

# INDUSTRY DIGITAL STRATEGY



# Powering new possibilities through a digital-physical world



**THE PAST**



**THE PRESENT**



**THE FUTURE**

Every industry has challenges and opportunities

Digital technology can help resolve challenges and leverage opportunities to grow GVP and maintain competitiveness as the world changes

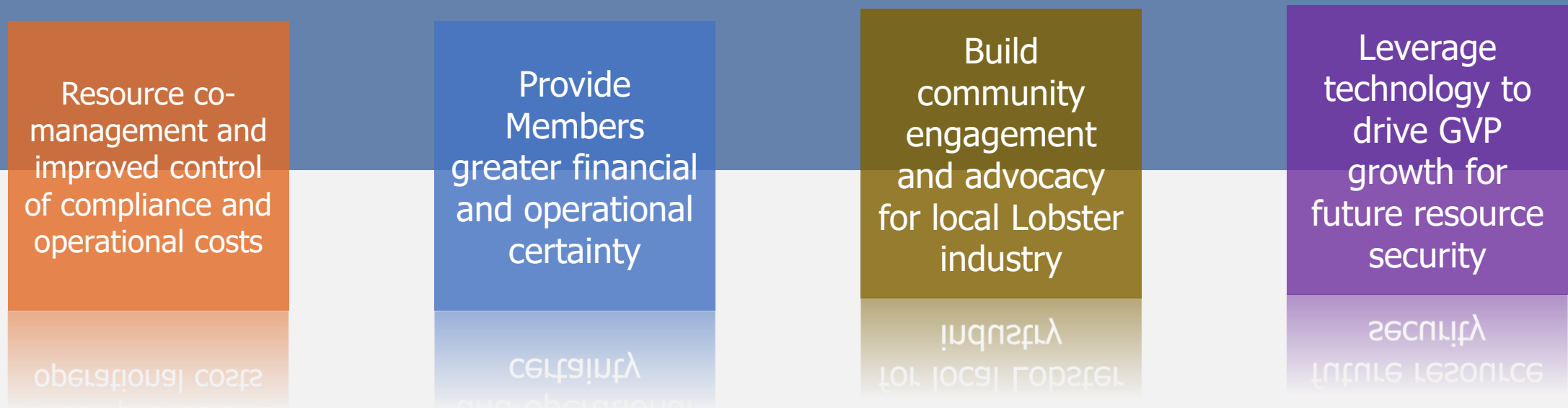
# Digital Advancement Opportunities



# Strategic Intent

**Vision:** By 2023, WRL will have the full confidence of Members, government and the community as a **well-resourced, self-funded peak body** engaged in **advocacy and co-management for improved resource security.**

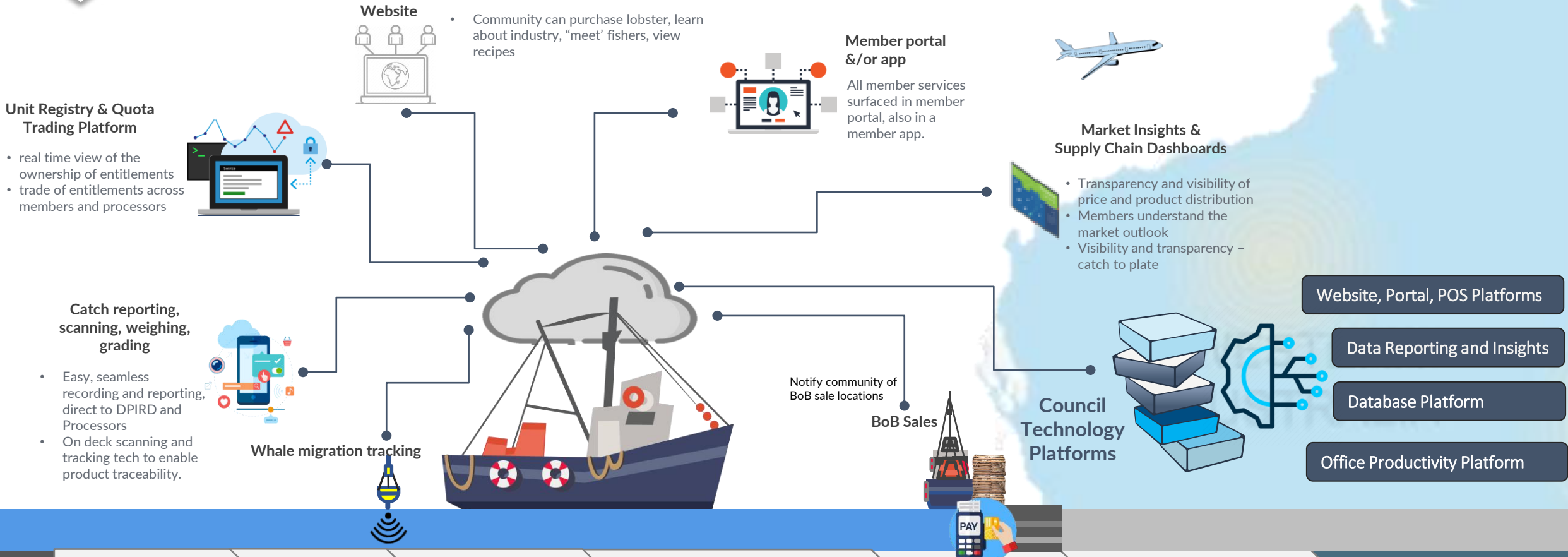
*"Integrated Strategy for Security, Independence and Community Connection for the western rock lobster industry"*



Initiative Drivers



# Bringing Industry, Community and Council together



## Unit Registry & Quota Trading Platform

- real time view of the ownership of entitlements
- trade of entitlements across members and processors

## Website

- Community can purchase lobster, learn about industry, "meet" fishers, view recipes

## Member portal &/or app

All member services surfaced in member portal, also in a member app.

## Market Insights & Supply Chain Dashboards

- Transparency and visibility of price and product distribution
- Members understand the market outlook
- Visibility and transparency - catch to plate

## Catch reporting, scanning, weighing, grading

- Easy, seamless recording and reporting, direct to DPIRD and Processors
- On deck scanning and tracking tech to enable product traceability.

## Whale migration tracking

Notify community of BoB sale locations

## BoB Sales

## Council Technology Platforms

Website, Portal, POS Platforms

Data Reporting and Insights

Database Platform

Office Productivity Platform

LEGISLATION AND LICENSING

SAFETY

PRE FISHING NOMINATION

FISHING & POST FISHING NOMINATION

BOB SALES

DISTRIBUTION & SALES

## EXTENDING OUR INFLUENCE AND CONTROL ACROSS THE FISHING VALUE CHAIN AND IMPROVING OPERATIONAL EFFICIENCY AND THE MEMBER EXPERIENCE

- Members provide input online and feedback to council online, through portal.
- Council owns/manages license and unit registry
- Enables self regulation, co-management

- Members can access/be notified of requirements and submit online
- Online training in member portal, and digitised SMS

- Members can easily trade, buy or sell their quotas in real time
- Improved and optimized catch reporting and recording app to replace FishEye
- Instant reporting to DPIRD, and processors
- Industry **owns the data**, supplies to DPIRD
- Catch Application enables full product traceability and optimizes grading and weighing

- Sales and ordering for BoB lobster via simple online system.
- Linked to new catch reporting, let community order in real time.
- BoB sales weighted, reported on deck

- Real time reporting to processors
- Visibility of processor data, supply chain and market outlook.

# Technology Platforms and Reference Architecture

Platforms provide the “essential” technology building blocks (systems & services) on which business capabilities can be based. They provide core technologies to manage information (membership, entitlements, catch, knowledge), integration of data and services, data visualisation, and provide common ways for engineering of end-to-end solutions.

## E-COMMERCE & POS PLATFORMS

- Centralised online purchasing function for customers to place order for “Back of boat” sales.
- Order taking and notification
- Payment processing

## UNIT REGISTRY

- Centralised database of unit ownership
- Maintain member licenses information
- Golden source of data for unit registry
- Capture transfer of ownership of units of entitlement

## ONLINE LEARNING PLATFORM

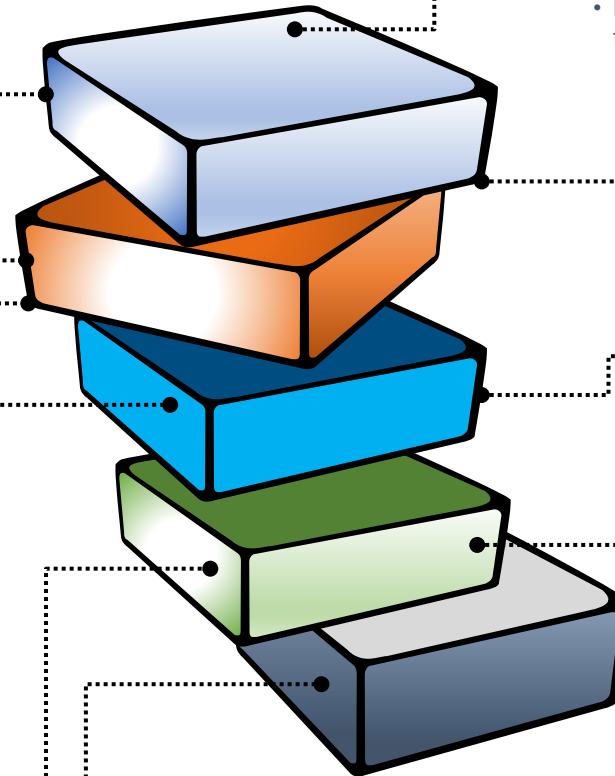
- SeSafe – digital Occupational health and safety standard
- Provides self-paced learning for members
- Ability to manage targeted learning content
- Track learning progresses

## CATCH MANAGEMENT PLATFORM

- Leveraging the on-deck technology – scanning, weighting, grading, location
- Real time reporting to government and processors
- Catch data extracted for data analytics
- Access via both Online and mobile
- Leverage Blockchain to digitise traceability from catch to plate

## DATA AND SERVICE INTEGRATION PLATFORM

- Provides the essential “Glue” that links, integrates and brings cohesion to various systems (both internal and external facing)
- Provides data integration through Export-Transform-Load (ETL) processes
- Provides data integration through micro APIs and data access interfaces



## WEBSITE / COMMUNITY ENGAGEMENT PLATFORMS

- Public facing website, present content and experiences for general public
- Members become brand ambassadors leveraging Digital Social Networks & fostering community connection

## MEMBER SELF-SERVICE PLATFORM

- Maintain data on MFL, registrations and compliance
- Maintain member licenses information
- Self-service portal for members to update their details via web and mobile
- Member engagements with the councils
- Member catch information and history

## QUOTA MANAGEMENT AND TRADING PLATFORM

- Real time view of the ownership of entitlements
- Enable the trade of entitlements across members and processors

## DIGITAL PRODUCTIVITY PLATFORM

- Knowledge management to capture and centralise information – processes, procedures, projects
- Tools to digitally manage and track work
- Collaboration toolset to enable better collaboration between members and WRL

## DATA PLATFORMS

## DATA ANALYTICS & BI PLATFORM

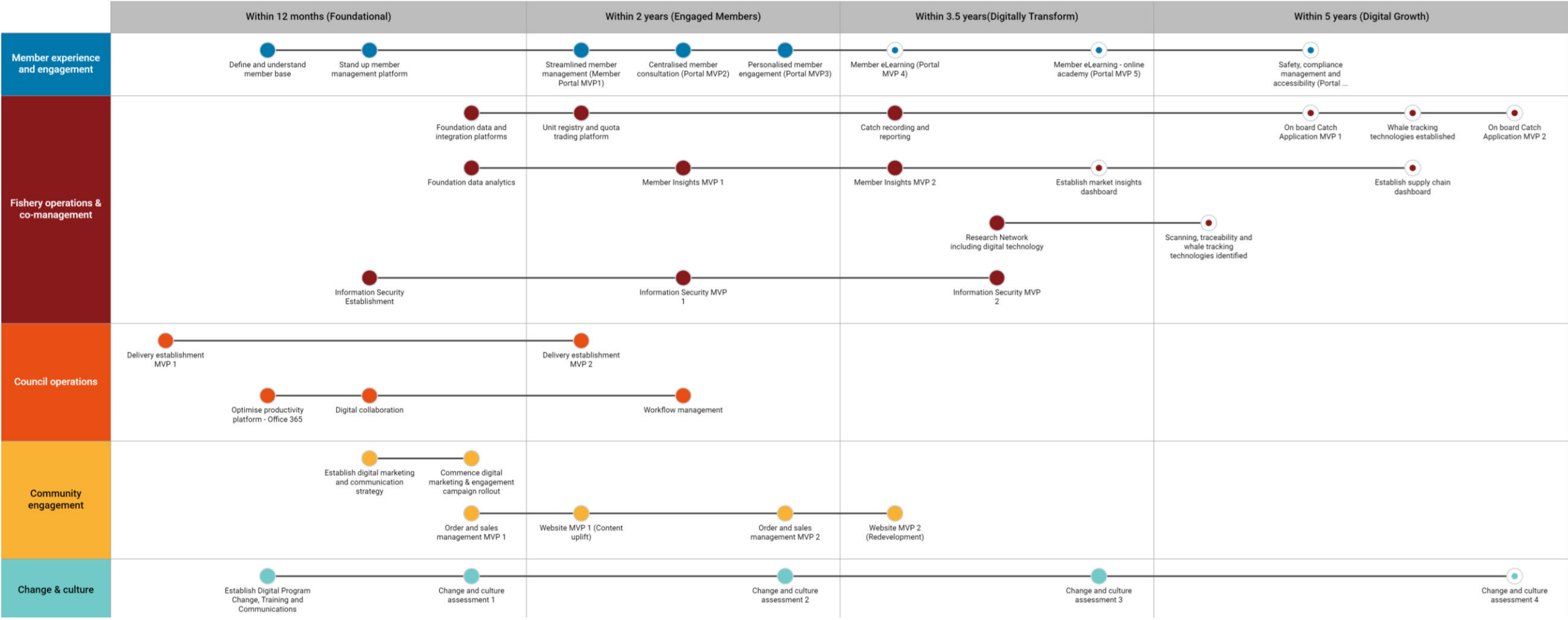
- Transparency and visibility of price and product distribution
- Members understand the market outlook
- Visibility and transparency – catch to plate
- *Support Whale migration tracking*

- Common platforms for the collection, aggregation, unification, integration, sharing and management of data
- Enable the management of structured and unstructured data
- Provision of data repositories (Data Marts / Data Lake / Operational Data Store), for Data Analytics and BI reporting,

The Board has already approved the digital technology items totalling 57.9% of proposed expenditure (highlighted in yellow).  
This is all IPA funded

# Western Rock Lobster Industry Digital Roadmap – Time Horizon 5 Years

Prioritised initiatives have been sequenced over a time horizon to form a roadmap



# Estimated investment

	Within 12 months (Foundational)	Within 2 years (Engaged Members)	Within 3.5 years (Digital Transform)	Within 5 years (Digital Growth)	TOTAL
Member experience and engagement.	347,000	444,000	276,000	501,000	1,568,000
Fishery operations & co-management	447,000	869,000	1,056,000	2,581,000	4,953,000
Council operations	220,000	50,000	0	0	270,000
Community engagement	165,000	130,000	300,000	0	595,000
Change & culture	120,000	0	0	0	120,000
<b>TOTAL</b>	<b>1,299,000</b>	<b>1,493,000</b>	<b>1,632,000</b>	<b>3,082,000</b>	<b>7,506,000</b>



# Implementation Principles



## RESOURCES

- ✓ Leverage internal skillset and capability first
- ✓ Outsource to consultants for specialist expertise



## SOFTWARE

- ✓ Buy off-the-shelf first
- ✓ Then, consider off-the-shelf with configuration
- ✓ Last resort is to build the system



## MEMBER ENGAGEMENT

- ✓ Involve fishers in the co-design of the experience and solution
- ✓ Involve external stakeholders e.g. DPIRD, AMSA in design when required



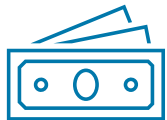
## DATA – SINGLE SOURCE OF TRUTH

- ✓ WRL systems will be the single source of truth for Industry data



## TECHNOLOGY PARTNERS

- ✓ Technology partner part of the assessment panel for acquiring new technology



## OWNERSHIP COST

- ✓ Minimise operational costs when selecting from technology options



## CHANGE CHAMPIONS

- ✓ Involve fishers as change champions

# Governance

**Board Members**

Responsible for approving the Digital Strategy and kept informed of the progress of the program and the benefits realisation



**Steering committee**  
**Chair: Independent technology and governance skills**  
**Committee Members:** Board Member, DPIRD representatives, IT Officer, J1 representative and FRDC representatives.  
 Other stakeholders will be invited as required

Responsible for:

- Approve projects for funding
- Escalation path
- Progress reporting



**Matt Taylor**  
 CEO

Responsible for securing funding, external stakeholder management and governance of the program



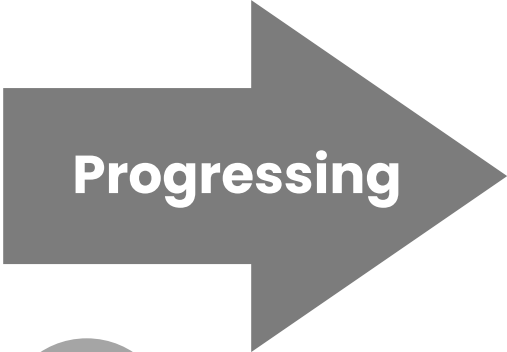
## Project Delivery Team



**Key Points on resourcing the project:**

- Leverage internal skillsets and capabilities first, outsource and bring in consultants for specialist expertise
- Currently looking at hiring 2 FTEs to support the rollout and implementation of the first two horizon. (1FTE for IT Officer, 1 FTE for Data Officer which includes 0.5 FTE for markets program)

# Benefits



### GOVERNMENT CONTROL

Will leave us open to increased federal and state government control.



### LICENSE SALE THREAT

Continued threat of licensing being sold to national/international entrants - leading to cheaper product and revenue implications.



### LACK OF COMMUNITY SUPPORT

Ongoing lack of community support leading to exacerbation of poor industry reputation.



### INCREASE CONTROL

Increase control over our own operations and data.



### COMMUNITY SUPPORT & ADVOCACY

Bring about community support and advocacy to support the lobster fishing industry.



### QUOTA TRADING

Flexibility to trade quotas in real time.



### REDUCE INFLUENCE & COMPLIANCE

Reduce influence and regulatory compliance that the government will introduce.



### REPORTING EFFICIENCY

Reduce the effort and labour involved in reporting and recording via modern tech designed with and for industry.



### MAKE COMPLIANCE EASIER

Reduce effort to comply - make it easier to locate, submit and maintain compliance.

