TEKAU PLUS 10+

Export Excellence

MĀORI GLOBAL AGRIBUSINESS – TEKAU PLUS

SIX-MONTHLY REPORT

30 June 2009

Introduction

This report is a contractual requirement and is intended to provide assurance of the progress of the project, and in particular of delivery on the contract between Te Puni Kokiri and the Partners for the project – the Māori Trustee, Federation of Māori Authorities and Poutama Trust (described as the Business Advisory Group) and known as the Tekau Plus Board.

Reporting

The Māori Global Agribusiness contract (in Schedule C) requires:

The six-monthly reports will report on:

a. the outputs and success indicators in Schedule A (with specific Reference to the milestones and indicators in the three year work plan attached as Schedule G)
b. the financial requirements in Schedule D and Schedule E
c. the work of the Overview Panel
d. the outputs, outcomes and processes set out in the three year plan

This report is in several parts:

1. Overall description of progress ((c) and (d))
2. Description of progress against the 3 year plan (a)
3. Financial reports (b)
4. Key documents

Tekau Plus Summary Highlights

January -June 2009

- Five new clusters established in this six month period:
    1. Apiary
    2. Kiwifruit / Horticulture & Fibre
    3. Gourmet Foods & Ingredients
    4. Bio-Actives
    5. Dairy Organic
- To date there are now ten cluster propositions across six Clusters with seventeen business cluster participants

10 cluster propositions	17 Cluster participants
1. Wine	1. Tohu Wine 2. Kono Wine
2. Ale & Ingredients	3. Aotearoa Breweries NZ 4. Waituna Brewing Company
3. Gourmet foods & High Quality Food ingredients – Asia Study	5. Nature's Country Gold 6. Toku Foods NZ Ltd 7. Aotearoa Seafoods Ltd (ASL)
4. Gourmet Food & Luxury Indigenous Visitor Experiences – America Study	Aotearoa Seafoods Ltd (ASL) 8. Navigator Tours Ltd
5. Kiwifruit Indigenous Branding	9. Te Awanui Huka Pak Co-op Ltd & Te Awanui Huka Pak Ltd
6. Harakeke –Ginseng Fibre proposition	10. Maraeroa C Inc – Pa Harakeke 11. Biopolymer Network Ltd (BPN)
7. High Value Manuka Honey & Wound healing products	12. ManukaMed Ltd 13. Watson & Son Ltd
8. Building a high value Apiary business - Northland Proposition	14. Watson & Murray Associates Watson & Son Ltd
9. Biofarm World proposition	15. Biofarm Products Ltd
10. Bio-Active Compounds and Proof of Concept proposition	Maraeroa C Inc Te Awanui Huka Pak Co-op Ltd 16. Earth 174 degrees 17. Taramea Ltd

Tekau Plus Summary Highlights continued

January -June 2009

- Continued to work with the leverage indigenous beverage cluster
- Dialogue and cluster development with a further five potential clusters and approximately ten additional business entities:

    1. Aquaculture & Seafood
    2. FTA & Marketing
    3. Sheep & Beef
    4. Wool & Fibre
    5. Agri-Training

- Adding value to the programme through catalysing resources, demonstrating success and forming linkages and networks
- Supporting Māori participation in the Prime Minister led delegation to China
- Continued presentations on Tekau Plus were held at regional economic forum, providing information on Tekau Plus, but also on the wider potential of Māori exporting for NZ Inc
- Support for communications relating to Māori participation in trade and export related issues – for example through Koha magazine and in relation to FTAs
- Developing relationships and networks with research centres such as FoRST, CRIs, universities that can assist the clusters to further develop technology and export potential
- Developing relationships with industry and trade networks that can provide information and data now for the clusters, and potential partners as the clusters develop

Overview and Progress

Governance and Management

The fully revised and updated work programme for the remaining contract period to 30 June 2010 was endorsed and initiated in January 2009.

The board has met on five occasions over the six months January-June 2009:

- 29 January
- 26 March
- 27 April
- 25 May
- 25 June

From 1 June Rino Tirikatene replaced Paul Morgan as the FOMA representative on the Tekau Plus board.

Over the last six months the board and management have focused attention to three key areas:

1. The core focus of the Tekau Plus board has been on the development of clusters. As the approval of each cluster may include the agreement to provide funds for activities (eg market analysis), this has required emphasis on ensuring a robust process.

The process has included:

- applications, terms of reference, due diligence reports
- presentations to the board by the potential cluster members in order for board members to test the business ideas and products and opportunities.
- discussion by the board, and planned spend against specific work.

The usual practices of managing conflicts of interest and ensuring that full documentation and due diligence is undertaken is provided as assurance to the process.

2. The Tekau Plus programme has moved into the implementation phase of the cluster groups. The programme provides for funding for cluster groups. The development of strong processes and ensuring that there is the cashflow available to support these decisions has been an added area of emphasis for the board and management.

3. The 'demonstration effect' and leadership is a key component of Tekau Plus. As such the board has continued to work with partners and develop relationships that can contribute to Māori growth in exporting, and developing the research and networks with international contacts. Examples of this include the board's full support and contribution of $4,000 to the costs of Mr Gianluigi Zenti's trip to NZ. Mr Zenti is, President of Academia Barilla, part of the global Italian food company Barilla Group with international reach. More details are noted in communications.

Over this six-month period a Quarterly report to TPK was provided in May, covering the period to 30 March (this information is included in the progress reporting below). In addition, assurance was provided to the TPK investment manager on how actual or potential conflicts of interest are managed.

Strategy

The Board's strategy has been to develop six clusters. Each cluster may have a number of specific cluster propositions. A cluster proposition is where a number of businesses develop a specific market research program aligned to the Tekau Plus strategy. The key is to facilitate 'likeminded businesses' with complementary market focused strategies. An example is the leverage indigenous beverage cluster, which has two cluster propositions or distinct research programmes. One cluster proposition focuses on wine and developing a wine marketing strategy in North Asia (involving two companies). The other cluster proposition focuses on Ale & Indigenous ingredients (two companies) for the EU and North Asia market.

In the last six-monthly report (as at December 2008) three key areas of change were identified:

- The global financial and economic situation
- The NZ election and change in government priorities
- The impact of the global economy on the willingness of Māori and other stakeholders to continue to participate in Tekau Plus.

The global economic situation continues to be a major factor as a backdrop to the work of Tekau Plus. However, the emphasis on the development of clusters and providing support through analysis, relationships and information remains a strong strategic approach that has gained buy-in from participating groups.

Tekau Plus has continued to emphasise the need for long-term growth, developing the scale, knowledge and relationships to meet the challenges of export-led economic growth, and to meet the even greater challenges of an uncertain economic climate.

The key components to these challenges are emphasised in the programme in terms of leveraging export channels that already exist, planning integrated bodies of research, and building the networks for communication and sharing resources.

Communications

The communications activities that maintain dialogue, information and support are very important, as these will be the channels for the cluster participants as their businesses evolve.

The communications activity over the last six months has emphasised the consolidation of relationships with people and organisations who are key to promoting trade opportunities, at the political and government level, in the industry and production sectors and who offer technology and research resources and support.

This has included, for example, meeting with members of the Primary Industry Taskforce (Ngahiwi Tomoana, Wally Stone, Craig Ellison), meetings with key industry players such as PGG Wrightson or the Awhina Group, briefing the Minister of Trade, briefing MFAT officials, CEO and senior managers of NZTE.

Communications continued

Other communications strategies include developing relationships and networks that provide foreign trade opportunities. For example supporting participation in the Prime Minister led business mission to China or supporting Mr Gianluigi Zenti's visit to NZ and meeting with several Māori organisations in food production. These opportunities provide not only information and relationships that can assist Māori, but also ensure that there is a Māori presence, helping to crystalise the unique strengths of New Zealand. Mr Zenti's visit, for example, is also being sponsored by HortNZ, McDouall Stuart and others.

Regular communications with key partners continued over the last six months, as did meetings at a regional level to continue to promote and discuss the importance and opportunities of exporting and Māori production-based business and where Tekau Plus can assist. For example, presentations on Tekau Plus were held at Waiariki regional Economic Business Seminar (February), Tauranga (February), Tekau Plus presentations were also delivered in and Northland (Kawakawa, Waitangi and Kaikohe) (March) and central North Island (June)..

It is expected that communications around the programme will become a greater focus in 2010 as the results of the work and clustering start to emerge.

Analysis and Research

Tekau Plus has continued to collect and maintain information reports on general trends and markets to provide context and guidance in the development of the cluster projects.

However, as the clusters have developed, the research and analysis workstream has placed more emphasis on areas that are specific to the needs of the sectors and markets identified in the clusters, and in particular focusing on information on 'food' production and consumption trends and statistics.

While the clusters have programmes including investigating more specific issues for their products and business needs, the board needs to be assured that there is a sound basis for the prioritisation of clusters and focus for their work programmes.

The research and information has enabled the board to ensure that the terms of reference and plans for each of the clusters is aligned with the strategic objectives of Tekau Plus and is aligned with market reality.

Clustering

The first half of the 2009 year has focused on bringing potential cluster groups which had made a commitment formally into the programme. At the end of June 2009 a total of six clusters are underway.

The planned approach to clustering has required significant up-front investment in time and in establishing the relationships and trust to be able to show how Tekau Plus can assist and add value while at the same time not reducing the commercial advantages and autonomy of each business.

The programme of interacting with potential cluster business participants began in early 2008. At December 2008, Tekau Plus had investigated and initiated one Cluster (Beverage) with two cluster propositions (Wine and Ale) and four business entities. In the last six months a further five Clusters have been approved, comprising ten cluster propositions and 17 business entities. Refer to the list below for the names of the businesses, noting that some business entities are in more than one cluster proposition.

Six Clusters in place as at 30 June 2009

1. Beverage
2. Apiary
3. Kiwifruit / Horticulture & Fibre,
4. Gourmet Foods & Ingredients
5. Bio-active
6. Dairy & Organic

17 business entities (see list below)

$660k Tekau Plus investment funding approved

$585k in kind contribution from the business entities

Five more Clusters in progress

1. Aquaculture & Seafood
2. FTA & Marketing
3. Sheep & Beef
4. Wool & Fibre
5. Agri-Training

Expect by Aug-Sept 2009

10 additional business entities

Increased information and cross fertilisation across all clusters

Cluster participant Business entities as at 30 June 2009

1. Beverage	• TOHU Wines, KONO Wines, Waituna Brewing Co, Aotearoa Breweries NZ Ltd
2. Apiary	• Watson & Son Ltd, ManukaMed Ltd, Watson & Murray Associates Ltd
3. Kiwifruit / Horticulture & Fibre	• Te Awanui Huka Pak Co-op Ltd, Maraeroa C Inc, Biopolymer Network Ltd
4. Gourmet Foods & Ingredients	• Nature's Country Gold, Aotearoa Seafoods Ltd, Toku Foods NZ Ltd, Navigator Tours Ltd
5. Bio-Actives	• Maraeroa C Inc, Te Awanui Huka Pak Co-op Ltd, Earth 174 degrees, Taramea Ltd, Biopolymer Network Ltd
6. Dairy Organic	• Biofarm Products Ltd

Overview Panel

The membership of the Overview Panel is made up of a minimum of the Māori Trustee and Te Puni Kokiri (represented by Dave Samuels as the Contract Manager).

The Overview Panel has two broad roles:

- To provide an overview and monitoring function to assist TPK and Māori Trustee to meet the contract requirements and intent (mainly through peer review of the 6 monthly reports)
- To provide Tekau Plus assistance, advice and liaison to assist in the delivery of the project

Over the period of January – June 2009, the Overview Panel has not met, albeit there has been continued communication with key members of the panel.

Overview Members have been invited to review this six-monthly report and to meet with the Tekau Plus Board on 28 July 2009.

Summary and Added Value Benefits of Tekau Plus Programme

This is the third six-monthly report for the Māori Global Agribusiness contract, reporting on the fourth six month period in the contract. The broad base of support, significant work with potential cluster businesses and strong communication with stakeholders has been translated into clusters which are now undertaking the first stages of research, collaboration and investment.

However, the Tekau Plus programme can be seen to have wider effects than simply establishing the clusters, and although Tekau Plus is still in the mid-stream of the programme, some indicators of the benefits are starting to emerge.

Catalysing resources
Tekau Plus has catalysed investment and support from sources beyond the core funding provided by Te Puni Kokiri. In the first place the approach taken by Tekau Plus is to invest where the entities are willing and able to invest in the programme. The $660,000 approved by Tekau Plus for the clusters to date will be been matched with at least $580,000 from the business cluster participants themselves.

The investment by the cluster entities is considered as a vital component for ensuring the continuity and success of the programme. Moreover, this is money that may not have been invested in development without the shared resources of other partners.

Tekau Plus has been able to facilitate resources and support from organisations such as NZTE and FoRST, largely in the form of access to information and facilitating relationships, and 'research support' institutions such as the universities and CRIs. For example, the relationships with NZTE and others has directly assisted Tekau Plus Cluster members to receive access to information and services, for example:

- Food & Beverage Supply Chain report;
- Research on indigenous branding in Singapore, Canada, US and Germany;
- Organics Sector overview in US and Asia.

Other specific research programs which can benefit Tekau Plus Cluster members are currently being worked on through the University of Auckland Business School, Auckland Uniservices, IRL, Agresearch, Plant & Food, SCION and Massey University.

This includes, for example:

- Biopolymer Network (three CRIs) to work on the bio-actives with cluster members.
- Crop & Food to assist with gourmet/ingredient cluster;
- In discussions with Massey & Auckland Universities to assist with dairy/primary and future foods.
- Uniservices with added value science modelling and commercialisation advice.
- PGGWrightson & AgNZ on primary industry support.
- FOMANA has briefed key research and innovation business and policy leaders on Tekau Plus through participation on the Capitalising of Research and Action group (CRAG).

Demonstrating success

A further key plank for the programme was to provide a 'demonstration effect', where Māori businesses could be seen to be successful, and thus both encouraging other Māori businesses and opening the opportunities for mainstream and other businesses to see the potential in Māori business.

The symposium held in September last year, for example, attracted a range of successful mainstream business leaders and entrepreneurs, such as Graeme Harrison (Chair ANZCO), Greg Cross (Cross Ventures and Beachheads). This is starting to position Māori business increasingly within the mainstream, and potentially having a leadership role.

The communications work has formed the core of this work to date, and through the symposium and other media initiatives, such as stories in Koha magazine, there is a growing recognition of the position of Māori in the economy. This can be seen in the way in which the Tekau Plus provides a focus for initiatives that:

- Provided political and trade connections made during the visit to China with the Prime Minister;
- Offers potential for maximising benefits and connections with global Italian food company, Barilla Group (Mr Zenti visit being organised)
- Use the leverage, connections and soft benefits to better position Māori in the export market.
- Enable FOMANA in association with Japan New Zealand Business Council, NZTE and Japanese Ambassador to assist a number of Māori business individuals to attend a 2 week business and marketing study to Japan

Linkages and information

The Tekau Plus board recognises the fundamental requirements of information and relationships to overcome many of the market failures that stifle productivity, investment and growth. Building the relationships with trade networks is very important as they are about distribution and marketing data, information and networks and also about the future linking of Tekau Plus Cluster members with established networks.

Tekau Plus has enabled and provided a point of focus for:

- Māori participation in presentation on the FTA roadshows, as well as delegations to the signing of the China and ASEAN FTAs and built up a solid understanding of the exporting advantages of FTAs.
- Building networks with key businesses and individuals from these markets, including developing a database of international networks, including key 'beachhead' leaders, enabling Tekau Plus participants and Māori to link effectively into those markets.
- Participation in the Ministerial Taskforce on Primary Industry, and
- the Poutama international networks and the opportunities within FAME programme
- Relationships with incubators and briefed them on Tekau Plus.

Tekau Plus has also been a key feature in building relationships with trade organisations, such as:

- New Zealand China Trade Association;
- Asean NZ Combined Business Council (ANZCBC);
- New Zealand International Business Forum;
- Sealord & Aotearoa Fisheries Ltd (AFL);
- Fonterra;
- Zespri;
- Beca International;
- Absolute Foods;
- Elders Distribution.

Progress against outputs and success indicators

This section provides a synopsis of progress with specific reference to the milestones, outputs and success indicators in the contract (ie Schedule A and Schedule G)

Schedule A Outputs	Success Indicators	3 Year Plan 3rd 6 months (Jan-June 2009)	30 June 2009 Report
Management and Governance: Provide overall co-ordination and project management including reporting and accountability.	**There is robust accountability to reporting and project remains on track.**	• Provide governance and management of the programme • Meetings with sponsors/funders and overview panel • Meetings with key stakeholders (eg new government) • 6 monthly report • *Mtgs with key stakeholders* • *6 monthly report*	Governance and management processes continued, with 5 meetings over the period. Significant discussion on prioritisation of work programme to focus on strategic clusters at beginning of the period. Board focus on clusters. Board met with and heard presentations from cluster entities in January, March, May, June. This process included terms of reference proposals, background documentation and due diligence reports. Meetings with Leith Comer (28 April) Dave Samuels and TPK (May/June) (*see Board papers 25 May, 25 June)* Key stakeholder meetings with officials and Ministers. Rino Tirikatene replaced Paul Morgan as FOMA representative on the board from 1 June.

Strategy: Development of strategy and buy-in to the strategic approach by participants.	The documentation is developed and implemented.	• Meet with key Māori agribusinesses • Meet with key private exporters • Work with NZTE, MFAT and other govt depts • Monitor the strategy through quarterly reviews • Agribusiness wkshop with CRI, NZTE and pvt investors	Work programme prioritisation and strategic clusters signalled and redrafted plan developed. The strategy is to continue to build networks, work on developing clusters and strengthening communications to promote cluster propositions. Promotion of Tekau Plus at the ASEAN FTA workshop. Invitation to accompany the PM to China, April 2009 for the opening of the new NZTE concept centre. Further alliances and information sharing with key resources in research partners such as Uniservices, Auckland Business School, IRL, Lincoln University. Ensuring that information is shared across clusters where appropriate, and to enable the added value from positioning Māori to take advantage of expos, trade fairs and the development of a foreign direct investment Export club.
		•	

Communications: Providing information to enable open participation and identification of partners.	Distribution of information through various media and when the level of participation is sufficient to enable implementation of the strategy.	• Maintain stakeholder relationships • Hui to illustrate research data, promote One Channel and Brokerage system • Review Tekau plus communications plan • Review Tekau plus risk mitigation plan o *Pool of key Māori agribusiness commit to participate* o *Stakeholder hui held* o *Tekau Plus communication and risk plans reviewed and updated*	Tekau Plus stories in Koha magazine, including on potential cluster participants. Koha release function held on 31 March with over 100 attendees. Numerous meetings held with key officials and new Ministers (Groser, Sharples, Carter). A highlight was the invitation to attend the Prime Ministerial visit to China. Presentations on Tekau Plus at Waiariki regional Economic Business Seminar (February), Tauranga (Feb), Northland Tekau Plus presentations also delivered in and Northland (Kawakawa, Waitangi and Kaikohe) (March); CNI (June). Communications with potential cluster participants across range of sectors, and 'support' organisations – eg Te Wananga o Aotearoa and University of Auckland. There are now 17 business entities, within six Clusters. There is likely to be a further 10 business entities approved within the next three months. Furthermore, the number of organisations within the wider pool of organisations that are informed by or are able to benefit from the Tekau Plus clusters is significantly larger, with the membership of directors/trustees across multiple organisations. Tekau Plus communication and risk plan has not been reviewed and updated. However, this was not considered a priority in light of the review of the strategy and planning which supported the current approach.

			[redacted]	
Analytics and research: Development of information and analysis to inform decisions and identify strategic pathways.	The prioritizing and identification of strategic pathways and informed development of clustering and strategic implementation.	• Maintain uptodate sector and market intelligence and economic and financial export market analysis • Engage research on international markets for Tekau plus clusters • Identify niche markets o *Market research and key niche studies implemented*	[redacted]	Reports and analysis of emerging markets - China - Thailand/ASEAN - Wine markets Economic and trade information analysing the economic situation and opportunities.
			[redacted]	
Clustering: Facilitation, brokerage and specific analysis is undertaken for cluster projects.	**3-4 cluster propositions are developed per annum. 8-10 cluster propositions over the contract period.**	• Structural systems finalised for first cluster group • Hui with key players on cluster development • 1-2 new clusters formed o *Cluster systems finalised* o *Hui with potential cluster participants held*	[redacted]	The following 6 Clusters have been approved/initiated to 30 June 2009, comprising 10 cluster propositions: 1. Beverage (2 cluster propositions) 2. Apiary (2 cluster propositions) 3. Kiwifruit / Horticulture & Fibre (2 cluster propositions) 4. Gourmet Foods & Ingredients (2 cluster propositions) 5. Bio-active (1 proposition) 6. Dairy & Organic (1 proposition) A further 5 Clusters are in development: 1. Aquaculture & Seafood 2. FTA & Marketing 3. Sheep & Beef 4. Wool & Fibre 5. Agri-Training

Comment [BG1]:

Financial Performance

This section provides a summary of the progress of the contract with reference to the financial reporting requirements in the contract (ie Schedule D and Schedule E)

3 Year BUDGET

		Year ending 30 June 2008	30 June 2009	30 June 2010
Communications	200,000	100,000	100,000	100,000
Clustering	1,600,000	200,000	680,000	720,000
Strategy	500,000	100,000	50,000	50,000
Analysis/Research	300,000	200,000	150,000	150,000
Management/Governance	420,000	120,000	100,000	200,000
TOTAL	**3,020,000**	**720,000**	**1,080,000**	**1,220,000**

Six-monthly reporting

6 mth 30 June 2008	**Income to 30 June 2008**	**Expenditure To 30 June 2008**	**Variance**	**Variance explanation**
	$	$	$	
Communications	100,000	122,611	-22,611	*Over*, due to extra work undertaken to communicate on clustering (as mitigation action)
Clustering	200,000	101,750	98,250	*Under*, slower progress than expected
Strategy	100,000	132,000	-32,000	*Over*, providing extra workshop with VUW
Analysis/Research	200,000	132,300	67,700	*Under*, dependent on clusters forming
Mgmt/Governance	120,000	104,952	15,048	*Under*, focus of effort on strategy and communication
Interest	6,632			
TOTAL	**726,632**	**593,613**	**133,019**	**18% variance**

6 mth to 30 December 2008	Income to 30 December 2008	Expenditure To 30 December 2008	Variance	Variance explanation
	$	$	$	
Communications	50,000	39,783	10,217	*Under* budget with symposium costs lower and sponsorship
Clustering (funds withheld)	340,000 (100,000)	138,500	201,500 (100,000)	*Under* with effort focusing on clustering facilitation
Strategy	25,000	32,500	(7,500)	
Analysis/Research	75,000	80,000	(5,000)	
Mgmt/Governance	60,000	56,452	3,547	
Interest	4,740	-	4,740	
TOTAL	**454,740**	**347,236**	**107,504**	**23% Variance**

6 mth to 30 June 2009	Income to 30 June 2009	Expenditure To 30 December 2008 30 June	Variance	Variance explanation
	$	$	$	
Communications	50,000	45,408	4,592	
Clustering	340,000 100,000	194,500	245,500	*Under* based on cluster management. Specific cluster projects come to $285,000 of commitments
Strategy	25,000	20,750	4,250	
Analysis/Research	75,000	69,000	6,000	
Mgmt/Governance	60,000	92,602	-32,602	*Over*, extra board meeting and work relating to the cluster presentations
Interest	5,822		5,822	
TOTAL	**655,822**	**422,260** **plus 285,000 commitments**	**233,562** **-51,438**	**36% variance** **8% variance**

Total Contract period Oct 07 – June 09	**Income**	**Expenditure**	**Variance**	**Variance explanation**
	1,837,194	**1,363,109** **+285,000**	**189,085**	**10% variance** There is more cluster expenditure expected in the coming six months as more clusters are initiated

APPENDIX 1

18 Month Forward Programme Overview from January 2009 to 30 June 2010

Table: 18 month (Quarter 7 to 12) Programme Overview. (From Schedule G of Investment Agreement)

3 Year Programme	*7 Quarter Jan/Mar 2009*	*8 Quarter Apr/Jun 2009*	*9 Quarter Jul/Sep 2009*	*10 Quarter Oct/Dec 2009*	*11 Quarter Jan/Mar 2010*	*12 Quarter Apr/June 2010*	*Budget*
Governance	2 Governance meetings	2 governance meetings	2 governance meetings	2 governance meetings	2 governance meetings	3 governance meetings	$261k
Key Milestone	• Contractual requirement 8 – 10 Cluster Propositions • Quarterly and six monthly reports						
Clusters	1-2 cluster propositions	3-4 cluster propositions	4-6 cluster propositions	6-7 cluster propositions	8 cluster propositions	8-10 cluster propositions	$1.3m
Analysis	• Analysis: research to assist establish and clusters and market data for clusters.						$285k
Communication	• Communication: quarterly articles published, PR support, stakeholder management to support clusters.						$135k
Strategy	• Strategy: symposium and new revenue options to support clusters.						$35k
Resources: Cluster direct and in-direct services to be provided to cluster propositions.							$1.75m

Instalments	Amount	Work Programme	Cluster Deliverable
# 5 30 Sep2008	$100k	Cluster and methodology	Cluster analysis, cluster methodology and promotion.
# 6 30 Dec 2008	$275k	Cluster	1 Cluster propositions – • Wine & Ale (Leverage Indigenous Beverage)
# 7 30 Mar 2009	$275k	Cluster	1 Cluster proposition – • Kiwifruit (Indigenous Branding & Indigenous Marketing)
# 8 30 June 2009	$275k	Cluster	1 -2 Cluster propositions • Apiary • Gourmet/Future Foods ingredients • Bio-active
# 9 30 Sep 2009	$275k	Cluster	1-2 Cluster proposition
# 10 30 Dec 2009	$275k	Cluster	1 -2 Cluster propositions
# 11 30 March 2010	$275k	Cluster	**8 (9) Cluster Propositions**
# 12 30 June 2010	$375k	Cluster propositions	1 Cluster proposition / 1 Cluster proposition
			Goal: 8-10 Cluster propositions. Project evaluation and final report