



# KIWIFRUIT INDUSTRY STRATEGY PROJECT

## **KISP FRAMEWORK**

The New Zealand kiwifruit industry must act responsibly and ethically on all economic, sustainability, environmental, social and regulatory issues to the benefit of New Zealand kiwifruit growers and the wider New Zealand community.

## **SINGLE POINT OF ENTRY**

1. The Single Point of Entry is retained and enhanced to maximise its performance for New Zealand kiwifruit growers.

## **INDUSTRY GOVERNANCE**

2. Given the increasingly competitive international market, Zespri governance must meet world-best practice standards so that it delivers on its Purpose (Principle 5).
3. Effective leadership and governance of all industry structures must be supported by effective New Zealand kiwifruit grower control, representation and consultation.

## **ZESPRI OWNERSHIP**

4. New Zealand kiwifruit growers must own and control Zespri, and be the main beneficiaries of Zespri performance\*.

*\*In considering submissions on Zespri ownership, the Group will consider all aspects of ownership, including alignment with production.*

## **MARKETING**

5. Zespri's purpose is to be "best in class" international branded-kiwifruit sales and marketing organisation in order to ensure a sustainable New Zealand kiwifruit industry that maximises New Zealand kiwifruit grower returns.
6. Zespri-branded kiwifruit is the best available kiwifruit around the world 12 months of the year for the overall benefit of New Zealand kiwifruit growers. \*\*
7. The New Zealand kiwifruit industry must have a process to evaluate and implement genuine innovative commercial and marketing ideas, including collaborative marketing, that are aligned to Zespri's global marketing strategy and for the long-term benefit of New Zealand kiwifruit growers.

*\*\*The Group will consider the implications of the industry strategy to non-New Zealand supply businesses and consider how the risks and rewards from the activity are captured by Zespri and how the profits are used.*

### **SUPPLY CHAIN EFFECTIVENESS**

8. The New Zealand kiwifruit industry must have an efficient, competitive and responsive onshore post-harvest sector, that is aligned with the industry strategy, offering grower choice that is integrated into an efficient global supply chain.
9. The New Zealand kiwifruit industry must have a world-class global supply chain from orchard to consumer.
10. Zespri's payment system for New Zealand-grown kiwifruit must reflect commercial signals based on in-market returns.

### **INNOVATION**

11. To maximise the New Zealand kiwifruit industry's global competitive advantage the New Zealand kiwifruit industry must continue to develop and implement a world-class and sustainable R&D program.
12. As an integral part of the SPE, the New Zealand kiwifruit industry must have the ability to develop, own, licence, control and maximise the value generated from the world's leading portfolio of kiwifruit PVR varieties.

### **FUNDING**

13. Zespri is funded and remunerated appropriately to ensure it can deliver the full scope of its responsibilities.

*19 December 2013*