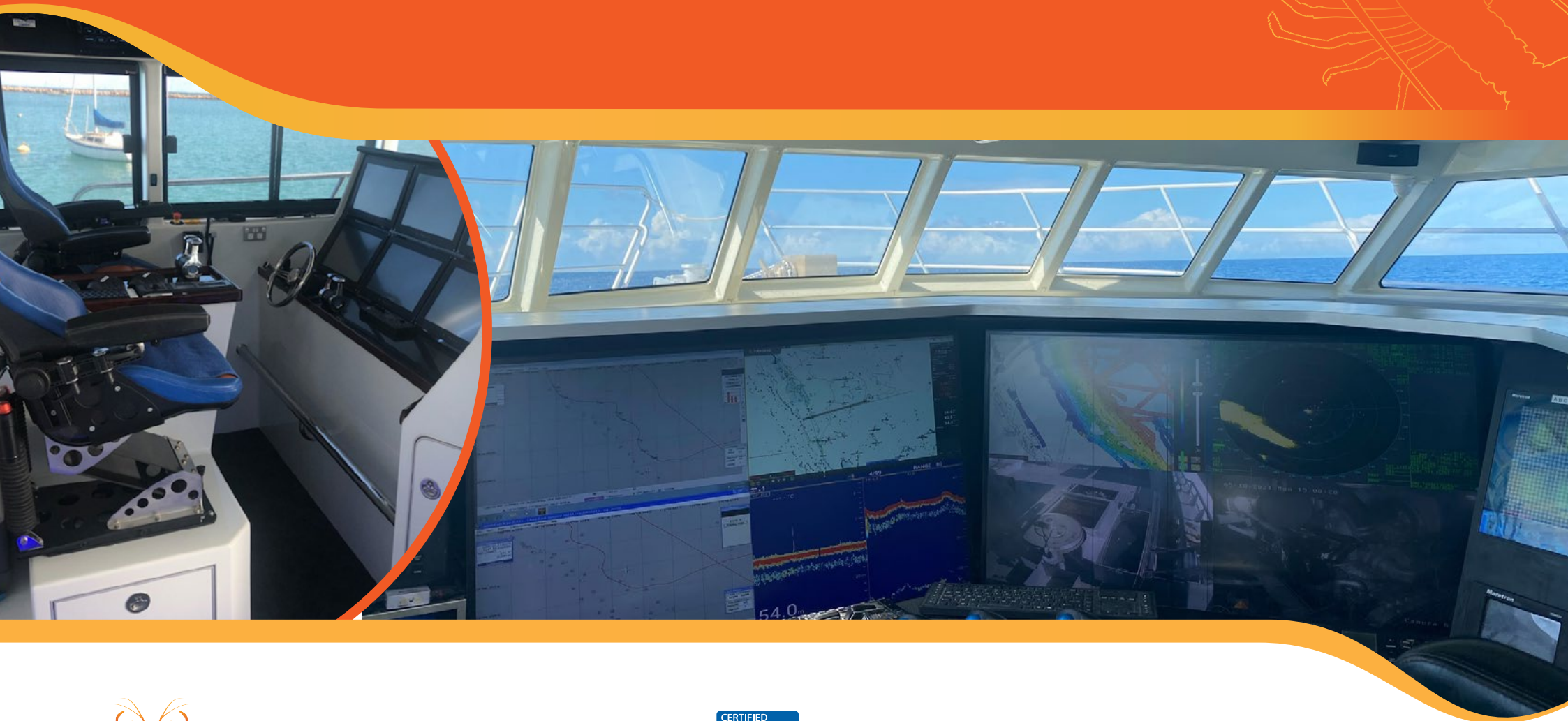


Western Rock Lobster

# Industry Digital Strategy



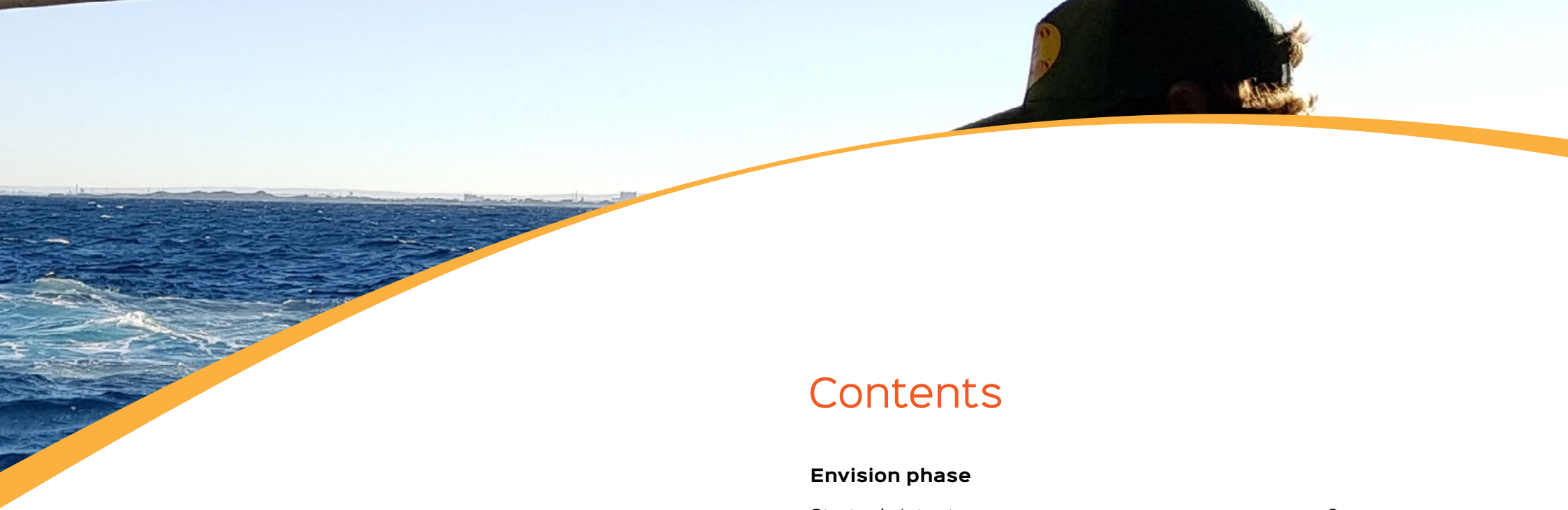
Western  
**ROCK  
LOBSTER**

**JOURNEYONE**





2017-140 Digitising the Western Rock Lobster Industry is supported by funding from the FRDC on behalf of the Australian Government.



# Contents

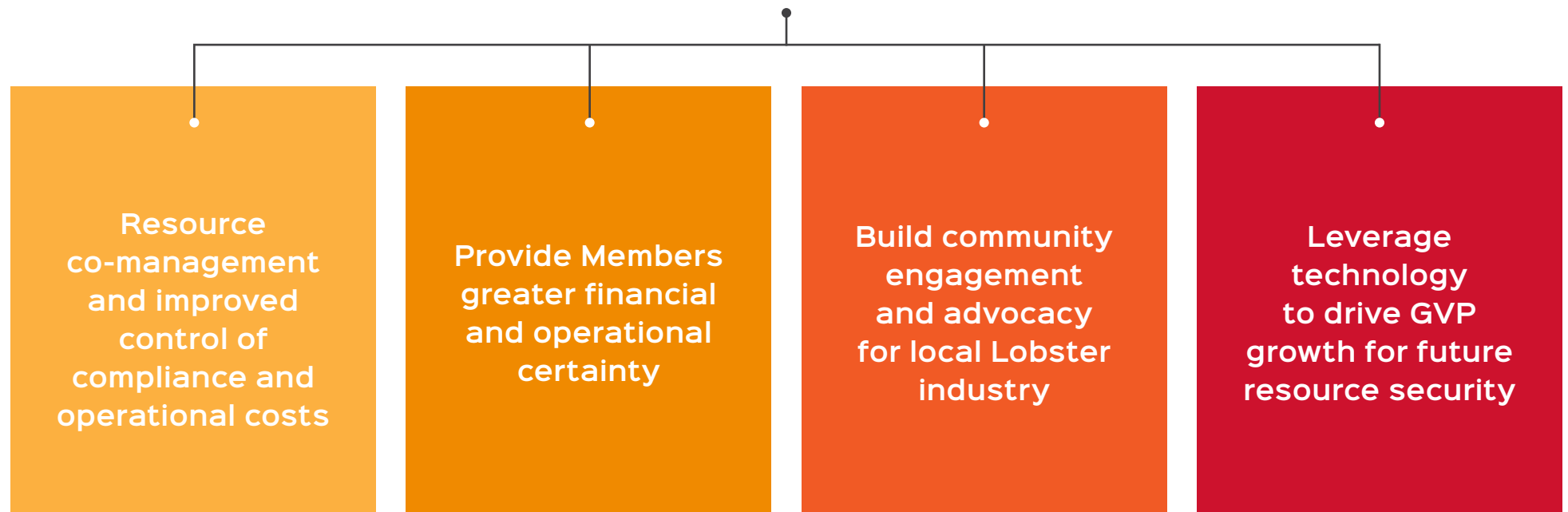
- Envision phase**
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# Strategic Intent

**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



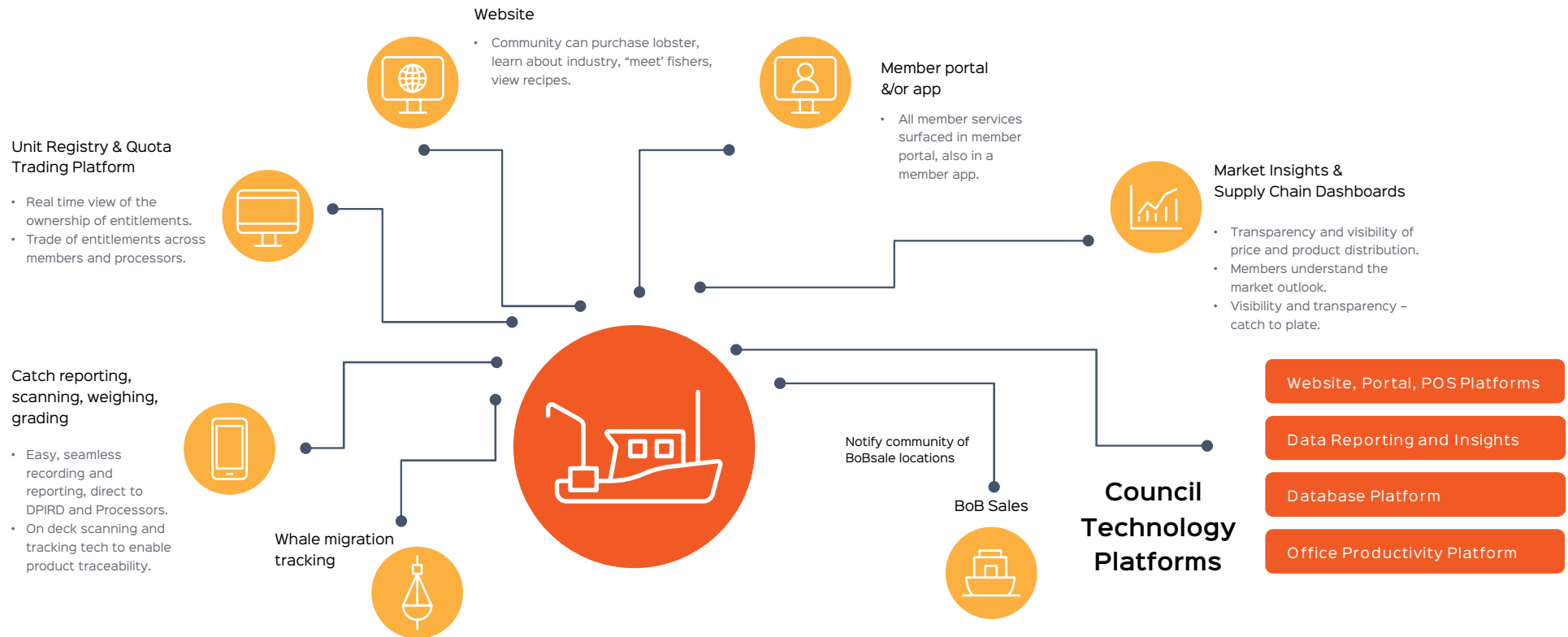


# Current Context

WRL as a business can be represented by:



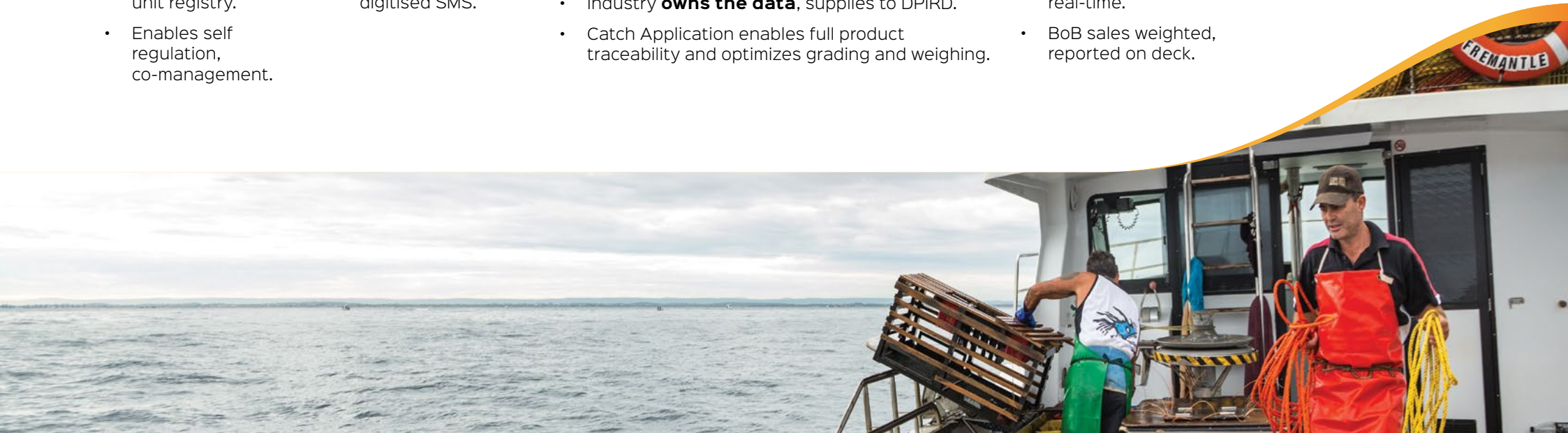
# Bringing Industry, Community and Council together





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

- Members provide input 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 entitlements 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, lets 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.



# Key Challenges



## Operating environment uncertainty and government control of resource management

Lengthy engagement/ negotiation periods, lack of visibility, and complicated processes surrounding the Management Plan creates uncertainty for the fishers and hinders their ability to plan. DPIRD imposes requirements and controls that specify how the industry operates which impacts business efficiency and cost. This is exacerbated by current market conditions.



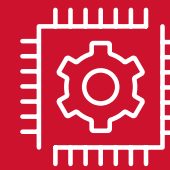
## Inconsistent compliance which is unclear and difficult to interpret

Multiple layers of compliance and reporting are required (vessel, on board, catch) and are managed by different entities (DoT, AMSA, DPIRD). Processes are unclear, difficult to interpret, inconsistently applied and the systems are unstable and poorly designed. This leads to difficulty to consistently meet requirements and operating pressure for the fishers.



## Engagement and communication within the industry and community

Engaging and getting input from members is time consuming and inefficient for the WRL. This is caused by poor/ duplicate data, inefficient communication mechanisms and low uptake of modern communication methods by Members. Confidence in, and reputation of industry is fractured and there is little understanding of the industry within the community.



## Inefficient technology, processes and knowledge to support local sales

The 'back of boat' initiative enabling public to purchase direct from fishers creates retail challenges for fishers who are seeking to service the local market effectively and efficiently.



## Technology maturity & industry culture

There is no ongoing research into fishing technology to ensure the industry remains abreast of developments and responds accordingly. Additionally, this is a generational industry perceived to be reluctant to adopt new ways of working.





## Key Challenge

### **Operating environment uncertainty and government control of resource management**

Lengthy engagement/negotiation periods, lack of visibility, and complicated processes surrounding the Management Plan creates uncertainty for the fishers and hinders their ability to plan. This is exacerbated by current market conditions. DPIRD impose input controls that specify how the industry operates which impacts business efficiencies and costs.

## Linked Objectives

1

### **Improved self-regulation driven by data and technology**

Collect, own and manage license, entitlement, quota, catch scanning and grading data to create independence and demonstrate effective industry self-management. Improve member experience and operating efficiency by reducing reliance on inefficient and clunky government systems.

2

### **Increase visibility of market and trade environment**

Develop a deeper understanding of the market outlook and provide insight and visibility that will enable effective two-way communication between WRL and processors to identify new markets and product innovations.



## Key Challenge

### **Inconsistent compliance which is unclear and difficult to interpret**

Multiple layers of compliance and reporting are required and are each managed by different entities. Processes are unclear, difficult to interpret, inconsistently applied and the systems are unstable and poorly designed. This leads to difficulty meeting requirements and operating pressure for the fishers.

## Linked Objectives

3

### **Improved compliance clarity, accessibility and ease of application**

Industry compliance requirements (DoT, AMSA, DPIRD) are presented clearly, succinctly and in one accessible location.

Members can access/be notified of changes to compliance requirements and submit online.



## Key Challenge

### **Engagement and communication within the industry and community**

Engaging and getting input from members is time consuming and inefficient for the WRL. This is caused by poor/duplicate data, inefficient communication mechanisms and low uptake of modern communication methods by Members. Confidence in, and reputation of industry is fractured and there is little understanding of the industry within the community.

## Linked Objectives

4

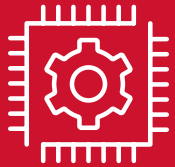
### **Improve community engagement enabled by technology**

Communicate and amplify the good work the industry and WRL undertake across digital and social networks strengthening the industry's connection to the community, enhancing the social license to operate.

5

### **Streamline and digitise member consultation and communication**

Members can be contacted and consulted easily via their channel of choice, and are digitally connected to all key tasks and services. WRL can track status of consultation and input, segment members and deliver personalised and impactful member communication.



## Key Challenge

**Inefficient technology, processes and knowledge to support local sales**

The 'back of boat' initiative enabling public to purchase direct from fishers creates retail challenges for fishers who are seeking to service the local market effectively and efficiently.

## Linked Objectives

6

**Improve distribution channel to local market enabled by technology**

Create sales, ordering and payment mechanisms to enable efficient and easy direct sales via 'Back of the Boat'.



## Key Challenge

### **Technology maturity & industry culture**

There is no ongoing research into fishing technology to ensure the industry remains abreast of developments and responds accordingly. Additionally, this is a generational industry perceived to be reluctant to adopt new ways of working.

## Linked Objectives

7

### **Create and grow a community of technology change champions**

Develop a cultural change management strategy leveraging technology and industry change advocates who are role modelling new ways of working. Focus efforts on visionaries to move pragmatists and sceptics along the adoption curve.

8

### **Explore landscape for the latest technology development and innovation in commercial fisheries**

Undertake ongoing focussed research to understand how the industry can apply technology and innovations in fisheries to deliver member value and strengthen industry position.

# Outline Phase



# WRL Capability Map



## Capabilities requiring change and that deliver to identified objectives

This capability map identifies key building blocks which define what the WRLC does as a business to enable the Digital Strategy. To meet the current vision, mission and aspirational future, different capabilities will require varying levels of change and investment. The required level of change has been identified by heat mapping the capabilities and assigning them to an objective which needs to be met.



# WRL Capability Map

**Strategic Capabilities:** Capabilities which enable a business to strategically position itself to obtain competitive advantage now and in the future



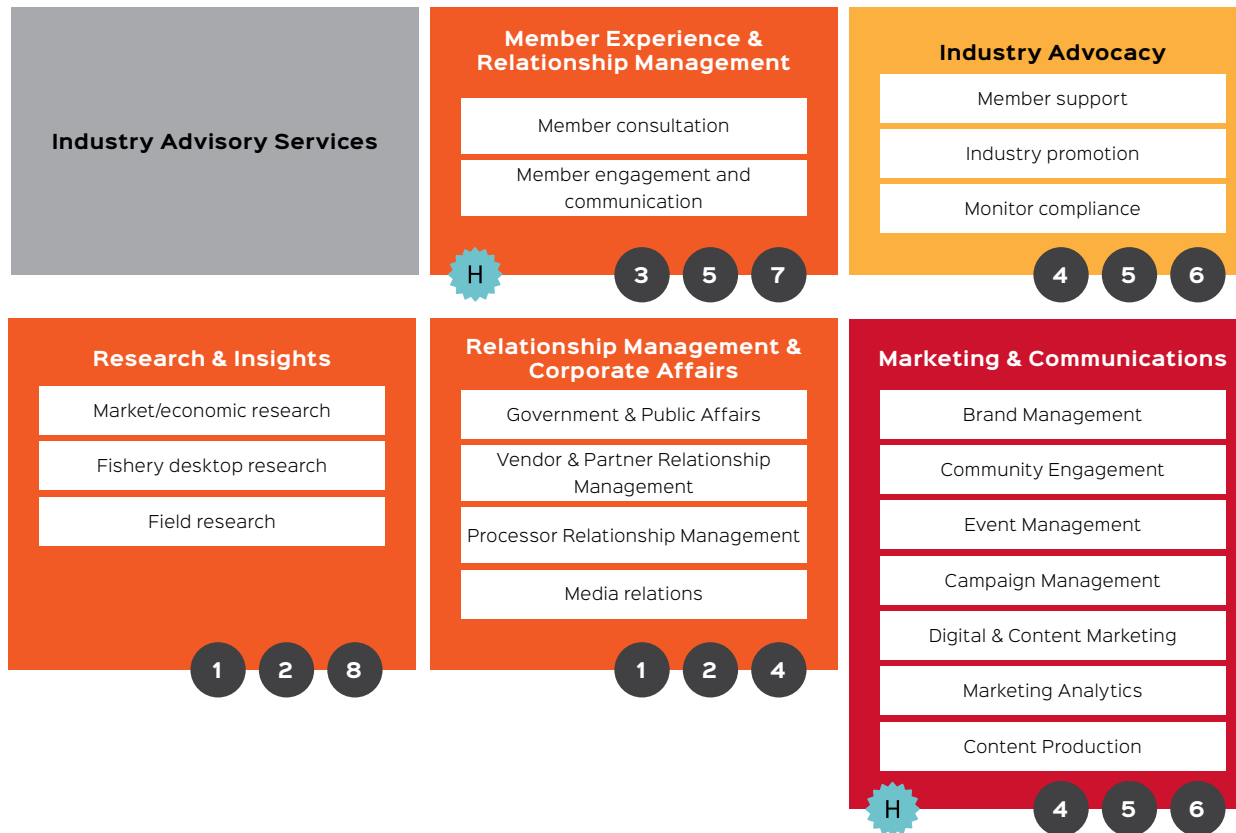
- This capability exists currently and **NO** change is required.
 N This capability does not exist and is **NEW**.
 H This capability exists currently but a **HIGH** level of change is required.
 M This capability exists currently but a **MEDIUM** level of change is required.
 L This capability exists currently but a **LOW** level of change is required.



# WRL Capability Map



## Core Capabilities: Capabilities which enable a business to deliver its fundamental services



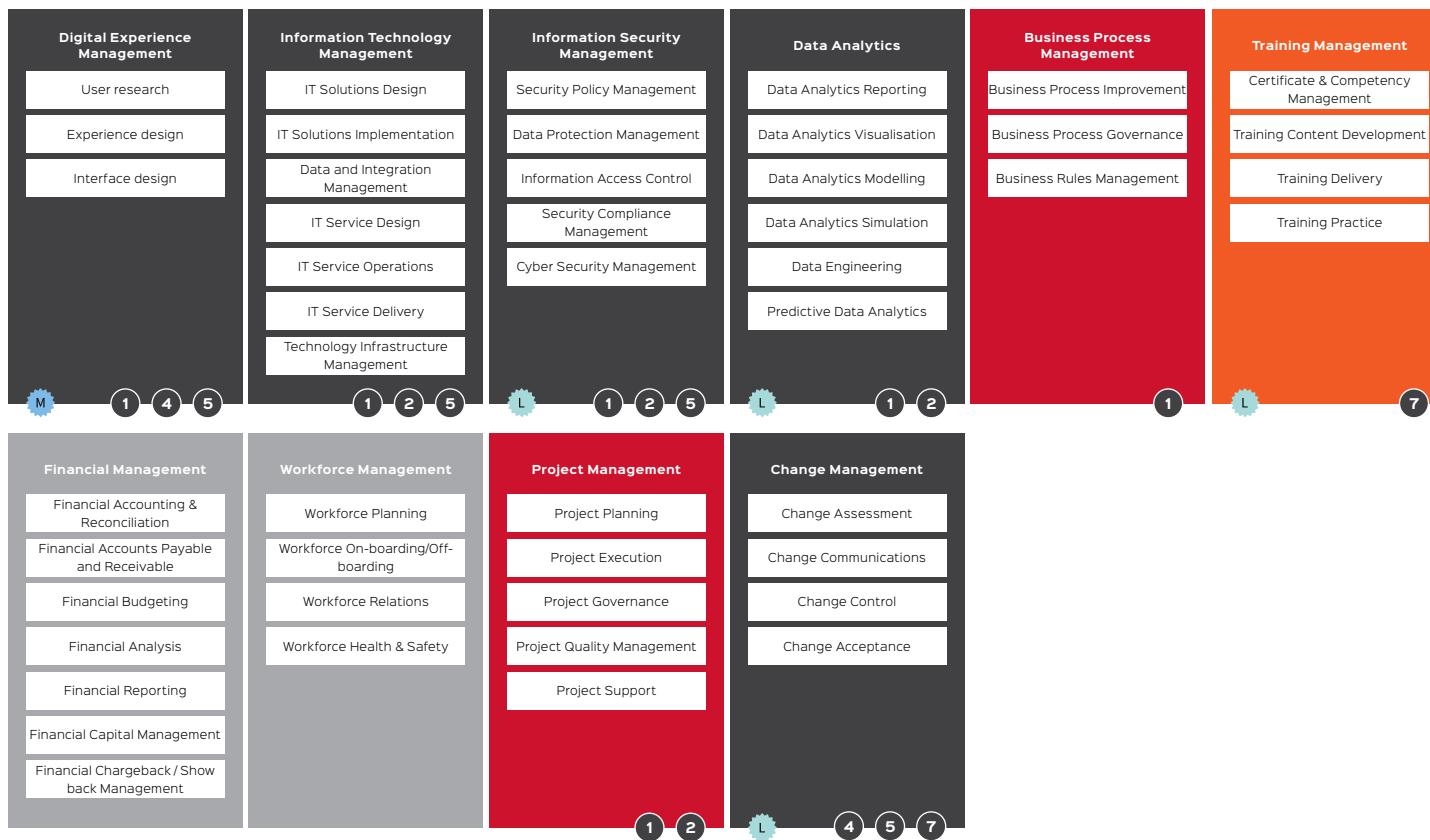
### Linked Objectives

3. Established core system(s) that can evolve and scale to meet business needs.
5. Ensure an organisational structure is in place to deliver strategic and operational goals.
6. Established clear process balanced KPIs - Sales vs Services.
7. Built an organisational culture that adaptable and resilient to change.
9. An established practice which supports data acquisition, review, quality and governance control.

- This capability exists currently and **NO** change is required.
 N This capability does not exist and is **NEW**.
 H This capability exists currently but a **HIGH** level of change is required.
 M This capability exists currently but a **MEDIUM** level of change is required.
 L This capability exists currently but a **LOW** level of change is required.

# WRL Capability Map

## Enabling Capabilities: Capabilities which support the delivery of a business to fundamental services



### Linked Objectives

- Established core system(s) that can evolve and scale to meet business needs.
- Ensure an organisational structure is in place to deliver strategic and operational goals.
- Established clear process balanced KPIs - Sales vs Services.
- Built an organisational culture that adaptable and resilient to change.
- An established practice which supports data acquisition, review, quality and governance control.

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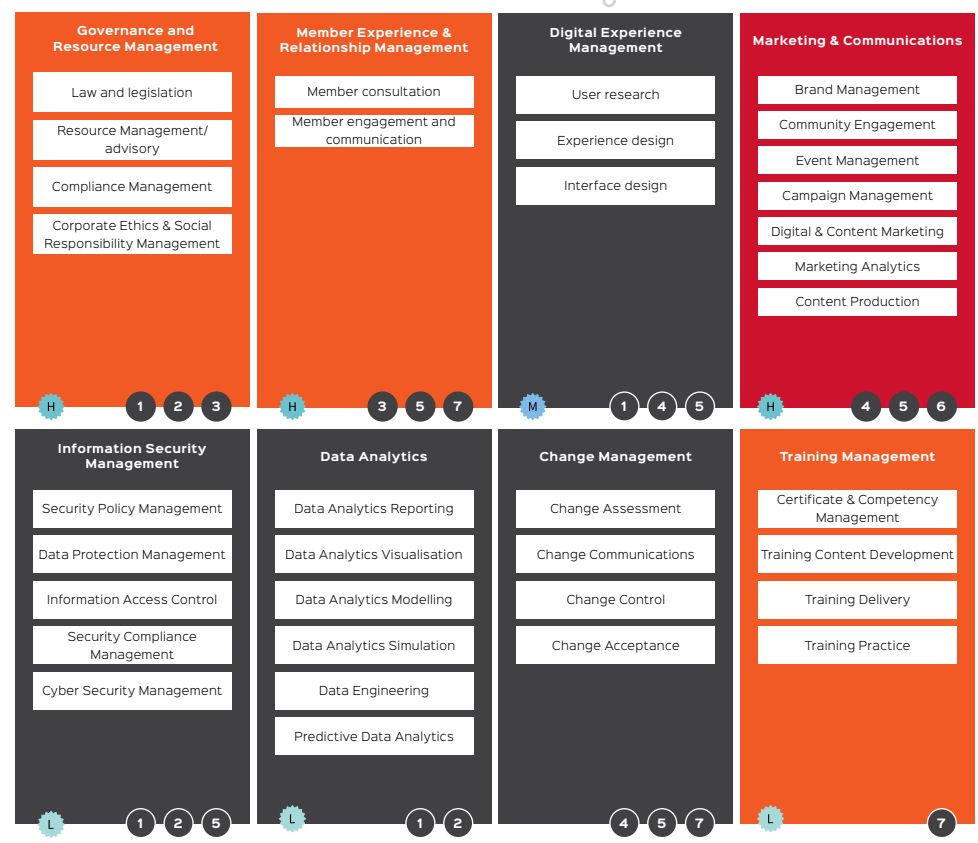
# Capability Focus Areas



By leveraging digital technology, WRL fosters capability for greater co-management as a mature industry.

Gives government confidence in industry's ability to self-manage.

The digital transformation will provide security and confidentiality of data and protect data sources.



Fosters greater efficiency and effectiveness across council/members in dealing with crisis and risks facing industry.

Drive greater adoption of digital technology by delivering remarkable user experience.

Increases the industry's capacity to enhance its social license to operate.

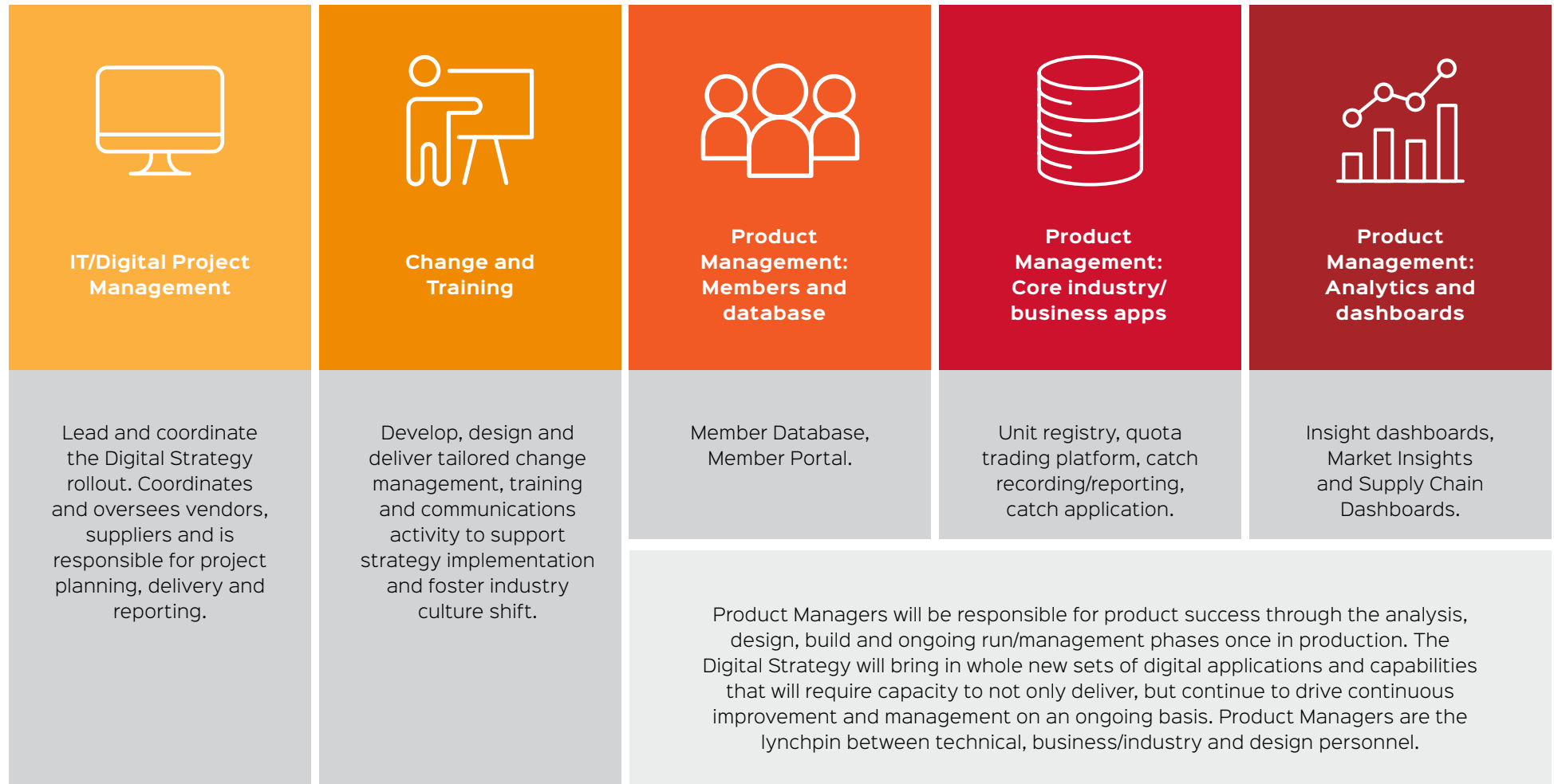
Increases industry involvement with the community and local support.

Provide personalised and tailored training solution from the new digital technology, preferably more face-to-face interactions.

Consolidate and leverage the data to make more informed co-management decisions and drive the industry forward.

Enable a culture of digital transformation and adoption of technology.

# Core Skill Focus Areas




# Technology Platforms

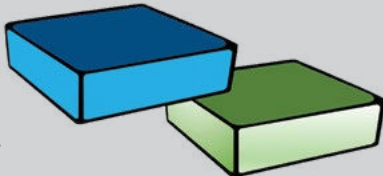


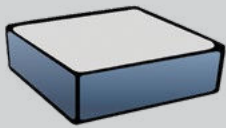
The **digital touchpoints** our **members** and the **community** see and **interact** with.

<p><b>Community and member experience layer</b></p>	 <p><b>Public website</b> Public website for community.</p>	 <p><b>Member login + app</b> Logged in view, also can be surfaced via an app, gives access to all member functions and services.</p>
---	--	--

These platforms provide the **“essential” technology building blocks** (systems & services) which deliver to a member/customer experience or business capability.

<p><b>Member management and LMS</b></p>		<ul style="list-style-type: none"> <li>• Centralised member database.</li> <li>• Maintain data on MFL, registrations and compliance.</li> <li>• Online Learning Platform.</li> </ul>
---	---	--

<p><b>Application platforms</b></p> <p>Quota management, Unit Registry, Catch reporting and app, digital productivity.</p>		<ul style="list-style-type: none"> <li>• Catch data.</li> <li>• Real time view of ownership of entitlements.</li> <li>• Digital productivity, knowledge management.</li> </ul>
--	---	--

<p><b>Data and analytics platforms</b></p>		<ul style="list-style-type: none"> <li>• Common platforms for the collection, aggregation, unification, integration, sharing and management of data.</li> <li>• Provides the essential “Glue” that links, integrates and brings cohesion to various systems.</li> </ul>
--	---	---

# Plan Phase - Roadmap





1

## Foundational

Tactically resolving operational challenges and **laying the core foundations** for technology change.

### Key Highlights

- **Unified member & licence** information.
- Productivity improvements through digital tools and workflow automation.
- Technology optimised **BoB sales** improves public access to lobster.
- Marketing driven community engagement.
- Training and Digital culture change.

2

## Engaged Members

Progressively building out foundations that enable resource security, **deliver member service excellence** and modernisation technology.

### Key Highlights

- Digital member portal, member services and self-service.
- Modernised Unit Registry.
- Quota Trading platform established.
- Member and industry analytics providing insights to assist members and council.
- Modernised WRL website and supporting content.

3

## Digital Transformation

Strategic technology platforms improve member services, community and government engagement.

### Key Highlights

- Digital eLearning services now available to Members.
- Market dashboard and insights available via portal.
- Integrated website providing seamless access and interactions with WRL.
- Seamless catch recording and reporting with automated DPIRD reporting.
- New culture of community and member engagement.

4

## Digital Growth

Growing digitally, innovating and providing new digital services through WRL technology platforms.

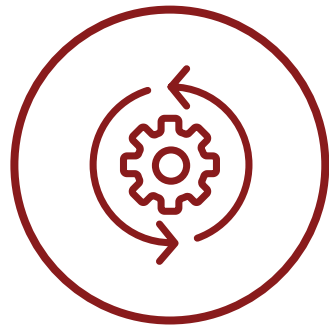
### Key Highlights

- Real time operations delivered through Catch-application.
- Visualisation and tracking for complete supply chain visibility.
- Data analytics providing insights to assist Industry and members with buying and trading insights.
- Extensive use of IoT devices to provide real-time data to assist in catch management.
- Technology platforms and automation reducing labour intensive compliance for members.

# Introducing the Digital Strategy Roadmap Streams



**Member  
experience and  
engagement**



**Fishing  
operations and  
co-management**



**Council  
operations**



**Community  
engagement**



**Change  
and culture**

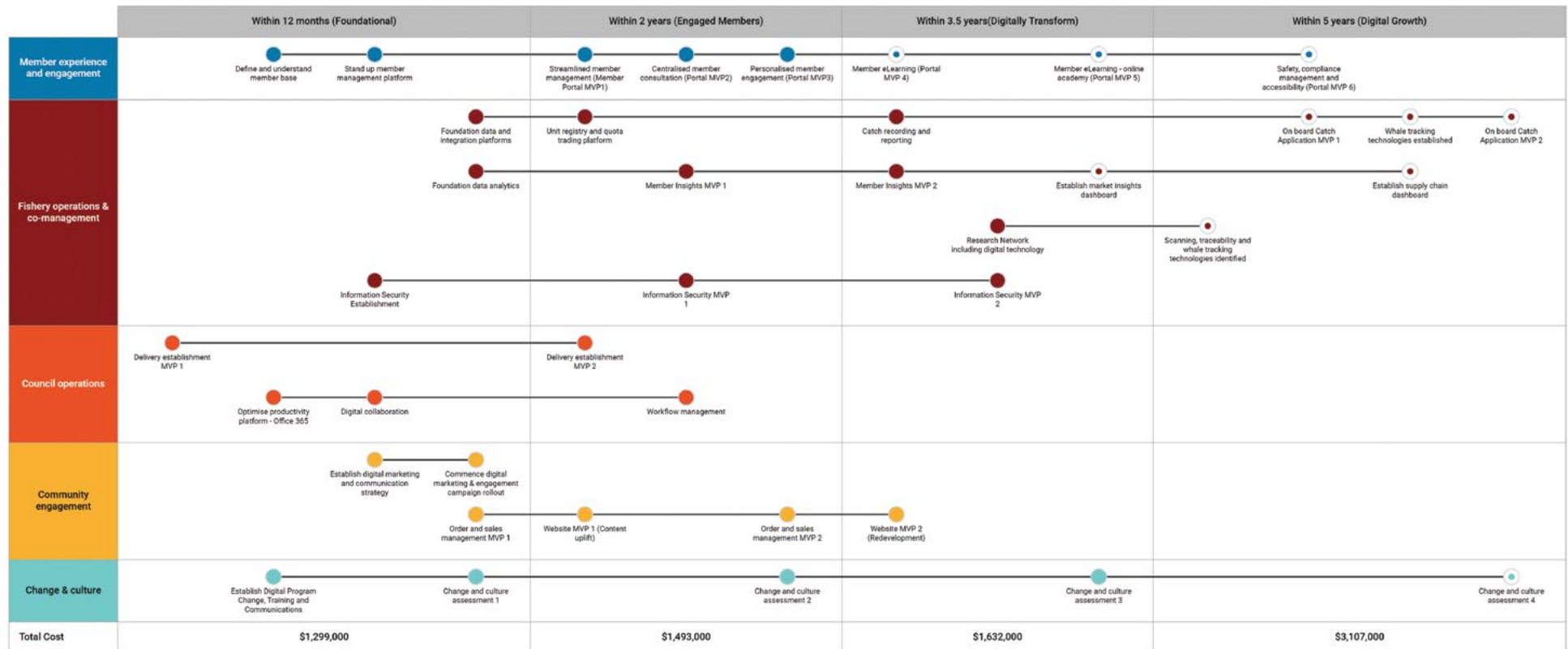


# Western Rock Lobster Council Digital Roadmap

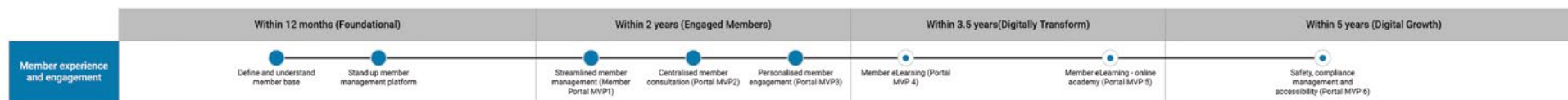


## Time Horizon 5 Years

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



# Member Experience & Engagement



## Roadmap Explained

At the heart of the **Member Experience and Engagement** stream is defining and delivering seamless digital member experiences that enable streamlined communication, consultation and engagement between members and Council.

The goals of **Member Experience and Engagement** is to digitally connect members to all key tasks and services, using a 'human centred' approach whereby the member context, environment, needs and challenges are central to the design and build of solutions.

Similarly it will enable efficiency and effectiveness for the council in communicating, consulting and engaging with members.

**The outcome of the initiatives in this stream will be to:**

### 1) Design

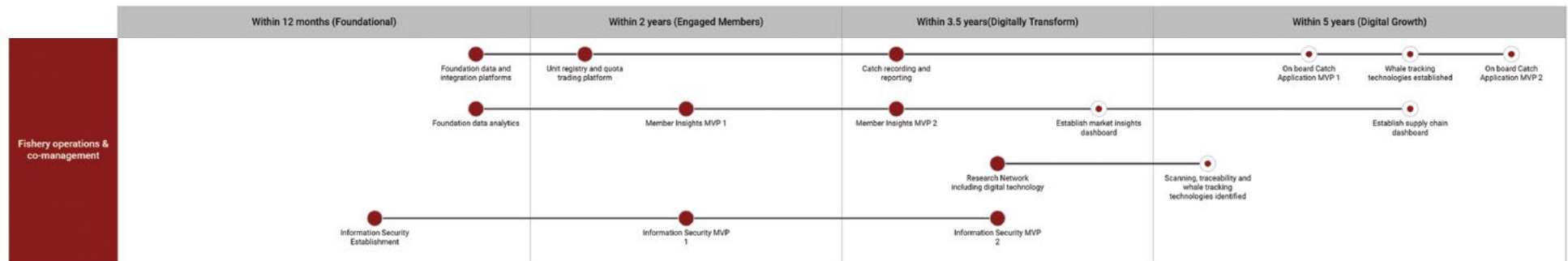
- Our future state member experience, including defining and segmenting our members.

### 2) Build

- Roll out a centralized member database for the Council.
- Enable online member consultation and personalized communication/engagement.
- Roll out a member portal with the capabilities for members:
  - View, manage and update their details.
  - View updates from council, submit and track their feedback.
  - Receive tailored updates and communications.
  - Complete online learning and digital safety management system.
  - View and track compliance in one spot.

Accessing the unit registry, quota trading platform, BoB sales and market dashboards will also be enabled in the portal.

# Fishery Operations and Co-management



## Roadmap Explained

The **'Fishery Operations and co-management'** stream will leverage technology to increase the efficiency, productivity and maturity of the industry – ultimately leading to self regulation and co-management.

The Unit Registry, Quota Trading Platform and the Catch Application provide transparency, visibility and operational technology to make it easier for members to run their **fishing operations**.

Having data and insights will allow the council to make key decisions for the Management Plan, thus gain **greater ownership of the operational process** as well.

**The outcome of the initiatives in this stream will be to:**

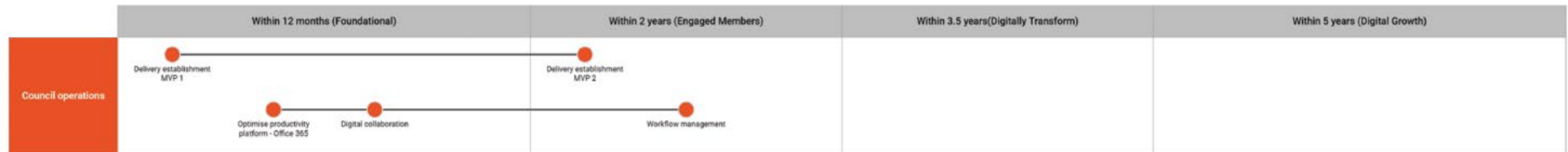
### Design and Build:

- Roll out of the Unit Registry.
- Roll out Catch recording and reporting.
- Roll out of the Catch Application – leveraging on deck technology.
- Roll out of the Quota trading platform.
- Roll out of the Data analytics platform.
- Establish Market insights dashboard.
- Establish Supply Chain Dashboard.

### Establish Digital Technology Innovation Board as part of Research Network

Initiative 1: Whale entanglement research and tracking.

# Council Operations



## Roadmap Explained

Establishing delivery foundations, including project resources and governance, as well as standing up or optimizing our digital tools and workplace are key to enabling and delivering transformation.

Dedicated project resources, alongside existing Council staff, will be responsible for driving and delivering roadmap initiatives and managing the change and vendor, stakeholder, industry relationships.

An uplift of our workplace tools will support internal productivity, collaboration and knowledge sharing.

**The outcome of the initiatives in this stream will be to:**

**• Establish project resourcing**

- IT/Digital Program Lead.
- Change Management.
- Product Management for Business Applications, Member and Community Platforms, Data and Insights.

**• Stand up**

- Optimization of the Office 365, Share point, MS Teams.
- Automation of workflows for internal operations.

# Community Engagement



## Roadmap Explained

The Community engagement stream will build the profile of the Industry brand, **strengthening the industry's connection to the community** and create an ongoing mechanism for public to purchase direct from fishers.

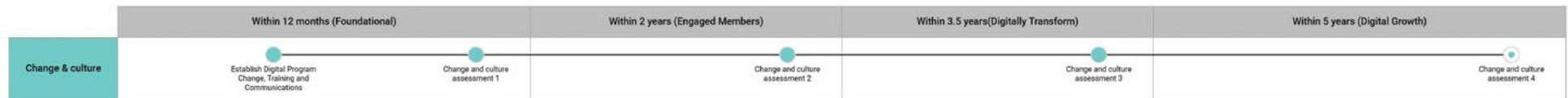
In the first six months the focus is on establishing a strategy, acquiring tools and rolling out digital campaigns that **promote and raise awareness** of the industry.

A **website uplift**, followed by a later **redevelopment** will deliver an overhauled experience, strengthening the industry's primary digital touchpoint to community.

### The outcome of the initiatives in this stream will be to:

- **Define a digital marketing and communication strategy** that outlines digital engagement objectives, target audiences, key messages, channels and KPIs.
- **Acquire digital marketing tools.**
- Roll out community digital campaigns that **raise awareness of the industry** and help **build social license.**
- Complete a **website uplift.**
- **Redevelop our website**, integrating with a member login (portal) for a **seamless experience.**
- Enable public to order and purchase lobster online direct from fishers (BoB).

# Change and Culture



## Roadmap Explained

Critical to the success of our digital strategy are strong, cohesive and **industry tailored change management** initiatives which engage industry and encourages a **mindset of change**.

A shared responsibility for change is pivotal and our change management will focus on **leveraging our change advocates** who are modelling new ways of working. Dedicated training and communication plans will be established, aligned to key initiatives, and regular **change and culture assessment checkpoints** will measure change and provide insight into take up and remediation actions.

### The outcome of the initiatives in this stream will be to:

- Prepare industry with tailored communication and training.
- Shift mindset of industry to one of future thinking and adaptive to new ways of working.
- Demonstrate the value and efficiency that digital transformation will create for industry.
- Support and enable the successful implementation and adoption of roadmap initiatives.

# Estimates



Estimating has been completed at a mix of both Action and Initiative level. The following macro assumptions provide the guiding framework for how each action or initiative has been estimated.

Very Low	Low	Medium	Large	Very Large
<b>&lt;\$50K</b>	<b>\$50K - \$100K</b>	<b>\$100K - \$300K</b>	<b>\$300K - \$600K</b>	<b>\$600K - \$900K</b>
20Days*2ppl*\$1,200pd	40Days*2ppl*\$1,200pd	120Days*2ppl*\$1,200pd	240Days*2ppl*\$1,200pd	240Days*3ppl*\$1,200pd
Design, config, deploy	Design, config, deploy	Design, config, deploy	Design, config, deploy	Design, config, deploy
Not factored OPEX cost	Not factored OPEX cost	Not factored OPEX cost	Not factored OPEX cost	Not factored OPEX cost
Specialty capability not priced	Specialty capability not priced	Specialty capability not priced	Specialty capability not priced	Specialty capability not priced
Excludes internal resource cost	Excludes internal resource cost	Excludes internal resource cost	Excludes internal resource cost	Excludes internal resource cost
50% VARIANCE	50% VARIANCE	50% VARIANCE	50% VARIANCE	50% VARIANCE

Note: These are macro assumptions to support the Digital Strategy. Further implementation planning, business case analysis and vendor selection needs to be undertaken to get accurate cost funding.

# Financial Summary

	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
Fishing operations and 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 and 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>





# Industry Implications



# Why should we act now?



## Doing Nothing



### Government Control

Control and policy risk remains at current levels with federal and state governments.



### Fishery Ownership

Ownership of quota entitlement remains unknown and risks unforeseen foreign ownership issues.



### Restricted Community Connection

Community connection and industry promotion is limited by traditional and delayed communication and engagement methods.

## Progressing With Strategy



### Increase Control

Increase control over our own operations.



### 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.

## Next steps



# WRL Digital Strategy: Next Steps



1

**Approve** and leverage existing funds

2

**Establish Delivery MVP**

- Appoint IT/Digital Lead
- Establish project portfolio management

3

Commence detailed **implementation planning**

Priority phase 1 deliverables:

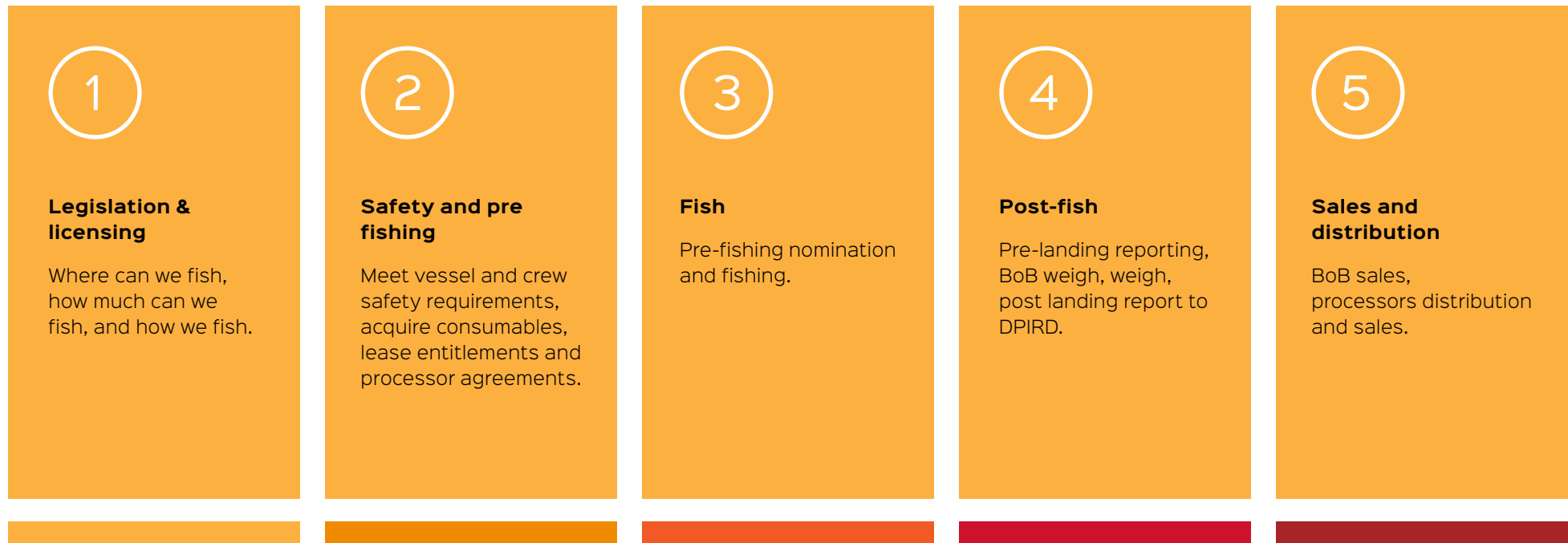
- Member Experience, Member Database
- BoB Sales and ordering

# Appendix



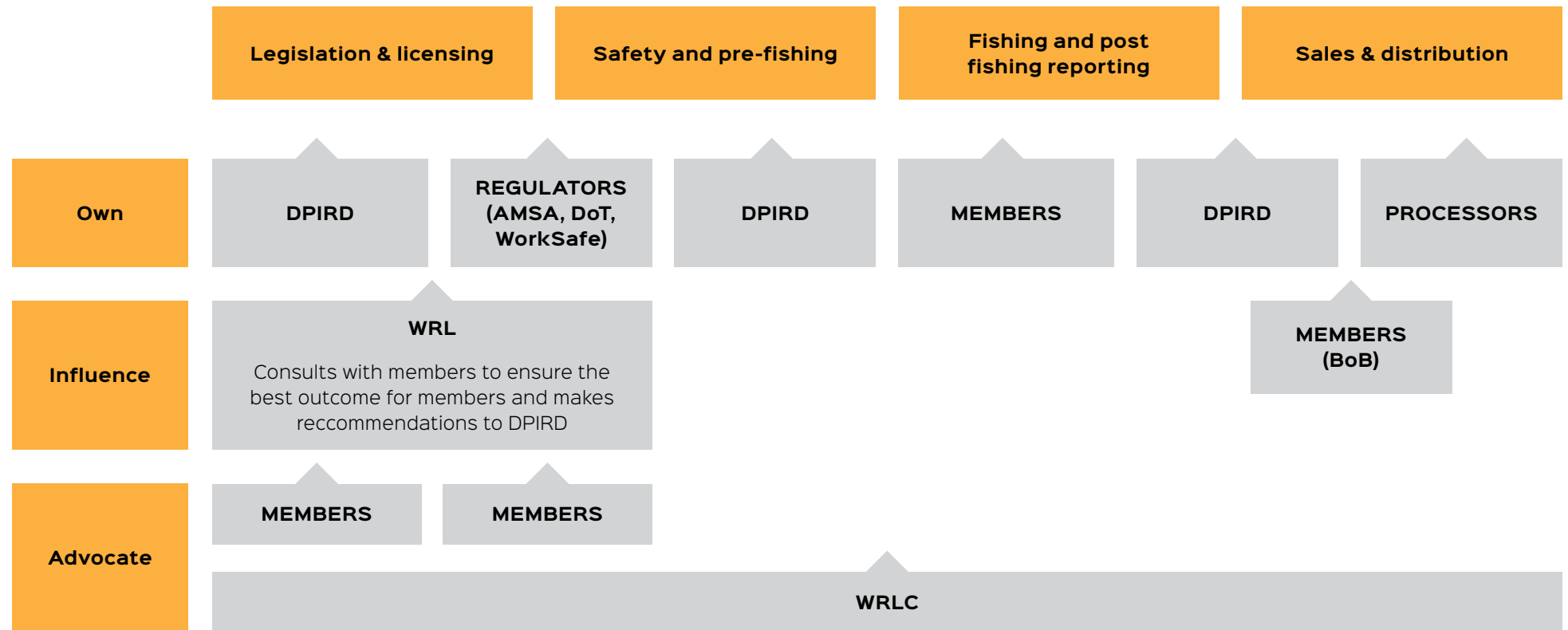
# Appendix 1

## Western Rock Lobster Fishery Current Value Stream



# Appendix 1

## Western Rock Lobster Fishery Current Value Stream



WRL undertakes **advocacy and lobbying work** to protect and represent the interest of Industry. There is a clear influence role in negotiating legislation and licensing on behalf of industry, and an advocacy role across the rest of the value chain.

In order to address our challenges and achieve the WRL vision, we need to extend our influence across the value chain.

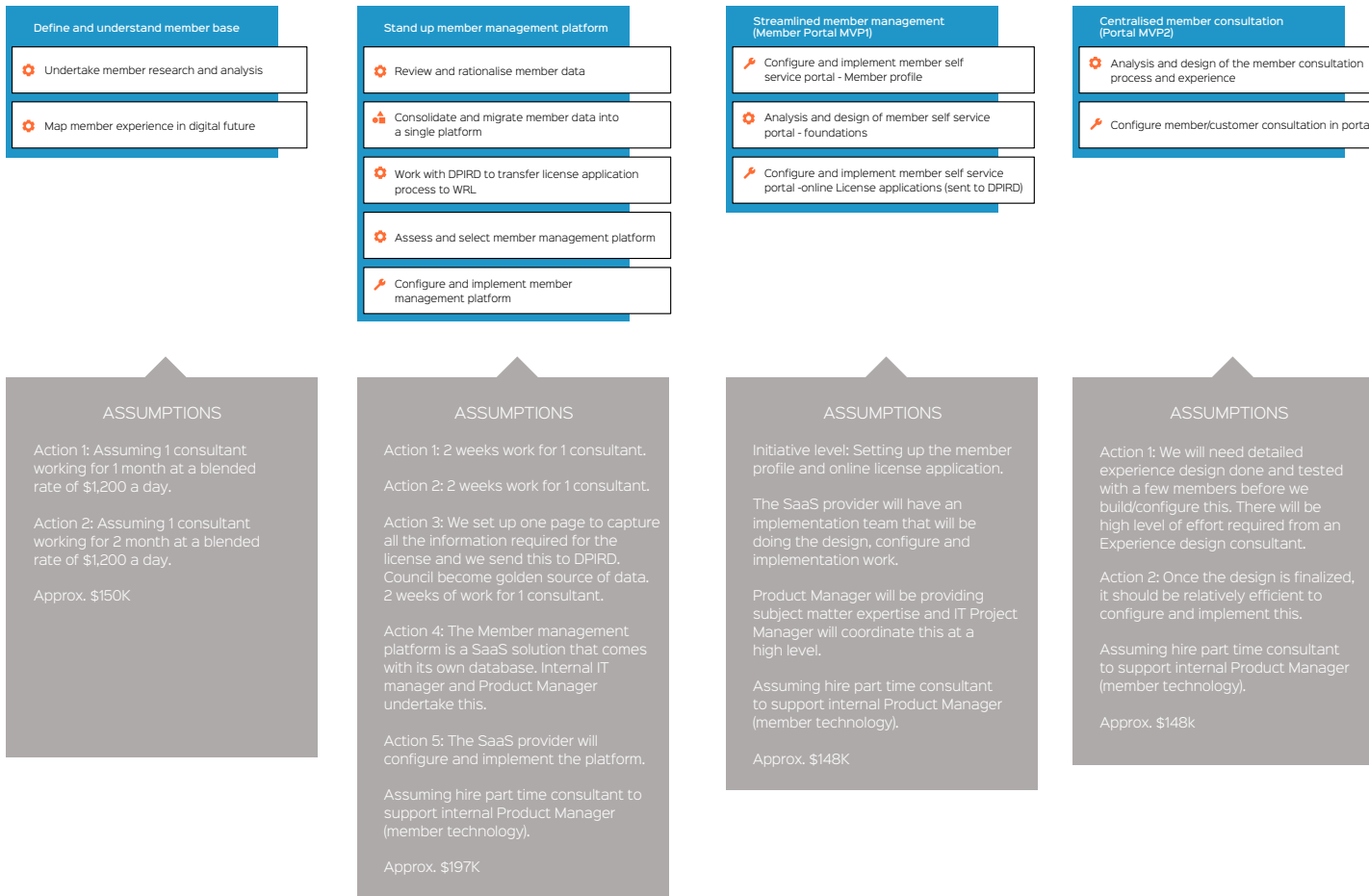


# Appendix 2

## Estimate Assumptions



### Member experience and engagement: 1



# Appendix 2

## Estimate Assumptions



### Member experience and engagement: 2

**Personalised member engagement (Portal MVP3)**

- Analysis and design of the member engagement process and experience
- Configure and execute member engagement and communication in portal

**Member eLearning (Portal MVP 4)**

- Analysis and design of the eLearning experience and processes
- Select and configure Learning Management System in Member Portal
- Add SeSafe online learning modules in LMS
- Add mandatory safety training modules to LMS

**Member eLearning -online academy (Portal MVP 5)**

- Select and integrate with an off-the-shelf eLearning module.

**Safety, compliance management and accessibility (Portal MVP 6)**

- Analyse compliance data and determine presentation methods
- Analysis and Design of digital Safety Management System (SMS)
- Aggregate compliance requirements, build and present within member portal
- Configure and implement digital Safety Management System (SMS)

**ASSUMPTIONS**

Action 1: Will need detailed experience design done and tested with a few members before we build/configure this. There will be high level of effort required from an Experience design consultant.

Action 2: Once the design is finalized, it should be relatively efficient to configure and implement this.

Assuming hire part time consultant to support internal Product Manager (member technology).

Approx. \$148k

**ASSUMPTIONS**

Action 1: Will need to design the user experience, capture requirements then source/select a eLearningSaaS solution (LMS).

Action 2: We need to integrate this module with our member portal.

Action 3/ 4: As a priority, we will add the mandatory safety training. Assuming this is all available, and we need to just integrate or add it to our eLearning module. We are not creating any learning material.

Assuming hire part time consultant to support internal Product Manager (member technology).

Approx. \$158K

**ASSUMPTIONS**

Action 1: At this stage, we are making available the suite of training that is available off the shelf from the elearning SaaS solution( LMS). Example Litmos provides over 7000 learning courses out of the box for an annual subscription fee.

Assuming hire part time consultant to support internal Product Manager (member technology).

Approx. 118K

**ASSUMPTIONS**

Action 1/ 2: Will need more upfront analysis and experience design work to understand how Safety Management System (SMS) will work in the member portal.

Action 3/ 4: There is a degree of uncertainty of the level of integration work that will be required over here and how complex that will be.

Assuming hire part time consultant to support internal Product Manager (member technology).

Approx. 501K

# Appendix 2

## Estimate Assumptions



### Fishery Operations and Co-management: 1

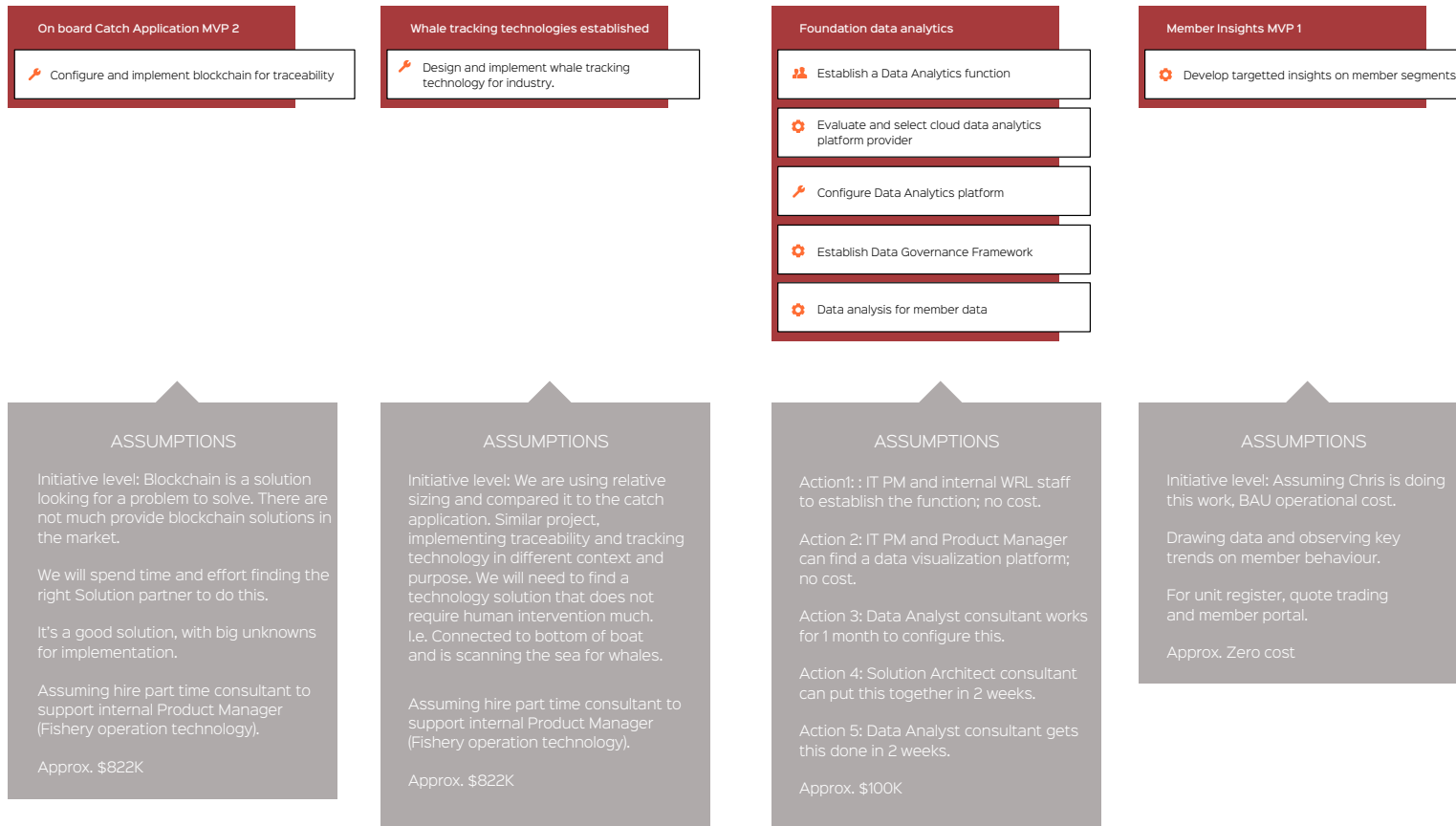
Foundation data and integration platforms	Unit registry and quota trading platform	Catch recording and reporting	On board Catch Application MVP 1
<ul style="list-style-type: none"> <li>Undertake data platforms requirements analysis and selection</li> <li>Configure and implement database platform</li> <li>Implement Integration and Data Extraction services for member data</li> </ul>	<ul style="list-style-type: none"> <li>Configure quota trading platform in member portal</li> <li>Surface unit registry within member portal</li> <li>Analyse and integrate with MFL data</li> <li>Design, configure and implement unit registry database</li> <li>Analysis and design of quota trading platform</li> <li>Configure and implement quota trading platform</li> </ul>	<ul style="list-style-type: none"> <li>Analysis and design of a 'Catch Application'</li> <li>Configure and implement catch recording and reporting</li> <li>Integrate with Unit Registry and Quota trading platform</li> </ul>	<ul style="list-style-type: none"> <li>Configure and implement on tag, scan, weighing and grading tech</li> <li>Configure and implement 'Catch application' phase</li> <li>Analysis and design of 'Catch Application'</li> <li>Integrate with catch recording and reporting</li> </ul>
<p><b>ASSUMPTIONS</b></p> <p>Initiative level: The Member management system is a SaaS solution that comes with its own database.</p> <p>Over here, we are implementing the data lake e.g. Snowflake or Azura Data lake.</p> <p>Integration is being perceived as being a difficult task, thus between 100K and 250K.</p> <p>Approx. \$322K</p>	<p><b>ASSUMPTIONS</b></p> <p>Initiative level: No detailed analysis or research has been done at this stage. We are expecting this to be a large and complex project.</p> <p>Will need to do experience design work to ensure our solution is user friendly and this will enable better adoption.</p> <p>Assuming hire part time consultant to support internal Product Manager (Fishery operation technology).</p> <p>Approx. \$844K</p>	<p><b>ASSUMPTIONS</b></p> <p>Initiative level: Need to understand the current process, identify improvement in process and user experience, design, and configure this in a new platform. Plus, integrated reporting to DPIRD. And potentially integrated with unit registry and quota trading platform.</p> <p>This will be a large and complex project.</p> <p>Assuming hire part time consultant to support internal Product Manager (Fishery operation technology).</p> <p>Approx. \$916K</p>	<p><b>ASSUMPTIONS</b></p> <p>Initiative level: High degree of unknown at this stage. We have compared this relative to the 'Catch recording and reporting', and it is of similar level of complexity.</p> <p>Assuming hire part time consultant to support internal Product Manager (Fishery operation technology).</p> <p>Approx. \$772K</p>

# Appendix 2

## Estimate Assumptions



### Fishery Operations and Co-management: 2

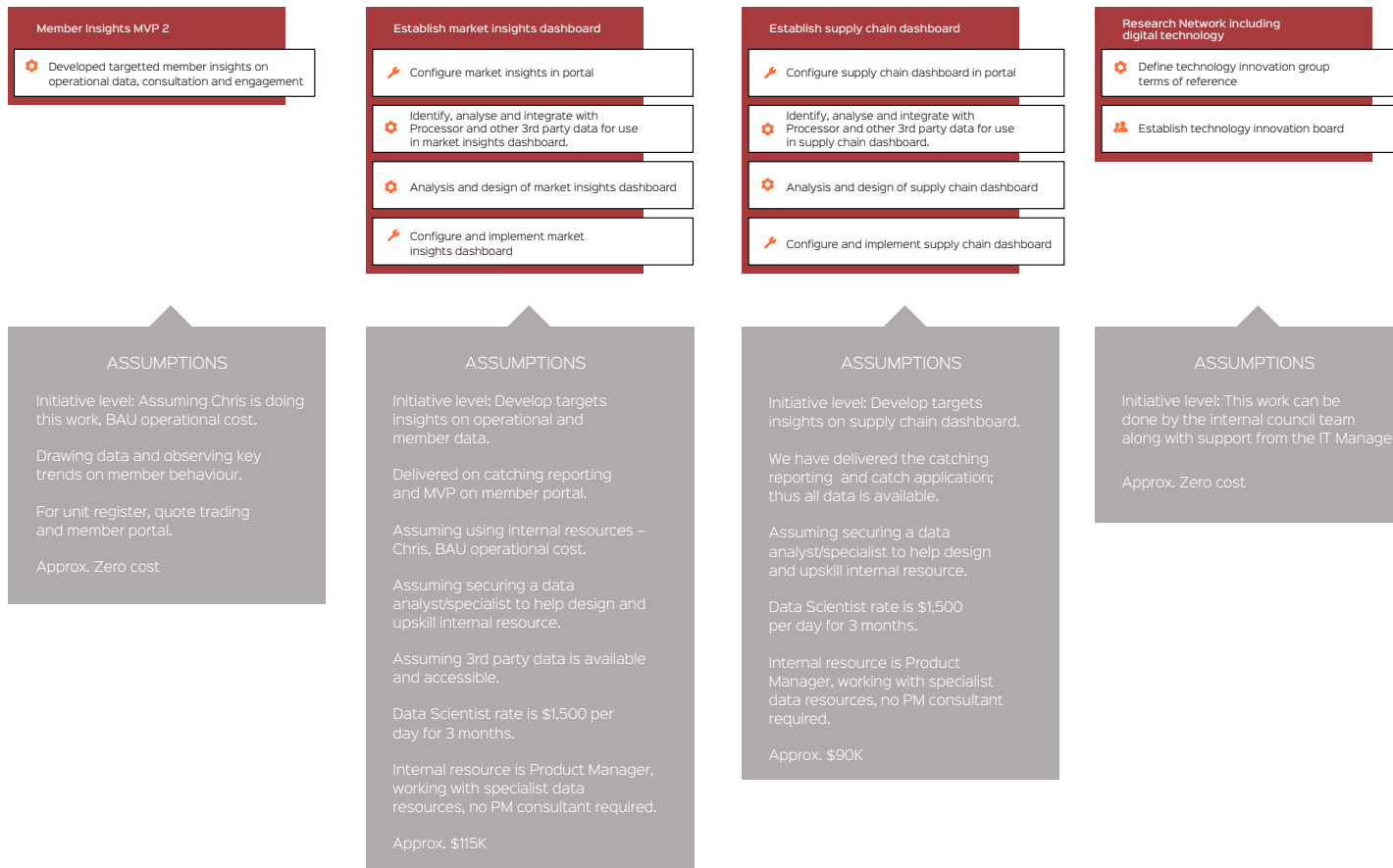


# Appendix 2

## Estimate Assumptions



### Fishery Operations and Co-management: 3



# Appendix 2

## Estimate Assumptions



### Fishery Operations and Co-management: 4

**Scanning, traceability and whale tracking technologies identified**

- Lead research projects and partnerships to gather whale migration and entanglement data.
- Analysis and investigation of blockchain technology
- Analyse and investigate on board tag, scan, weighing and grading tech
- Analysis of whale tracking technology for industry

**ASSUMPTIONS**

Initiative level: A big portion of the cost/effort will be spend on research, analysis and investigation of potential cutting edge technology solutions.

We need to also build potential partnerships with the solution providers.

Approx. \$75K

**Information Security Establishment**

- Undertake security risk assessment
- Assign security responsibility to personnel

**ASSUMPTIONS**

Initiative level : IT PM works with specialist Data security consultant to complete this within 2 weeks.

Approx. \$25K

**Information Security MVP 1**

- Define security management framework
- Implement security mitigation actions MVP-1

**ASSUMPTIONS**

Initiative level: : IT PM works with specialist Data security consultant to complete this within 2 weeks.

Approx. \$25K

**Information Security MVP 2**

- Implement security mitigation actions MVP -2

**ASSUMPTIONS**

Initiative level: : IT PM works with specialist Data security consultant to complete this within 2 weeks.

Approx. \$25K

# Appendix 2

## Estimate Assumptions



### Council Operations

#### Delivery establishment MVP 1

Appoint Product Manager 1 - Member and Community Platforms

Appoint a IT Manager to lead digital transformation

Establish a 'light' PMO and portfolio management framework

#### Delivery establishment MVP 2

Appoint Product Manager for core business applications

#### ASSUMPTIONS

Action1: Leverage Internal resources – Katherine and Natalia.

Assuming internal Product Managers will need consultant support, we have apportioned the consultant cost to each initiative, instead of putting it here as a big amount.

Action 2: Hiring someone, who will be there for 5 years @\$120K per year. We only account for the one –off cost of acquiring this capability.

Action 3: Getting PM/PMO to set this up @ appx \$50K.

Approx. \$145K

#### ASSUMPTIONS

Initiative level: We are assuming we assign an internal resource as Project Managers.

Assuming those Product Managers will need consultant support, we have apportioned that consultant cost to ach initiative instead of putting it here as a big amount.

Approx. zero cost

# Appendix 2

## Estimate Assumptions



### Council Operations

Optimise productivity platform -Office 365

- Define file storage and file management structure and rules
- Define and configure role based security access
- Establish Project Reporting Dashboards
- Define and map core business processes

Initiative level assumptions: WRL works with a part time consultant to complete over 4 weeks @\$25K.

Approx. \$25K

Digital collaboration

- Identify and implement knowledge management needs, processes and tools.
- Identify and implement MS Teams and other 365 collaboration tools.
- Design and configure Sharepoint Intranet

Initiative level assumptions: WRL works with a part time consultant to complete over 8 weeks @\$50K.

Approx. \$50K

Workflow management

- Assess, select and implement activity and work management tools

Initiative level assumptions: WRL works with a part time consultant to complete over 8 weeks @\$50K.



# Appendix 2

## Estimate Assumptions



### Community Engagement

**Establish digital marketing and communication strategy**

- Develop digital marketing and communication strategy
- Assess and select digital marketing tools
- Develop digital marketing campaign calendar

Initiative level assumptions: Complete in house by WRL, in conjunction with the broader industry promotion strategy.

May need more social media tools, heat mapping tools, conversion and optimization tools @ approx. \$15K.

Approx. \$15K

**Commence digital marketing & engagement campaign rollout**

- Execute digital marketing campaign pilot
- Execute digital marketing and engagement campaigns

Initiative level assumptions: WRL have budget available for content production and media spend as part of marketing operating budget. No additional costs.

Assumed 75K agency spend for campaign planning, execution, reporting and optimisation for several campaigns over a period of time.

Approx. \$75K

**Website MVP 1 (Content uplift)**

- Undertake discovery to define a revised Information Architecture and content plan
- Produce new website content (2)
- Implement website revisions

Initiative level assumptions: 12 week project utilising a part time UX designer, copywriter and existing website developer.

WRL to coordinate and manage.

Approx. \$80K

**Website MVP 2 (Redevelopment)**

- Implement website redevelopment -design, build, launch.
- Integrate website with member portal for a unified, single website experience
- Procure and onboard website technology and partner
- Identify CMS technology and assess options/suitability and implementation partners

Initiative level assumptions: WRL require a scalable, flexible Website Experience Platform (Content Management System –CMS) that will enable easy maintenance and ownership for ongoing management and future proofing.

Redevelopment of new templates, code, content and population into new CMS.

Integrate UX layer with portal for seamless member experience.

Approx. \$300K

(noting enterprise level projects of this nature are \$700K-\$2mll)

# Appendix 2

## Estimate Assumptions



### Community Engagement

#### Order and sales management MVP 1

- ⚙️ Evaluate and select SaaS based sale order management system
- 🔧 Implement SaaS based sales order management system
- ⚙️ Design online sales order management processes
- 👥 Provide training to members on online sales order management
- 🔧 Enable online sales and ordering on website/community engagement platform

Initiative level assumptions: Order management system will be selected based on open integration patterns for easier integration with future website.

Initially will be a link from current website to ordering page.

Costs will be in the analysis, process design and configuration.

Approx. \$75k

#### Order and sales management MVP 2

- ⚙️ Review and optimise back of boat sales processes and ordering
- ⚙️ Expand for non registered commercial receivers
- 🔧 Configure Back of Boat sales within portal

Initiative level assumptions: Page on the website that takes orders and payment.

Administration of sales and orders configured in the member portal.

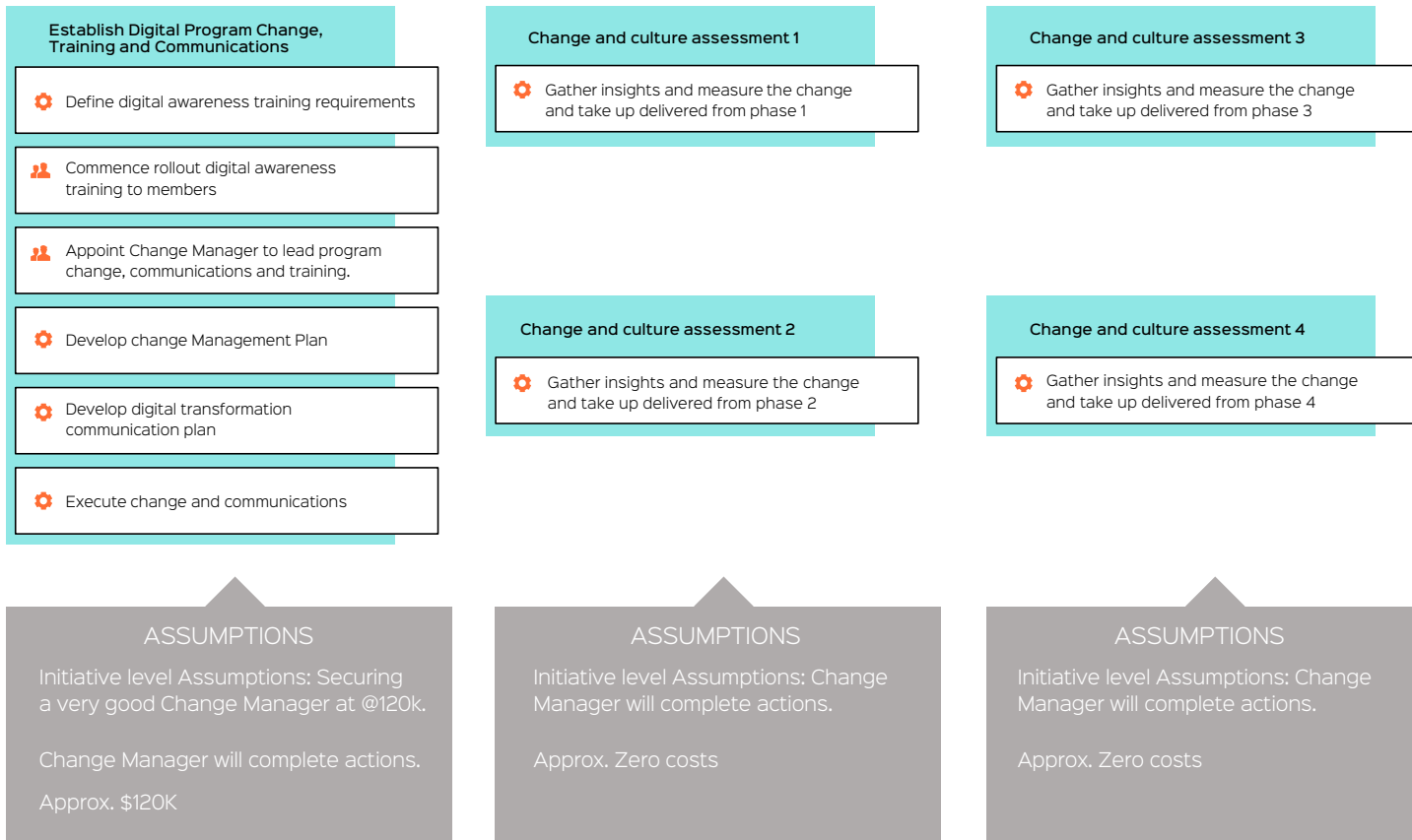
Approx. \$50k

# Appendix 2

## Estimate Assumptions



### Change and Culture



# Appendix 3

## Financial Summary - Detailed

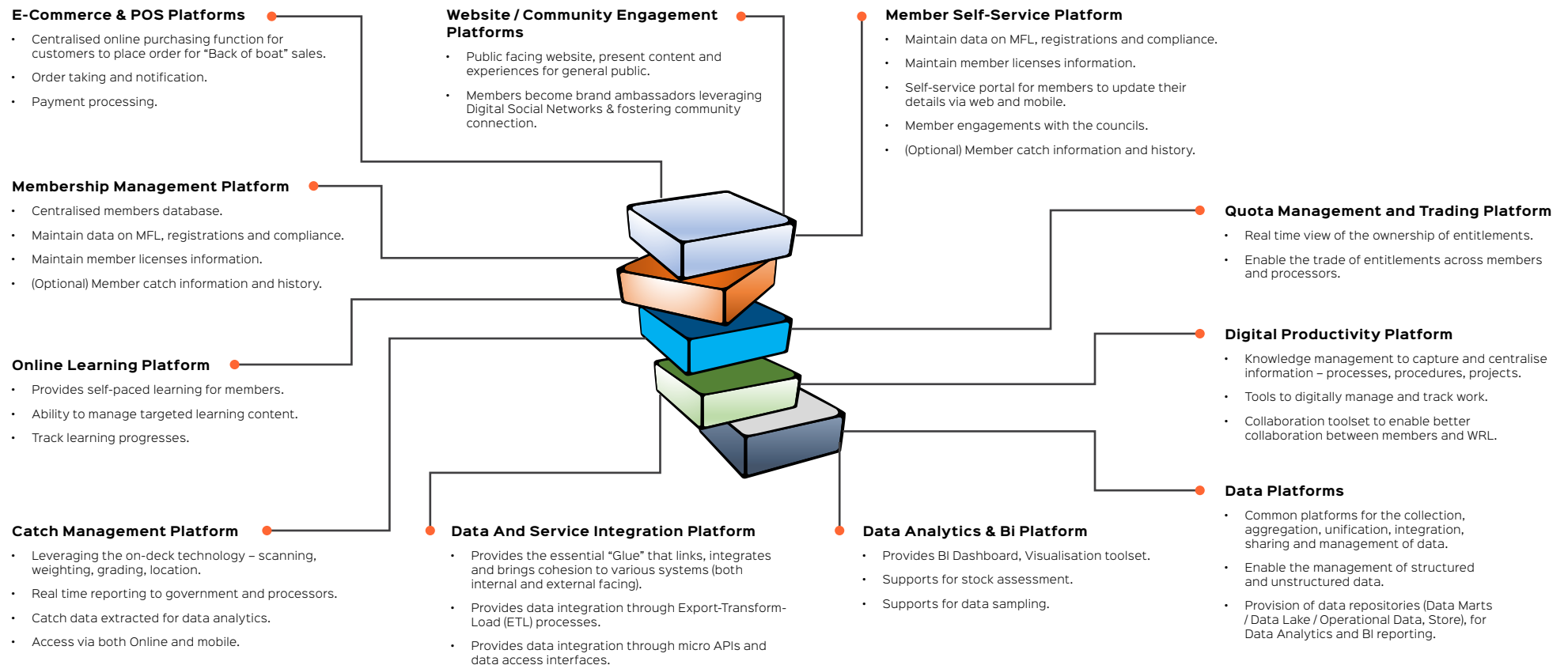
	Within 12 months (Foundational)		Within 2 years (Engaged Members)		Within 3.5 years (Digitally Transform)		Within 5 years (Digital Growth)		Total
	Initiative	Costs	Initiative	Costs	Initiative	Costs	Initiative	Costs	Costs
Member experience and engagement	Define and understand member base	\$150,000	Streamlined member management (Member Portal MVP1)	\$148,000	Member eLearning (Portal MVP 4)	\$158,000	Safety, compliance management and accessibility (Portal MVP 6)	\$501,000	\$1,568,000
	Stand up member management platform	\$197,000	Centralised member consultation (Portal MVP2)	\$148,000	Member eLearning - online academy (Portal MVP 5)	\$118,000			
			Personalised member engagement (Portal MVP3)	\$148,000					
Fishery operations & co-management	Foundation data and integration platforms	\$322,000	Unit registry and quota trading platform	\$844,000	Catch recording and reporting	\$916,000	On board Catch Application MVP 1	\$772,000	\$4,978,000
	Foundation data analytics	\$100,000	Information Security MVP 1	\$25,000	Establish market insights dashboard	\$115,000	Whale tracking technologies established	\$822,000	
	Information Security Establishment	\$25,000			Information Security MVP 2	\$25,000	On board Catch Application MVP 2	\$822,000	
							Establish supply chain dashboard	\$115,000	
							Scanning, traceability and whale tracking technologies identified	\$75,000	
Council operations	Delivery establishment MVP 1	\$145,000	Workflow management	\$50,000					\$270,000
	Optimise productivity platform - Office 365	\$25,000							
	Digital collaboration	\$50,000							
Community engagement	Establish digital marketing and communication strategy	\$15,000	Website MVP 1 (Content uplift)	\$80,000	Website MVP 2 (Redevelopment)	\$300,000			\$595,000
	Commence digital marketing & engagement campaign rollout	\$75,000	Order and sales management MVP 2	\$50,000					
	Order and sales management MVP 1	\$75,000							
Change & culture	Establish Digital Program Change, Training and Communications	\$120,000							\$120,000
Totals		\$1,299,000		\$1,493,000		\$1,632,000		\$3,107,000	\$7,531,000

# Appendix 4

## 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.

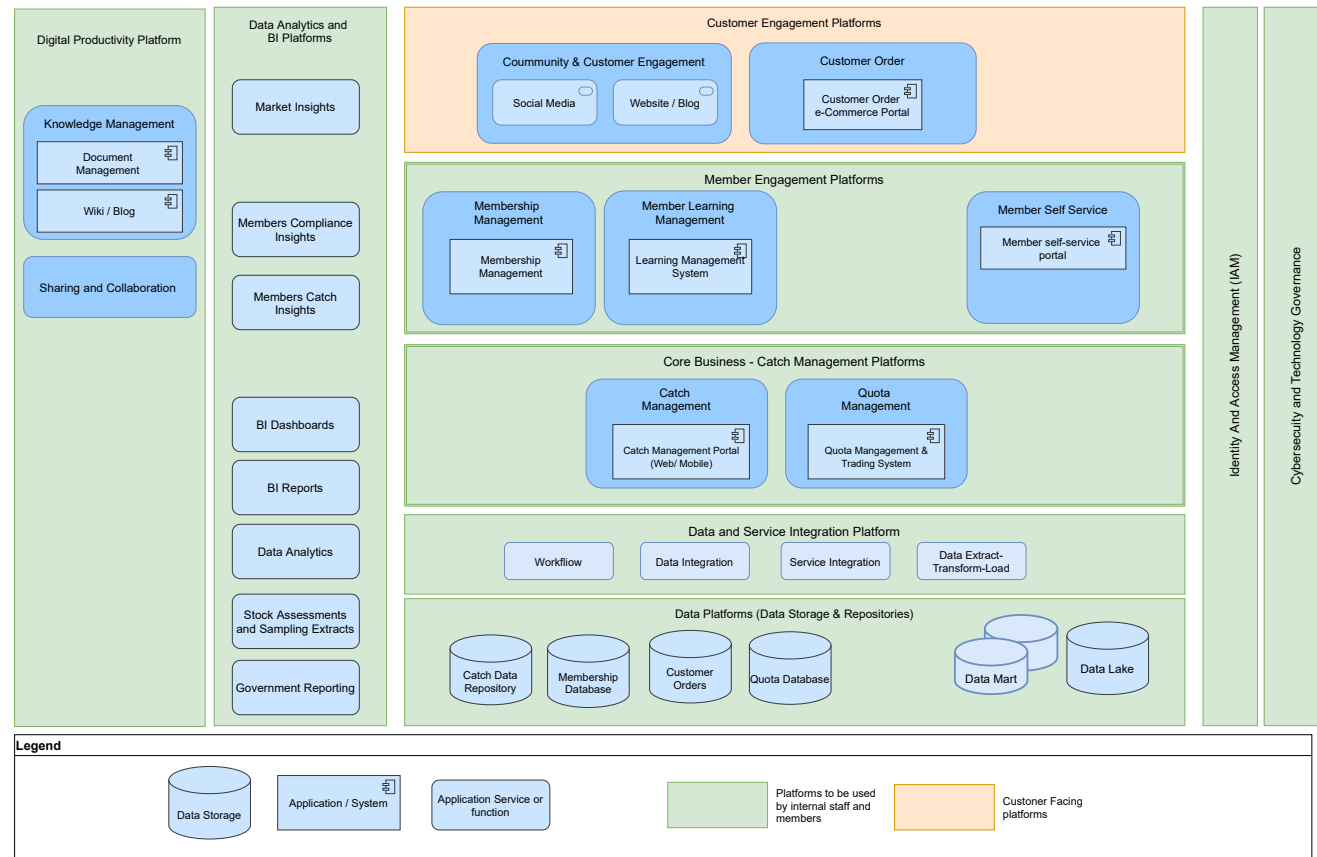


# Appendix 4

## Technology Platforms and Reference Architecture

### Which will deliver:

- Improve member and community Engagement.
- Provide customers a channel to place order.
- Provide an easier and consistent manner to manage membership.
- Provide members ability to self-service and manage their information and licensing details.
- Improve member engagement.
- Provide self-learning and industrial related information to members.
- Improve capability to record catches more rapidly, easily and reliably.
- Enable a scalable, robust and easier way for system integration and data exchanges.
- Provide the ability to store catch information and perform stock assessments.
- Provide capabilities for data analytics, insights, BI reporting and Dashboarding.



# Appendix 4

## Technology Platforms and Reference Architecture

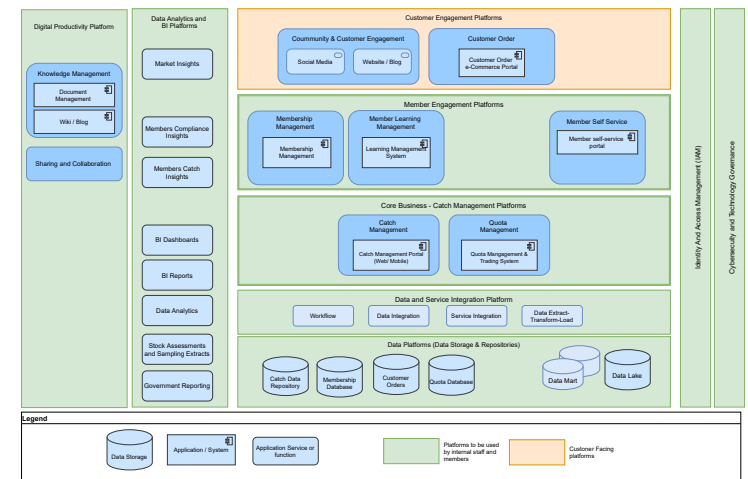


### Purpose of the Reference Model:

- Provides an architecture guide as a reference to consider when implementing technology solutions for the WRLC.
- Provides a layered view of IT architecture and functional domains.
- Provides a high-level viewpoint of platform to application/system mapping.
- Provides architecture best practices and good design principles ideas and principles.
- **To be used** as a template or pattern in which solutions are developed at WRLC.
- **Not to be used** as a hard and fast rule, but to be used as a reference and a guide.

### This Technology Reference Model promotes the following Key Architecture Principles:

- **Loose coupling of systems** – Enabling WRLC systems to be loosely coupled to promote easier scaling and less change impact.
- **Centralised Membership Management** - Enabling a centralised membership database / repository in order to have consistency in maintaining membership information and a central location where membership information can be viewed and updated.
- **Consistent Member and User Experience** – Enabling a common Member Engagement Platform (Portal) will enable a consistent and improved member engagement experience.
- **Integration Platform as a “glue”** – Enabling integration of systems through both service calls, or data exchanges. This will enable better exchanging of data and information between systems and reduce manual processes.





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