Group Strategic Plan

2015-2020

Version at August 2016

Introduction

InternetNZ is an Internet community organisation with a cause. The cause is the open Internet; the Internet community is made up of those New Zealanders who work to shape the Internet's growth, development and use. Our vision is of a better world through a better Internet, and our mission is to promote the Internet's benefits and uses, whilst protecting its potential.

This Strategic Plan for the five years 2015-2020 sets out the core areas of work the Group is focused on. It relates well to the work that members and others are already familiar with:

- providing critical Internet infrastructure;
- creating platforms & events for discussion of the Internet and its impact;
- maintaining and growing a community funding programme;
- being an international voice for the NZ Internet community and reflecting global debates into the local community; and
- providing authoritative information and advice on Internet issues.

For each area this plan sets out the high level change we seek to drive for the organisation or for the Internet community (the key "transformation"), and then breaks this down into more specific changes sought in the five-year time frame. It also sets out the component units of the InternetNZ group and explains how this Group Strategy flows down into more detailed strategies for each area.

Our aim is to have a comprehensive high-level, long range take on InternetNZ's direction.

This version of the Group Strategic Plan was updated in August 2016 to account for the updated .nz Joint Strategy (adopted in June 2015) and the new Product and Services Development Strategy (adopted in May 2016). It represents in full the current Group Strategy.

Jamie Baddeley   Jordan Carter
President   **Chief Executive**

Summary of Key Areas and Transformations

Across the group, InternetNZ will focus on six key areas of work for 2015-2020:

1. Running .nz as a world class country-code top level domain
2. Being the authority on Internet issues
3. Developing the Internet community
4. Contributing to and learning from the global Internet community
5. Diversifying our business so as to increase our resources
6. Being a high performance organisation

The high-level transformation we seek to bring about in each of these areas is summarised below:

	Transformation/s		Lead
	From	**To**	
1	.nz operates as a successful ccTLD held in high regard domestically and internationally	.nz is widely recognised as a successful ccTLD held in high regard domestically and internationally	Joint DNCL / NZRS
2	InternetNZ is a significant contributor to Internet Issues in New Zealand	InternetNZ is the authority on Internet Issues	InternetNZ
3	The Internet Community is loosely connected and making a contribution to the development of the Internet in New Zealand in respective areas of work	The Internet Community is well developed, connected, collaborating and contributing as much as it can to the development of the Internet for New Zealand	InternetNZ
4	InternetNZ contributes effectively to global Internet debates	InternetNZ contributes effectively to global Internet debates and effectively shares those debates and lessons at home	Group
5	All significant group income is dependent on being the designated manager for .nz	$1m of group income (revenue) comes from sources other than registrations of .nz domain names	InternetNZ
6	There are examples of high performance across the group	There is consistent high performance across the group	Group

The following sections outline in more detail what we are seeking to achieve in each area.

Area 1: A World Class .nz for the Local Internet Community

InternetNZ is the designated manager for the .nz country code top level domain (ccTLD). This is the most obviously "New Zealand" part of the Internet's Domain Name System or DNS, that allows users to type in recognisable letters to a web browser or email application (e.g. internetnz.nz) and have the DNS map it to the Internet Protocol address of the desired system or content.

We manage .nz consistent with the requirements of the Internet community as set out in RFC1591, and see ourselves as obliged to do so in a manner that puts the public interest first[1]. We also seek to manage it in a fashion that best meets the needs of the local Internet community. This informs the primary transformation in this area.

Primary Transformation

From	To
.nz operates as a successful ccTLD held in high regard domestically and internationally	InternetNZ is widely recognised as a successful ccTLD manager and .nz is held in high regard domestically and internationally

Underlying transformations

These are transformations that will contribute to the overarching goal, and are explained in more detail in the joint .nz strategy (see below).

Transformation/s		
	From	**To**
1.1	Global benchmarks or best practice regarding what a world-class ccTLD is are varied and partly documented	There are agreed global benchmarks and best practice for what a world-class ccTLD is, and .nz excels in assessments against these standards
1.2	.nz is the default choice for New Zealanders	.nz remains the preferred choice for New Zealanders in a highly competitive market
1.3	The market for .nz registration services (among registrars and resellers) is competitive	The market for .nz registration services (among registrars and resellers) is sophisticated and competitive
1.4	Roles and responsibilities in managing .nz are being clarified	Roles and responsibilities in managing .nz are clear, well documented and transparent

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[1] This commitment is set out in more detail in the Memorandum of Understanding between the New Zealand Government (MBIE) and InternetNZ signed in May 2016, available at https://internetnz.nz/sites/default/files/2016-05-InternetNZ-MBIE-MoU-dotNZ.pdf

Transformation/s		
	From	**To**
1.5	The .nz policy framework has evolved from its origins in 2002	The .nz policy framework has been reviewed and updated for current needs, and is validated as meeting the needs of the New Zealand Internet community
1.6	Inconsistency in the articulation of the role, purpose and mandate for the operation of .nz across the Group – resulting in a lack of clarity among stakeholders	The whole Group is confident in consistently articulating our role and purpose, and the mandate for our operation of .nz – resulting in the wider Internet community being clear about and supportive of our role
1.7	InternetNZ has limited knowledge of the purchasing behaviour of registrants	InternetNZ has good knowledge of the full sales channel including resellers and influencers, and the purchasing behaviours of registrants
1.8	.nz is not a widely known brand	.nz is a well recognised brand

These Transformations were refined and developed by NZRS and DNCL working together, based on the earlier draft transformations in the first version of this Plan.

You can find the joint .nz strategy at https://internetnz.nz/strategy

Area 2: The Authority on Internet Issues

InternetNZ seeks to become the authority on Internet issues, as a key way to contribute to our mission. We will become an authority by working with the Internet Community on a wide range of Internet issues; by working collaboratively, in a multistakeholder fashion, with our key constituencies of businesses, academia, community organisations, technical experts and governments; and by focusing our efforts on five key "portfolios" of benefits, uses and potential:

- Internet Law & Rights
- Internet Connectivity
- Internet Use
- Internet Technology
- Internet Security

Primary Transformation

From	To
We are seen as a significant contributor to many Internet Issues in New Zealand, and are trusted by many of our key stakeholders	We are the Authority on Internet Issues in New Zealand, and are trusted by our members, the Internet community and the multistakeholder constituency to represent, develop and speak to these issues

Underlying transformations

These are transformations that will contribute to the overarching goal. These are further developed and expanded upon in the InternetNZ strategy.

Transformation/s		
	From	To
2.1	We are seen as a leading contributor to debate on Internet issues in New Zealand	We are seen as *the* leading voice on Internet issues in New Zealand
2.2	We produce a range of ad-hoc publications and events on a variety of topics	We produce high quality communications, publications and engagement events that are the cornerstone of Internet issue discussion in New Zealand
2.3	The role of members in Issue development is unclear	We utilise our membership base to produce unique high quality, multistakeholder-informed advice on Internet Issues
2.4	Issues work often policy-based	Issues work balanced across policy, technical, data and analysis approaches
2.5	New Zealand Government's approach to Internet policy is generally good but variable	New Zealand Government's approach to Internet policy is consistently world-leading

Area 3: Developing the Internet Community

The Internet community is made up of those New Zealanders who shape the Internet's growth, development and use, including in business, government, academia, technical and community-based organisations and as individuals. InternetNZ works to empower and develop that Internet community, as integral to the ongoing development of the Internet in the public interest.

Because of the decentralised nature of Internet and its development, supporting the Internet community is of critical importance to the future of the Internet for New Zealand and towards our cause, the Open Internet.

In this area of work we work to empower and develop the Internet community to take responsibility for and to shape the future of the Internet in New Zealand, including through community funding and community engagement work.

Primary Transformation

From	To
The Internet Community is loosely connected and making a contribution to the development of the Internet in New Zealand in respective areas of work	The Internet Community is well developed, connected, collaborating and contributing as much as it can to the development of the Internet for New Zealand

Underlying transformations

These are transformations that will contribute to the overarching goal. These are further developed and expanded upon in the InternetNZ strategy.

Transformation/s		
	From	To
3.1	The role of the Internet Community in the development of the Internet is not seen as core to its development	The role and responsibility of the Internet Community in the development of the Internet is widely understood
3.2	InternetNZ supports the work of people and organisations with areas of work related to InternetNZ and the Internet in New Zealand	InternetNZ supports the Internet Community in the activities and decisions which shape the development of the Internet for New Zealand
3.3	Community funding is $0.5m per year	Community funding is $1.0m per year

Area 4: International engagement and learning

The Internet is by its nature a global network. Policies and practices that drive the Internet and its development, or threaten the same, arise and are debated at national, regional and global levels. What is debated in the global communities of policy, regulatory, technical and civil society is foundational to how the Internet works in New Zealand: to the opportunities it offers this country, and to how threats to the open Internet can be seen off.

Accordingly, to protect and promote the Internet for New Zealand requires InternetNZ to be active on the world stage. In our role as an organisation that supports the open Internet and as the ccTLD manager for .nz, we are obliged (under RFC 1591 in the case of ccTLD management) to act in the best interests of the local and global Internet communities, requiring our voice to be heard in many places.

In addition, we are well-placed to connect New Zealand with the world on Internet matters: to draw knowledge and information about Internet issues from global debates and apply these locally, and to contribute the views and experiences of New Zealand's Internet community to global debates.

In doing this, our international involvement contributes to all of the other areas of this strategy – and the work we do in those other areas is the substance that backs up our contributions internationally.

Primary Transformation

From	To
InternetNZ contributes effectively to global Internet debates	New Zealand perspectives are well-represented in global Internet debates, and lessons from those debates are made accessible to the local Internet community

Underlying transformations

The underlying transformations are part of a broader piece of work – a joint International Strategy – which is still being developed across the group.

The October 2013 draft of that strategy is available[2], but it is being refined and improved for Council consideration and final adoption in 2015.

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[2] That draft is in Council papers available on the archived website http://2014.internetnz.net.nz among Council papers for the October 2013 meeting.

Area 5: Product and Service development and diversification

Across the group, the vast majority of income comes from our role as the designated manager for the .nz ccTLD. Such reliance means the group is vulnerable to the market changing and income falling. It also limits potential income and so the potential resources the group has to pursue its vision and mission.

To improve the group's resilience, new revenue from new markets is sought. New products and services can offer the public new choices. This area of work is organised around the following transformations.

Primary Transformation

From	To
All significant group income is dependent on being the designated manager for .nz	$1m of group income (revenue) comes from sources that are not dependent on being the designated manager for .nz

Underlying transformations

These are transformations that will contribute to the overarching goal, and give guidance for the creation of a Business Development Strategy.

Transformation/s		
	From	To
5.1	Clarity about forms of business development to be pursued is missing	Agreement across the group regarding what forms of business development to pursue
5.2	No clear business development strategy	Clear business development strategy agreed after engagement with membership
5.3	No commercial products developed and in production	Three commercial products developed and in production by 2018

The group has a Product and Services Development Strategy and Policy in place, following extensive discussion and consultation with members in 2015/16. These can be found at https://internetnz.nz/strategy (the strategy) and https://internetnz.nz/policies (the policy).

Area 6: A high performance organisation

InternetNZ's capability as an organisation is what will determine whether the areas of work set out above can be executed or not. This section sets out guidance for units across the group as to what the Council expects to see in this area.

By bringing these transformations about, the aim is to ensure that InternetNZ across the group is harmonious, productive and an enjoyable place to work for everyone.

Primary Transformation

From	To
There are examples of high performance across the group	There is consistent high performance across the group

Underlying Transformations

	From	To
6.1	Succession planning not uniformly applied across the group	Succession planning in staff leadership and governance roles is in place across the group
6.2	It is unclear how group business units compare as an employer, and no goal exists at an group level to improve	Group business units are, and are seen to be, great employers
6.3	Group business units are high performing teams, but this is not uniformly recognised	Group business units are all recognised as high performing teams
6.4	There is a disparate culture amongst group business units, and collaboration is not always the norm	There are wide areas of shared and common culture between group business units, enabling collaboration between them to be the norm
6.5	Relationships between the Chief Executives and the business units are generally excellent	There is recognition that the relationships between the Chief Executives and the business units can best be described as excellent
6.6	Group policies supporting these transformations are at varying stages of development	Group policies supporting these transformations are in place and effective

Group Structure

The InternetNZ Group comprises three business units: InternetNZ, NZRS and the Domain Name Commission. Each has distinct roles and responsibilities within the Group:

Unit	Role/Responsibility
InternetNZ	- Establishes and maintains overarching framework for .nz as the designated ccTLD manager - Establishes and develops Group Strategy and relevant policies - Membership organisation and elections to Council - Analysis and information on Internet issues - Community funding programme - Community engagement and development initiatives including platforms for discussion and debate "Parent" to the subsidiaries
Domain Name Commission	- Day to day management of the .nz ccTLD - Maintains Service Level Agreement framework for NZRS operation of the .nz ccTLD SRS and DNS - Policymaker for the .nz ccTLD - Regulator of the .nz registrar market - Dispute resolution service provider for .nz
.nz Registry Services	- Operator and manager of the of the register of domain names and DNS in the .nz domain name space - Marketing of .nz - Technical research - Business and service development vehicle

Detailed information regarding the roles and responsibilities of the Subsidiaries is set out in the relevant governance policy, in the Operating Agreements that each has with InternetNZ, the annual Statements of Expectations set out by InternetNZ and the responding Statements of Directions and Goals set out by each company.

All of these documents can be found on the website at one of two locations:

Strategy – https://internetnz.nz/strategy

Policies and Agreements – https://internetnz.nz/policies

How the Strategic Framework works

This chart sets out the interrelationships between the various strategic and planning documents that exist across the Group. It will evolve and be improved over time.

Group Strategic Plan (This Document)				
InternetNZ Strategy		.nz Joint Strategy (**reflected** in subsid Strategies and **implemented** in Bus Plans)		International Strategy
	Product & Services Dev Strategy	DNCL Strategy	NZRS Strategy	
Annual InternetNZ Activity Plan		Annual DNCL Bus Plan	Annual NZRS Bus Plan	All Business / Activity Plans

Note: the relationships between all these plans are still being worked out. Over time, new areas may end up subject to group strategies. At this revision (August 2016) International Strategy has not been finalised.