nationally significant foundations for a successful tech ecosystem – technology education, skills and talent; business growth and exports; and increased Government understanding about the use of technology. Each association in the NZTech Group uses the NZTech strategic planning process to detail what is required to connect, promote and advance their community.

▼ **FIGURE 3:** NZTech's Strategy



Our Maturity Model

The Theory

In its simplest form, a maturity model is a set of characteristics that represent progression and achievement, in a particular domain or discipline. A maturity model allows an organisation or industry to have its practices, processes and methods evaluated against a clear set of criteria which typically represent best practice. The ability to benchmark with maturity models can help organisations determine their current level of

achievement or capability, then apply these models over time to drive improvement.²⁹

The development of a maturity model provides several benefits for organisations looking to accelerate delivery maturity. This includes the creation of standard processes to improve efficiency; clarity on roles and responsibilities; and they enable organisations to bridge the gap between strategy and practice.³⁰

“Enabling an organisation to bridge the gap between strategy and practice.”

Our Philosophy

Across the NZTech Group there are a large number of communities at varying stages of maturity. We aim to continually learn from each other. For example, when considering a new idea, it's highly likely that another Alliance member has initiated something similar. We can share our experiences and ideas, then implement accordingly.

Never reinvent the wheel, first ask your peers.

Our Community Maturity Model

The introduction of a best practice strategic framework has assisted new associations in their focus and alignment. However, it became apparent that associations all operate at different levels of maturity, largely depending on their resources. It was observed that some associations were spending limited resources on trying to be impactful, before connecting their community or clearly articulating their message. To help

accelerate the maturity of associations towards greater impact, NZTech developed a Community Maturity Model featuring levels one to five.

NZTech engages its Community Maturity Model to help each association assess its own maturity level and focus resources most effectively. This model also helps the association to manage its expectations of services and activities, within its resource reality.

Most new associations operate at level three with a focus on growing and connecting their community, and promoting key messages. If the community builds and strengthens, membership numbers will grow, providing resources to further aid its maturity.

The NZTech Community Maturity Model is not prescriptive. It is simply used as a guide to support decision making and is aspirational by nature.

▼ **FIGURE 4:** Community Maturity Model (simplified)

	LEVEL 1 Working Group	LEVEL 2 Branded Group	LEVEL 3 Early Community	LEVEL 4 Mature Community	LEVEL 5 Community Hub
	MAIN PURPOSE Specific Outcome	MAIN PURPOSE Connecting an Ecosystem	MAIN PURPOSE Connecting & Promoting	MAIN PURPOSE Advancing an Ecosystem	MAIN PURPOSE Coordinating & Advancing
GOVERNANCE	Terms of Reference Working Group Voluntary Co-Chair(s) Tasks set by Parent Group	Terms of Reference Working Group Voluntary Chair Input into activity plan	Charter & Strategic Plan Executive Council Voluntary Chair Shared Executive Director	Charter & Strategic Plan Executive Council Voluntary Chair Focused Executive Director	Constitution & Strategic Plan Board of Directors Voluntary Chair CEO
FINANCES	No financial support No budget	Annual budget High level	Annual budget Monthly forecasts	Annual budget Monthly forecasts Executive Council Finance Rep	Full Financial reporting Monthly forecasts & cashflow CFO & Finance sub-Board
MARKETING	Webpage, member photos	Webpage, member photos Brand Pull-up banner	Full website Brand Pull-up banners	Full website, active content Brand Pull-up banners	Multi-website Multiple brands Assorted banners
COMMS	No newsletter Blog post support	Member only newsletter Limited media placement Limited social channels	Monthly newsletter Limited media placement Multiple social channels	Monthly newsletter Monthly media placement Multiple social channels	Weekly newsletter Multiple newsletters Proactive media placement
EVENTS	No event support Self driven meetups	Limited event support Limited calendar	Annual calendar Regular schedule Annual conference	Annual calendar Monthly, multiple cities Annual conference	Annual calendar Monthly, multiple cities Multiple conferences
GOV REL.	No	No	As opportunities arise	Gov Relations Plan Minister briefings Submissions	Gov Relations Plan Minister briefings Submissions
RESEARCH	No	Workshop briefing papers	Workshop briefing papers	Sponsored research reports Briefing papers	Sponsored research reports Briefing papers

Our Membership Framework

The Theory

Membership is more than a revenue stream. It is a way of operating that touches every aspect of a membership organisation's work. While there are fundamentals any member organisation should have in place, research recommends establishing a shared definition and language of membership.³¹ This is vital to ensure that everyone is operating from a place of shared understanding. The language you use to talk about membership shapes how members perceive it. If you're not consistent, you can easily be misinterpreted.

Research also shows that there is increasing competition for membership organisations and constantly changing expectations from potential members. Consequently, membership organisations must anticipate change if they wish to expand their member base and engage members.³² Many associations have membership structures designed for internal political considerations, not market-driven characteristics. In addition, associations have been slow to modify association membership benefits to reflect changing market needs. This also results in less successful engagement.³³

Our Philosophy

NZTech encourages its members to make the most of their membership. While we are membership funded, we believe our members should actively look for ways to engage and find meaningful value. We help facilitate connections and progress conversations that are important to our members. From joining our events and conferences, and participating in research and submissions, NZTech offers a diverse programme of work.

We use a gym membership as an analogy. For example, when you join a gym, they show you the equipment, circuits, group fitness schedule and can provide a personal trainer. However, they won't wake you up in the morning and make you go to the gym. To gain the most value from a gym membership you need to be actively involved, determining when to attend, what circuits to join and classes to take. Likewise, NZTech offers a diverse range of opportunities and members can participate in those that offer the most value to them.

Be actively involved and you'll gain the most membership value.

Our Shared Membership Framework

To enable multiple associations to work collectively, not competitively, NZTech has developed a shared member categorisation and pricing model. This simple model is based on the philosophy that the larger the organisation, the more ability it has to extract value from membership, and the more capacity it has to pay a membership fee. This means larger corporations pay a higher annual membership fee and this scales down relative to revenues with startups paying the smallest fee.

We have found that our fee structure is considered high for firms that can't articulate the potential value they could gain from membership. These firms tend not to join. Conversely,

the price point is considered low for engaged members as they can extract considerable value and return on investment (ROI). Over the years, this membership fee structure has been tested to identify the point where the fee at every category level is considered reasonable if the organisation is engaged and extracting value.

Each association within the NZTech Group aligns with a shared membership definition, primarily focused on organisations. All staff of member organisations are themselves considered members. There is an Individual membership category which caters for people between jobs, professional directors, or those who have retired. This membership

category explicitly excludes any individual who is a staff member of a potential member organisation.

Ultimately, small individual membership fees are insufficient to operate a successful membership association unless you have thousands of individual members. This model works best for professional associations where members are obliged to join in order to stay licensed.

However, as the research continues to show, there is plenty of competition for the same membership dollar. NZTech engages in ongoing analysis of membership categories, fees and value propositions, experimenting with new fee structures in new associations, prior to being fully integrated into the Group.



Our Financial Framework

The Theory

Research has found that the financial management of a not-for-profit (NFP) is generally more complicated than running a comparable size for-profit business.³⁴ When a for-profit business finds a way to create value for a customer, it has generally found its source of revenue; the customer pays for the value. With rare exceptions, that is not true in the NFP sector. When a NFP finds a way to create value for a beneficiary (for example, helping students into tech career pathways), it has not identified its economic engine.

Developing a funding strategy that leads to financial sustainability is central to any NFP's ability to increase its impact. Research has found that too often, reactive fundraising tactics and taking every financial opportunity can substitute

thoughtful planning. Successful NFP's constantly analyse the value of current funding, evaluate the revenue potential and costs of all funding opportunities in detail and typically focus on a small number of funding sources rather than use a diversification approach.³⁵

Size matters, too. Developing a sustainable funding model is more likely for NFP's that generate at least \$3 million in annual revenues. Below this, NFP's tend to lack the resources and scale necessary to approach large scale funding strategies.³⁶ Associations that have memberships tend to rely on three core sources of funding – membership fees, provision of services to members and providing services for Government grants.³⁷

Our Philosophy

Every dollar we raise helps make a positive impact for New Zealanders. While we are a not-for-profit, it doesn't mean that we shouldn't be trying to make a surplus. A surplus is a sign of good management and is essential to enabling us to invest in new initiatives that can make a positive impact.

A surplus enables us to invest in positive impact initiatives.

Our Shared Financial Framework

From its conception, NZTech was designed to operate within the realities of its available membership revenues. This philosophy has continued in the way the entire NZTech Group operates. As financial sustainability has grown, NZTech has added the provision of services for Government grants and the development of services for members to its funding model.

The NZTech Group financial model sits on a shared financial framework. This is an agreed model enabling individual associations to manage their own membership and project revenues, but within a shared financial structure that reduces individual financial risk and improves cash flow.

While the entire financial structure formally sits within the NZTech legal entity, each community or Association has its own profit and loss statement (P&L) and budget. This budget is designed in collaboration with the Association's Executive Council or Board with the support of the NZTech CEO and finance director.

During the annual planning process a draft budget is developed with the NZTech Group Financial Director, CEO and the Association's Executive Council and Executive Director. The budget is approved by the Association's Executive Council or Board and then integrated with the NZTech Group budget.

The Association's Executive Director and/or any contracted service delivery people, then work to this budget. Any proposed unbudgeted spending must be pre-approved by the Executive Council where trade-off decisions have to be made.

We collectively agree that membership fees should be built to cover operational costs, or put another way, operational costs, where possible, should be built to fit within membership fees.

We also follow a three pronged revenue model, aiming for a third of revenues from membership fees, a third from co-funded projects with the Government, and a third from additional revenues from members. For example, sponsorship of events or the development of other services.

Each Association within the NZTech Group develops a realistic yet conservative P&L, including their proportion of the shared overhead costs.

Finally, our financial philosophy is that by working together we can have greater impact. While each Association should design and manage their own finances, there should be no competition between the Group for membership revenues. Membership revenues will be maximised through a coordinated approach and the NZTech Group will leverage its scale to reduce cash flow issues for all Associations.



Managing Shared Membership Revenues

Within each Association's budget the membership revenues will include some direct members that are members of only that Association, but there will also be a large number of members with multiple memberships shared between Associations.

When a member joins a second or third Association, we call this a multi-membership. The membership revenue is combined and shared equally between the Associations that the member joins.

Before joining the Tech Alliance, Associations tend to compete for membership fees, with many missing out. The NZTech Group multiple membership model has created increased value and member stickiness, and overall net positive membership growth as Associations effectively cross sell and upsell memberships. The value for the member is access to multiple associations with only small incremental increases in cost, rather than multiple full priced memberships.

Our Philosophy

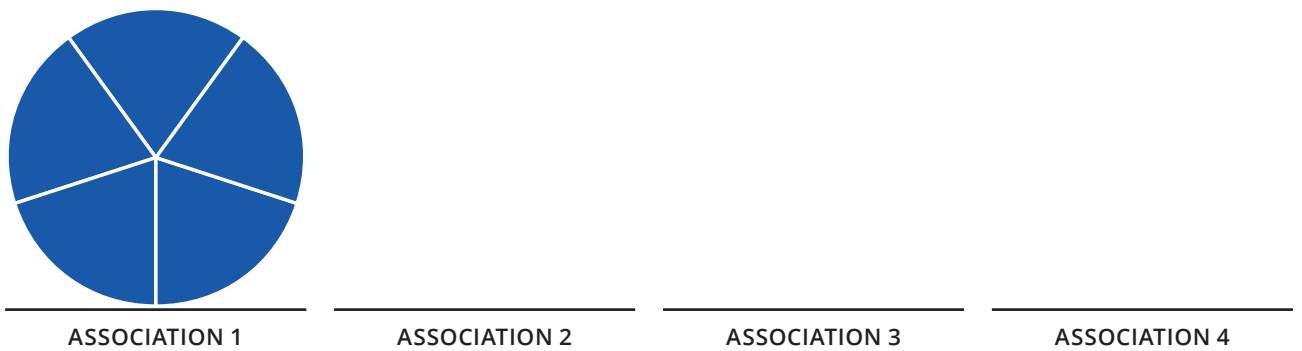
With growth and success comes the risk of spending in areas that are not 100 percent critical for the purpose of the organisation. By creating a culture of financial scarcity and the need to find clever ways to get things done, we can ensure most of our funding is directed to being impactful versus operating.

Think and act like a startup.

▼ **FIGURE 5:** Collaborative approach to membership

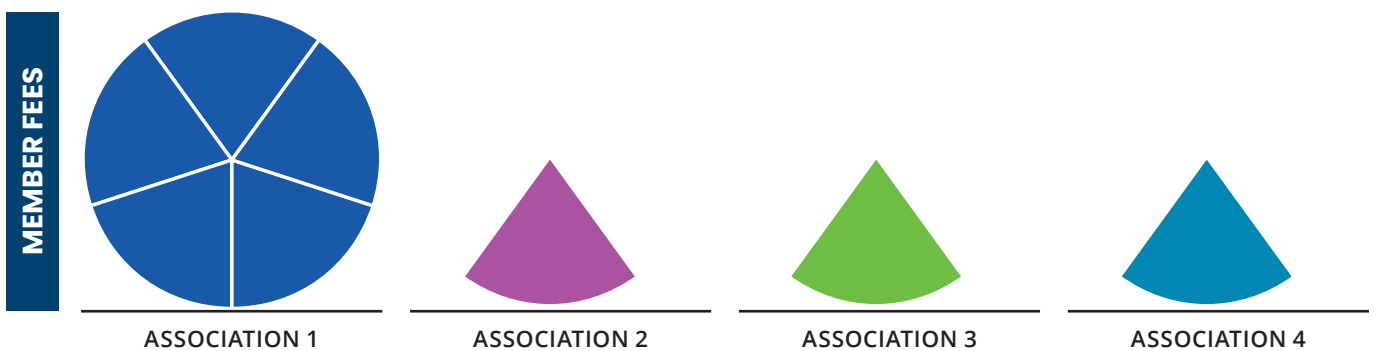
Previous Competitive Approach

Few organisations wish to pay for multiple memberships creating winners and losers.

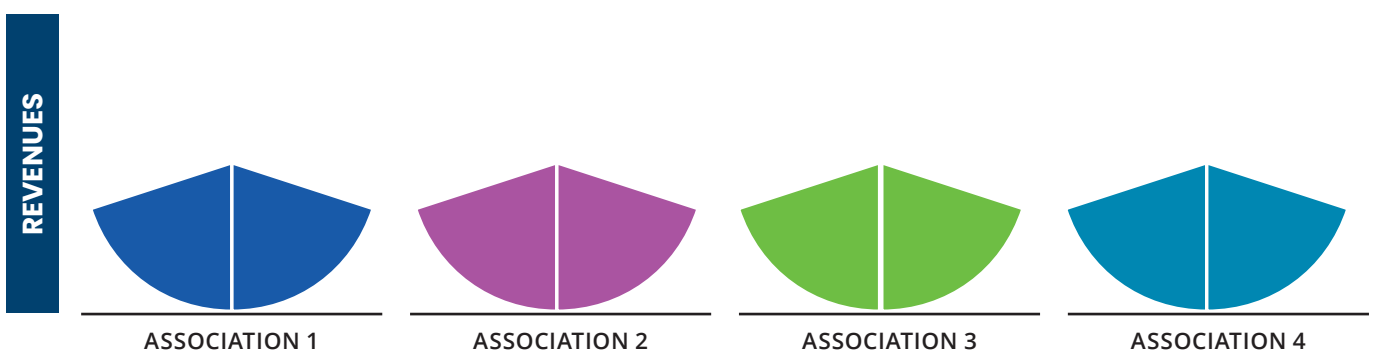


NZTech Collaborative Approach

Only a small incremental fee is required to add additional memberships. This attracts more members.



The total amount is shared equally. Drives net positive membership growth and increased member value.



Managing Shared Overheads

The NZTech Group's financial philosophy is for each Association to account for the real costs of their operations. A policy is in place to distribute shared overheads across the Associations. This is based on the scale of each Association, measured by forecast annual membership revenues, set during the planning process. During each annual planning cycle, the Associations collectively discuss and agree on shared overhead investments.

Shared overheads include the finance support team, membership support

team, office rents, office equipment, member management system, software licenses, legal and accounting.

Once each association develops its annual membership plan these are aggregated and used to establish the proportion of shared overheads they will cover. This process enables each association to cost effectively access best practice support at a substantially lower cost.

Our financial approach aims to develop an operating budget where

membership covers operational costs for each association. We recommend targeting an operating surplus to provide flexibility during the year. Each association typically has additional revenue from events and projects. This portfolio effect provides security for all associations in the NZTech Group and provides opportunities for associations to invest in growth some years, while supporting other association's growth in other years.

Our Philosophy

It is easy to start forgetting that we are a small NGO when operating constantly with large corporations and Government agencies. As staff numbers grow, it is important to maintain a culture of 'small with limited funds'. If every dollar spent on travel, accommodation and entertainment feels like it is your own money, you will spend it more carefully than if you feel like you work for a large firm and have some entitlements.

Spend cautiously, as if it is your own money.



Our Shared Resources Model

An Embedded Gig Workforce

The Theory

Digital evolution is creating new options for resource sharing and management. As the global economy transformed from the industrial age to the digital age, it created new possibilities for the structure of organisations. As the digital age evolves into an era of almost unlimited access to information, organisational models have continued to evolve.

*In his 1937 Nobel Prize winning economic theory, *The Nature of the Firm*, Ronald Coase identified that people began to organise their production in firms when the transaction costs of coordinating production through the market was greater than within an organisation.³⁸ He identified that transaction costs (the cost of obtaining and sharing information such as relevant prices), created the drivers that pushed people to organising into business structures, rather than creating and selling their own goods and services.*

The digital age has enabled the emergence of a business landscape very different from the industrial age it replaced, primarily because of the economic principles of information.³⁹ These principles suggest that, while the fixed costs of producing information may be high, the costs of using it are much smaller and the marginal costs of sharing information are low and declining.

With the introduction of digital technology in the workplace, the collection and sharing of information within, and between organisations has become increasingly efficient, making real-time collaboration between people in different locations possible.⁴⁰ This has paved the way for flatter and more fluid ways of working, enabling changes in task design and the allocation of decision rights within organisations.

These changes have led to the rise of the gig economy, a new work arrangement which is characterised by on-demand, increasingly digitally enabled, short-term relationships with an organisation. Due to the seemingly detached nature of this work, perceptions of organisation support are often low, which can present a challenge to organisations in terms of obtaining the full value from a gig workforce. Research shows certain practices lead to positive perceptions of organisation support and economic outcomes. These practices include supportive human resource management (HR) processes such as clear roles, supporting remuneration and rewards, autonomy with flexibility, fairly applied practices, learning and development, as well as performance feedback. This research also identifies how digital platforms are important to support a successful gig workforce across an organisation.⁴¹

Our Philosophy

It should never be about who reports to who, or who is a boss. When we surround ourselves with smart passionate people, aspiring to help create a better New Zealand, the result will be an engaged and collaborative network.

Keep building a network of smart passionate people.

Our Embedded Gig Workforce

Following the creation of the firm in the industrial age, the declining cost of information and digital infrastructure are the fundamental forces enabling the development of organisations like NZTech.

Like most not-for-profit organisations, NZTech initially had very few resources and unpredictable finances, limiting its ability to access the high quality skills required for a best practice NGO. A decision was made to use ad hoc contractors to provide resources and specialist capabilities for specific initiatives. There were several benefits, in particular, the ability to scale back when not required and accessing experience and capabilities as needed. These skills and experience would be too costly to maintain as employees. However, a full contractor

model means lost institutional knowledge between projects, a lack of connection with the purpose of the organisation and difficulty building a strong organisational culture.

To address these challenges, NZTech has designed its systems for an embedded gig workforce. NZTech now outsources its operations to a network of experienced professionals. This includes gig partner organisations for operational, marketing and communications support, a partner for event support, and a partner for Government relations support. NZTech is currently in the process of establishing a gig workforce partner for research.

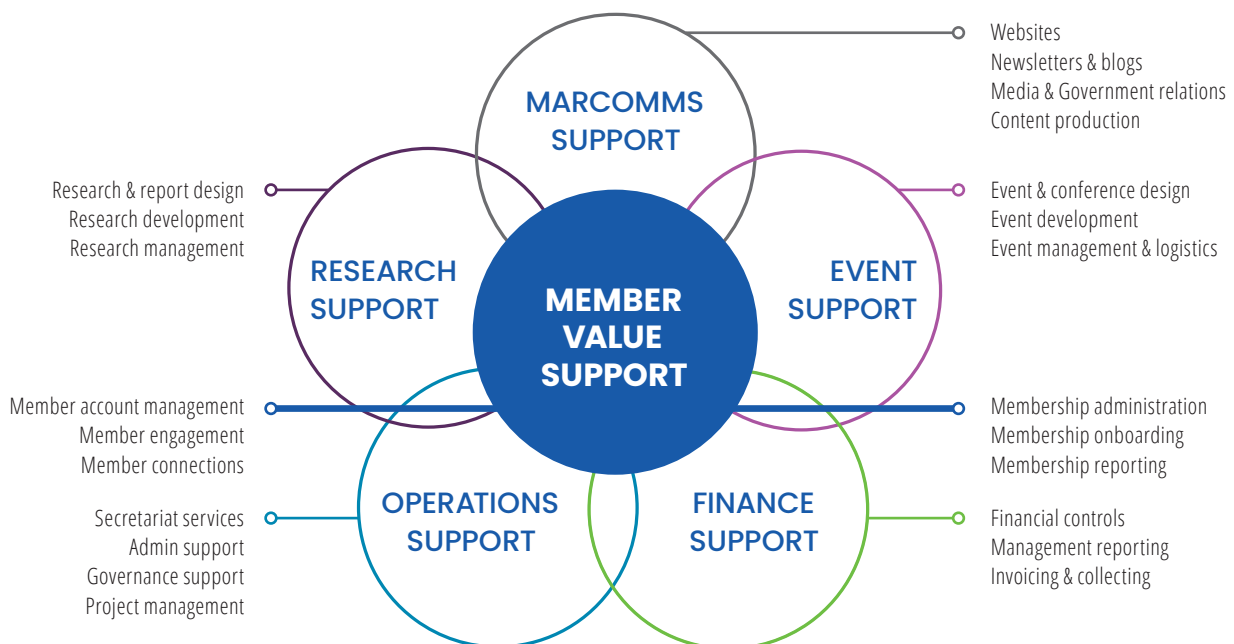
Following the latest research, we have developed a range of systems, processes and templates, using

cloud based applications, to create an integrated gig workforce that is embedded within the NZTech Group culture. This workforce provides a range of best practice support for the associations within the NZTech Group.

This shared services model benefits from a continuous best practice improvement approach, and the use of a network of high quality experienced professionals who we only pay for when we consume services. Resources can easily be scaled as required, to fit budgets and projects. We also gain the benefit of scale as the pricing is based on the entire NZTech Group, regardless of the quantity each individual Community consumes.

Examples of the main support services include, but are not limited to, the following:

▼ **FIGURE 6:** Operation framework



Each Community only pays for the services they consume. Meanwhile, the team within the gig workforce will only deliver services within an agreed budget. Time spent on service delivery is tracked, creating itemised monthly invoices for each Community. This ensures transparency and the system automatically alerts participants as budget milestones are reached. No margin is added to any of the costs from NZTech.

PART THREE

Collective Impact

A scientist in a white lab coat and safety goggles is working in a laboratory. She is holding a small object, possibly a sample, and looking at it intently. The background shows various pieces of laboratory equipment and shelves. The entire image has a blue tint.

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Creating a Collective Impact

The Theory

Achieving large scale change through collective impact involves five key conditions for shared success.⁴²

1. Common Agenda – all participants have a shared vision including a common understanding of the problem and a joint approach to solving it through agreed actions.

▶ Our Strategic Framework – enabling shared purpose and direction

2. Mutually Reinforcing Activities – participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

▶ Our Community Framework – enabling a coordinated cluster alliance

3. Shared Measurements – collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

▶ Our Maturity Model – enabling shared reporting and benchmarking

4. Continuous Communication – consistent and open communication is needed across the many players to build trust, assure mutual objectives and appreciate common motivation.

▶ Our Operating Frameworks – enabling transparency and communications

5. Backbone Support – creating and managing collective impact requires a separate structure with staff and specific skills to coordinate participating organisations, people and agencies.

▶ Our Collective Impact Platform – the Tech Alliance team enabling scale and impact

Importance of a Backbone Organisation for Collective Impact

The backbone organisation is critical to the success of collective impact. Backbone organisations essentially pursue six common activities to support

and facilitate collective impact which distinguish this work from other types of collaborative efforts, including:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilise funding⁴³

Importance of Leadership for Collective Impact

Leadership is also critical for scaling collective impact.⁴⁴ Common characteristics of effective leadership for successful collective impact organisations include:

Visionary – they should have a clear vision of where focus is needed and have the ability to drive towards those goals through every day activity.

Results-Oriented – constantly pushing the community to not just talk about something but to act on it.

Collaborative Relationship Builder – a consensus builder that works very well with partners, good at making everyone feel important and involved.

Focused but Adaptive – a combination of laser focus and a willingness to listen to almost any idea, and the ability to quickly adapt if needed to achieve the end goal.

Charismatic Influential Communicator – articulate and passionate about their work, perceived as a leader in the field.

Politically Savvy – politically savvy with an ability to self-filter and understands when to listen.

Humble – sees themselves as a servant leader.

Another theory suggests the greatest impact for society comes from weaving together platforms for facilitating local action (collective impact) that incorporate and build on what's been proven elsewhere (best practice).⁴⁵ NZTech has opted to pursue this approach.

The Role of Government in our Collective Impact Model

The research shows that government is a critical participant in a successful collective impact model. NZTech's approach has been to include government as an equal and active member of each community. The agreed philosophy is that wherever possible the role of industry is to lead and drive initiatives for impact and the role of government is to support. This close partnership of members from across a broad spectrum is enabled by co-governance and co-design and takes NZTech away from lobbying to active participation in the development and delivery of solutions.

Scaling our collective impact

The NZTech Group is a growing collective of member-funded

associations supported by a growing depth and breadth of memberships that are aligned to a shared purpose of helping create a better New Zealand.

Like the relationships between hapū and iwi, each Association has its own autonomy while being proudly part of the same NZTech tribe.

To scale our impact, NZTech is focussed on being a best practice collective impact backbone or platform.

To help guide its vision and strategy, in 2021 NZTech initiated a once in a decade refresh of the Group's guiding vision. This process ran across six months and engaged not only current members, but also future stakeholders and partners resulting in a refreshed shared purpose. This has established the common agenda for collective impacts to help guide the organisation for the coming years.

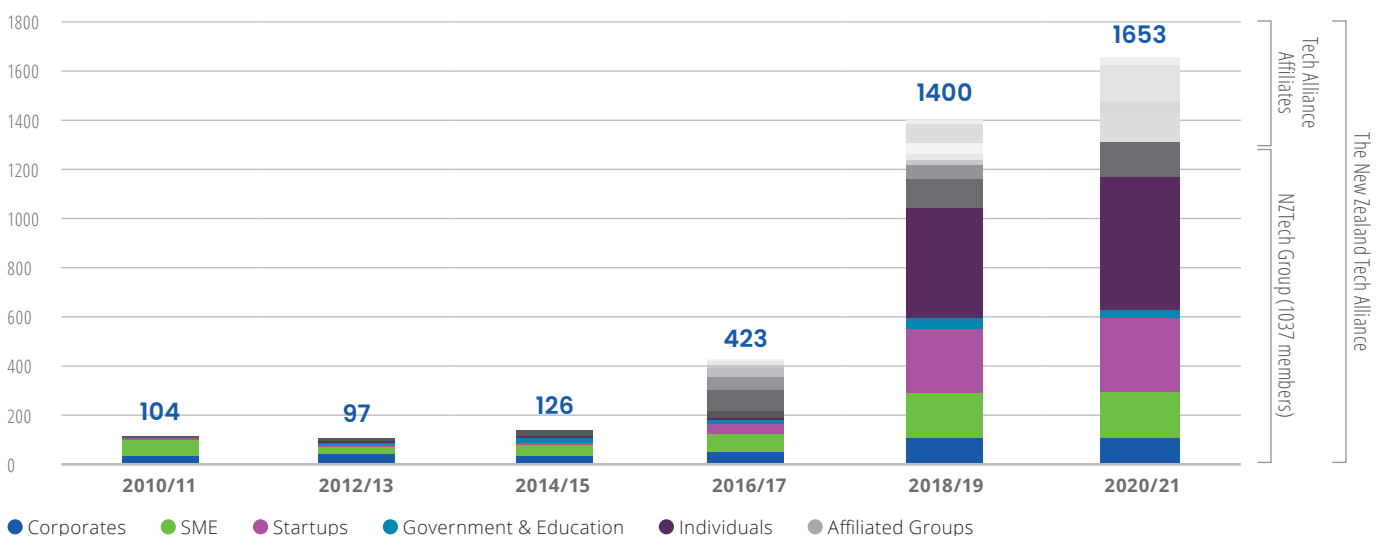
NZTech continues to help the many associations in the Group align activities and establish shared measurements, for example, co-developed member events, collaborative submissions and joint briefings.

Better collaboration is providing a visible and credible entity that is able to advance and better mobilise funding to support the collective.

As shown in figure 7, the result is a growing membership who join to support the mission of helping create a more equitable, sustainable and prosperous New Zealand underpinned by good technology. Currently, the Group collaborates to produce over 200 member events a year, six summits, multiple research reports, Ministerial briefings, submissions, media stories, 400+ events during Techweek and an ongoing international New Zealand Tech Story, We See Tomorrow First.

“Like the relationships between hapū and iwi, each Association has its own autonomy while being proudly part of the same NZTech tribe.”

▼ **FIGURE 7:** Membership and Representation Growth



Scaling Collective Impact as a Platform

The Evolution of a Collective Impact Platform as a Service

The NZTech model has been built on the developing research of the firm, of alliances, of best practices and of collective impact.

Until now, this has been created organically as funds allow, and is less digital than it should be for a tech alliance. With the theories and culture of continuous improvement in place it is simply capital that limits the development of a more robust infrastructure that would further increase the collaboration and collective impact of the tech ecosystem for the benefit of Aotearoa New Zealand.

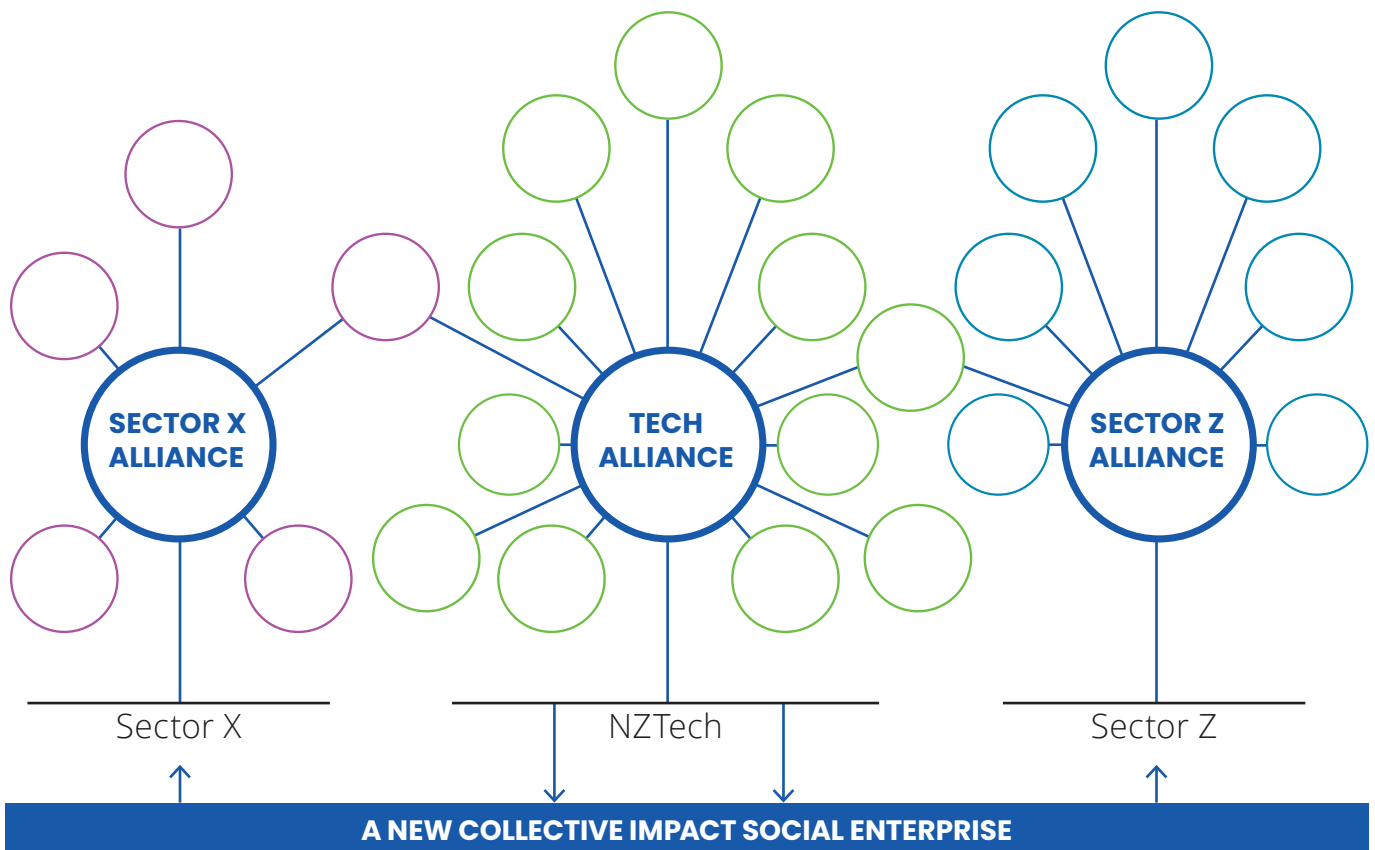
There also appears to be potential for the extraction of the backbone processes into a specialist entity that can provide best practice support and enablement for other sectors.

This may provide an opportunity for capital raising, if a case can be built for the New Zealand Government showing the social and economic value that may be extracted through higher performing critical industries. Almost all sectors now have an underpinning tech aspect that could form the logical linkage with the NZTech collective impact backbone approach for sector collaboration.

For example, would a collective impact backbone enable the many food industry associations to operate more efficiently and impactfully? Or the many vegetable grower associations? Or even the sporting associations supported by SportNZ?

As we further embed diversity and inclusion, te ao Māori and sustainability through our collective impact model, we believe that the NZTech collective impact platform will only become more impactful.

“We believe that the NZTech collective impact platform will only become more impactful.”



APPENDIX

A photograph of a man and a woman sitting at a table, smiling and looking at a laptop screen. The man is on the right, wearing a dark t-shirt, and the woman is on the left, wearing a patterned top. They appear to be in a meeting or collaborative work environment. The image is overlaid with a green gradient.

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About the Author

Graeme Muller is the CEO of NZTech and is passionate about the impact that technology and innovation can make to the economy and society.

He has held this role since December 2014. During his tenure, NZTech's membership has seen phenomenal growth. This includes the establishment of the Tech Alliance, representing 20 of New Zealand's largest tech associations.

Graeme has a 20 year career in technology and business research, management consultancy and marketing across multiple sectors and geographies. Prior to leading NZTech, Graeme was based in Amsterdam, The Netherlands after living and working in Sydney, Australia.

Graeme holds an MBA from Bayes Business School, City University, London, a post graduate Diploma in Marketing from Auckland University Business School and a Bachelor of Pharmacy from Otago University.

www.linkedin.com/in/graememuller/



Graeme Muller

NZTech CEO



Joining the Alliance

The Tech Alliance is the term we use to describe the Group externally. There are two levels of participants within the Tech Alliance.

1. NZTech Group

Organisations/Associations that form within the NZTech incorporated society, fully leverage the NZTech constitution allowing the formation of Communities, with their own Boards and membership structures. These organisations leverage the same infrastructure and benefit from scale processes, people, experience and capital/cash flow.

2. Affiliates

Organisations/Associations that are incorporated societies in their own right who typically join the Tech Alliance to increase the exposure of their group. This is fundamentally a logo exchange and doesn't offer the benefits of the shared purpose and best practice platform.

Joining the NZTech Group

If an organisation decides to become a community within the NZTech Constitution the following process is engaged.

1. The organisation retains its own Board or Committee, renamed an Executive Council.
2. A formal Charter Document, that acts as a Community's constitution and formally connects it to the NZTech constitution, is created.
3. The Association's purpose and strategic objectives are documented. Once these are in place, brand and website development, communications plan, Government relations plan, international plan, and event plans are developed, as required.
4. A membership and other revenue streams plan is developed to ensure planned costs are met.
5. A budget is co-developed, identifying sufficient revenue streams to breakeven on the planned costs. The NZTech Board delegates authority, so the newly established Executive Council is responsible for its own budget and decisions.
6. The organisation's board approves the Charter and Budget and the association is then established on the NZTech platform. This includes customer relationship management (CRM), shared team drives, productivity tools and access to more than thirty specialist operational staff.
7. Depending on the level of financial resources available, an Executive Director or a Community Manager is appointed to help maintain momentum.

Timeline

DATE	START/ENDS	DESCRIPTION
Nov 1992	ITANZ starts	IT Association of New Zealand (ITANZ) is formed to provide a voice for the IT sector. Funded by memberships.
Sep 1995	NZSA starts	New Zealand Software Association (NZSA) is formed to increase the voice for local software companies. Funded by memberships.
Aug 2002	NZSA ends	New Zealand Software Association (NZSA) is dissolved (the first of many times) due to lack of industry support. NZSA was relaunched and dissolved three more times, before finally being dissolved in August 2021.
Nov 2003	HiGrowth starts	The HiGrowth Project was created by the Government as part of its Growth and Innovation Framework (GIF) to support the growth of the ICT sector. Government funding of \$1.3m million was provided over four years. https://www.mbie.govt.nz/dmsdocument/2403-review-gif-industry-governed-bodies-fund-sector-project-fund-pdf
Dec 2004	ICT-NZ starts	ICT-NZ is formed as a collaboration between New Zealand Computer Society, New Zealand Software Association, New Zealand HiGrowth Project, New Zealand Health IT Cluster and ITANZ.
Jan 2005		First media mention of over 140 ICT representative groups across New Zealand. https://www2.cio.co.nz/article/471164/seeking_unions_civil_financial
May 2005		The New Zealand Government publishes its first Digital Strategy https://www.beehive.govt.nz/release/budget-2005-digital-strategy-%E2%80%93-creating-digital-future
Apr 2006		InternetNZ joins the discussions about joining ICT-NZ, the umbrella group still being established. http://old.internetnz.net.nz/proceedings/council/archive/2006/2006-04-28/2006-04-28-minutes.html
May 2007	ITANZ ends	IT Association of New Zealand (ITANZ) is dissolved.
May 2007		Cabinet paper announces the Labour Government will create and fund a new ICT umbrella group due to the failure of ICT-NZ to gather industry support due to lack of 'member benefit'. Government to provide \$1.45m establishment funding, then \$400k/year for a further three years. http://www2.computerworld.co.nz/article/470486/cabinet_paper_blunder_exposes_ict-nz_failure
July 2007		Announcement: ICT-NZ not receiving funding from Government. http://www2.computerworld.co.nz/article/498109/_15bn_ict_industry_doesn_t_need_govt_benefit_says_blogger
Nov 2007	ICT-NZ ends	Long deliberations by partners (NZCS, NZHIT, InternetNZ, NZSA) about working together in this umbrella group stalled. Lack of industry support leads to the closing of ICT-NZ. http://www2.computerworld.co.nz/article/496853/ict-nz_fathers_look_future
Dec 2007	HiGrowth ends	The HiGrowth Project is dissolved. https://www.mbie.govt.nz/dmsdocument/2403-review-gif-industry-governed-bodies-fund-sector-project-fund-pdf

DATE	START/ENDS	DESCRIPTION
Jan 2008		Government funds Martin Jenkins to help develop ICT-NZ v2 the redesigned umbrella group that will pull together govt initiatives such as HiGrowth and Broadband Challenge to create the voice of ICT for lobbying Government. http://www2.computerworld.co.nz/article/496484/consultation_continues_over_ict-nz_2_0
Mar 2008		Government announces new digital sector 'super group' and stops funding HiGrowth and ICT-NZ. Cabinet agrees to provide \$825k establishment funding plus \$400K a year to be reviewed Nov 2009. http://www2.computerworld.co.nz/article/495816/govt_announces_digital_super_group_
Apr 2008		Following the announcement that the Government is to create an umbrella group, a number of ICT Industry leaders begin discussions on establishing an industry funded umbrella group, to avoid reliance on fluctuating Government funding and can represent their issues without worrying about funding cuts. http://www2.computerworld.co.nz/article/495652/post-ict-nz_industry_landscape_takes_shape
Aug 2008		New Zealand Government publishes its second Digital Strategy. https://www.beehive.govt.nz/sites/default/files/Digital%20Strategy%202.0.pdf
Nov 2008		The Labour Government ends and with it so does the proposed Government created digital super group.
Dec 2008	NZICT starts	More than 30 of the country's leading ICT companies agreed in principle to join together in the creation of a new ICT industry association. NZICT will provide the industry with a single, unified voice with which to address issues facing the industry as a whole. https://www.scoop.co.nz/stories/BU0812/S00341.htm
Mar 2012		Members voted to broaden the constitution to include hi-tech companies as well as ICT. https://www.scoop.co.nz/stories/BU1203/S01104/nzict-makes-changes-to-better-reflect-and-represent-technolo.htm
Mar 2012		Representation reaches 91 organisations.
May 2013		The first annual Tech and Innovation Week is launched to bring six tech events into the week of the Hi-Tech Awards to raise the profile of the tech sector in New Zealand.
Aug 2013	NZICT ends NZTIA starts	NZICT members vote to rename the organisation as members agree ICT doesn't represent them. Relunched as the New Zealand Technology Industry Association (NZTIA). https://www2.computerworld.co.nz/article/523284/nzict_group_elects_new_board_votes_unanimously_name_change
Dec 2014		Representation reaches 100.
Jan 2016		NZTIA and Canterbury Tech establish a formal Alliance agreement to provide mutual support with NZTIA 'representing' the combined membership to Government. https://istart.co.nz/nz-news-items/nztech-takes-steps-towards-national-alliance-of-industry-bodies/

Timeline continued

DATE	START/ENDS	DESCRIPTION
Mar 2016		NZTIA and New Zealand Software Association (NZSA) establish a formal Alliance agreement to provide mutual support with NZTIA 'representing' the combined membership to the Government.
Mar 2016		Representation reaches 325.
May 2016		The annual Techweek festival continues to grow. Partnering with Auckland's economic development agency the 5th annual Techweek festival attracts over 10,000 people to 55 tech and innovation events across Auckland.
Jun 2016		NZTIA works with the Government to define and size the New Zealand tech sector. Report identifies tech as New Zealand's third largest export, and tech being critical for the rest of the economy. https://nztech.org.nz/reports/from-tech-sector-to-digital-nation
Jul 2016	NZTIA ends NZTech starts	NZTech Board strategy focuses on best practice association and moving from 'good to great'. As part of this process, NZTIA is renamed, NZTech.
Aug 2016		NZTech formally launches the Tech Alliance to create a collaborative structure to help the sector connect better, in exchange for being able to represent the Alliance directly to Government. https://techalliance.nz
Sep 2016		The TechWomen Group joins the Tech Alliance and forms within NZTech as a Community.
Aug 2016		Spatial Industry Business Association (SIBA) joins the Tech Alliance as an Affiliate.
Aug 2016		Precision Agriculture Association (PAANZ) joins the Tech Alliance as an Affiliate. https://www.computerworld.com/article/3478877/nztech-and-precision-agriculture-team-to-push-precision-agriculture.html
Nov 2016		The Blockchain Association of New Zealand (BANZ) joins the Tech Alliance as an Affiliate.
Dec 2016		The New Zealand Game Developers Association (NZGDA) joins the Tech Alliance as an Affiliate.
Dec 2016		The Virtual Reality/Augmented Reality Association (VRARANZ) joins the Tech Alliance as an Affiliate.
Dec 2016		The Financial Technology and Innovation Association (FinTechNZ) joins the Tech Alliance and forms within NZTech as a Community. Launches officially in Feb 2017. https://nztech.org.nz/event/fintechnz-launch
Mar 2017		Representation reaches 423.
Apr 2017		The New Zealand IoT Alliance (NZIoT) joins the Tech Alliance and forms within NZTech as a Community. https://nztech.org.nz/2017/04/03/accelerating-a-connected-new-zealand

DATE	START/ENDS	DESCRIPTION
May 2017		Techweek goes national and showcases technology and innovation to more than 20,000 people via 287 events in 24 towns around New Zealand.
Jun 2017		The AI Forum of New Zealand (AIFNZ) joins the Tech Alliance and forms within NZTech as a Community. https://www2.computerworld.co.nz/article/619734/new-zealand-ai-forum-launch-june
Sep 2017		The Tech Leaders Executive joins the Tech Alliance and forms within NZTech as a Community. https://nztech.org.nz/2017/09/27/first-ever-nz-tech-leaders-group-launched
Nov 2017		The Education Technology Association of New Zealand (EdTechNZ) joins the Tech Alliance and forms within NZTech as a Community. https://edtechnz.org.nz/event/edtechnz-launch-event
Mar 2018		The New Zealand Biotechnology Association (NZBio) joins the Tech Alliance as an Affiliate.
Mar 2018		Representation reaches 818.
Apr 2018		The Tech Marketers Group joins the Tech Alliance and forms within NZTech as a Community. https://techmarketers.co.nz/2018/04/30/new-zealand-tech-sector-gets-marketing-boost
May 2018		Techweek continues to grow, running 540 tech and innovation events across the week in 24 different towns around New Zealand attracting 21,000 people.
May 2018		AgriTech New Zealand (AgriTechNZ) joins the Tech Alliance and forms within NZTech as a Community. https://agritechnz.org.nz/2018/05/10/agritech-new-zealand-to-be-formally-launched-on-wednesday-23-may
Jun 2018		The New Zealand Hi-Tech Trust, guardians of the New Zealand Hi-Tech Awards joins the Tech Alliance as an Affiliate.
Jul 2018		NZBio dissolves and reforms as BioTechNZ within NZTech as a Community. https://nztech.org.nz/2018/07/03/nztech-and-nzbio-combine-tech-forces
Oct 2018		The New Zealand Health IT Cluster (NZHIT) joins the Tech Alliance as an Affiliate. NZHIT is subsequently renamed Digital Health Association in 2022.
Dec 2018		Digital Identity New Zealand (DINZ) joins the Tech Alliance and reforms within NZTech as a Community. https://nztech.org.nz/event/digital-identity-nzs-launch
Feb 2019		BANZ members vote to dissolve and reform within NZTech as a Community. https://blockchain.org.nz/2019/02/15/welcome-to-the-new-blockchainnz
Mar 2019		Representation reaches 1,400.

Timeline continued

DATE	START/ENDS	DESCRIPTION
May 2019		Sticking with the theme of 'good for the world'. Techweek introduces TechweekTV to include daily live webcasts and the creation of the Techweek Schools Series. More than 46,000 people attend 562 tech and innovation events in 28 towns around New Zealand.
Oct 2019		Hamilton's tech cluster, CultivateIT joins the Tech Alliance as an Affiliate.
Dec 2019		PAANZ members vote to dissolve and reform within the NZTech Community – AgriTechNZ as a working group. https://agritechnz.org.nz/2019/12/01/historic-moment-as-the-precision-agriculture-association-of-nz-paanz-sign-the-resolution-to-join-the-agritech-new-zealand-initiative
Feb 2020		NZTech starts leading the development of the Government's Digital Technology Industry Transformation Plan (ITP) in collaboration with the Ministry of Business, Innovation and Employment, New Zealand Trade and Enterprise and Callaghan Innovation. https://digitaltechitp.nz/
Mar 2020		Representation reaches 1,419.
July 2020		Impacted by Covid lockdowns, Techweek reboots as a fully digital festival delivering 308 online events attended by over 20,000 people. This is supplemented by an extensive media campaign reaching a million Kiwis.
Dec 2020		SIBA members vote to dissolve and reform within NZTech as the LocationTechNZ Community. https://locationtech.org.nz/2020/12/03/celebrating-locationtechs-launch
Mar 2021		Representation reaches 1,653.
Mar 2021		The Lower Hutt tech cluster, Tech Valley Forum, joins the Tech Alliance as an Affiliate.
Apr 2021		The Palmerston North and Manawatu tech cluster, ManawaTech, joins the Tech Alliance as an Affiliate.
May 2021		A window of opportunity between Covid lockdowns allowed Techweek to run a combination of in-person and online events in 2021. With more than 27,000 people attending 374 tech and innovation events across 28 towns throughout New Zealand or online.
Jul 2021		The InsurTech working group within FinTechNZ grows to sufficient size to establish itself as a separate association. InsurTechNZ launches and joins the Tech Alliance within NZTech as a Community. https://insurtechnz.org.nz/event/celebrating-insurtechnz
Feb 2022		As part of the Digital ITP, NZTech leads the development of the New Zealand Tech and Innovation Story which is launched in 2022 and activated around the world to create a compelling and consistent way of promoting our tech capabilities to the world. https://seetomorrowfirst.nz/

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