

SEPTEMBER 2024



Thrive 2035

NEW ZEALAND DEER INDUSTRY STRATEGY

2025 - 2035

STRATEGIC PLAN

INTRODUCTION

The New Zealand deer industry has reached a pivotal point in its development.

Over the past 50 years, the industry has experienced **volatility** and **uncertainty, peaks** and **troughs**. This is consistent with the global agri-food industries (including NZ), which are constantly adapting to new risks and opportunities.

The DINZ board recognises that the industry's next phase **demands more change**. The 2025 Deer Industry strategy, Thrive 2035, sets the platform for this change.

The strategy articulates the purpose and values for industry success. **We MUST create value for all in the industry to thrive**, both today and for the next generation

Strategy context



The NZ deer industry is the agri-food sector with the most significant potential for sustained growth and improvement.

- The potential reflects the mix and quality of deer products, consumer benefits, competitive position, agility, and newness.
- There is potential for annual growth of 5% - 10% for all participants in the industry.

The deer industry is not realising its full potential.

- The overall growth of the industry has stalled.
- Farming venison has been challenging with recent poor returns.
- We have struggled to move into new products, roles and markets with more value.

The current performance is magnifying risk.

- Our small scale and limited resources mean we are less able to respond to generic meat industry challenges.
- We must get away from a low-value and volatile commodity/trading industry.

There is a portfolio of opportunities to accelerate the path toward sustainable industry performance success.

STRATEGIC MOMENTUM

Where are we today?

Where can we be tomorrow?



Currently, the industry has:

- 1,200 farms, with owners and employees **who love the land**, animals and community – guardians of the land who protect and improve the soil, water and biodiversity
- **High standards for animal welfare** and progress on key animal welfare initiatives
- Increases in production per deer and hectare of farmed land
- Relatively stable prices
- Increased market development, led by DINZ and exporters
- Increased portion of revenue from new and value-added products
- Increased recognition by consumers of the unique attributes of our products
- Trusted relationships with New Zealand and global government agencies and enterprises
- A re-shaped DINZ focus on delivering the new strategy



KEY DRIVERS

The drivers of future success include:

- **Unique health attributes** of deer products
- **Untapped global markets**
- A **closer connection with consumers**, communicating our positive contribution to the environment, good health and valued food experiences
- A smaller, **more nimble industry** able to create rapid adoption in farm practices through science, technology, and cross-industry adaptation of knowledge and new ideas
- Continued improvement of **deer genetics**
- Opportunities to **leverage partnerships** - increasing investment in innovation, research and development, and product and market development
- The ability to establish a **market-leading position** for venison and velvet in key markets
- Protection and **effective response** to adverse events (biosecurity, animal welfare)
- **Our people** (passionate, pioneering, courageous, collaborative, agile, innovative)



Thrive 2035 Implementation Projects



INDUSTRY SETTING

- Biosecurity and environmental risk
- National and regional policy

LISTEN, ENGAGE, COMMUNICATE

- Publications and communication
- Events (excl. conference)
- Industry conference

FARM PERFORMANCE

- Advance Parties
- Industry pathways
- Industry wellbeing

FARM-TO-CONSUMER QUALITY

- VelTrak system
- DeerQA programme
- TBFree and NAIT levy

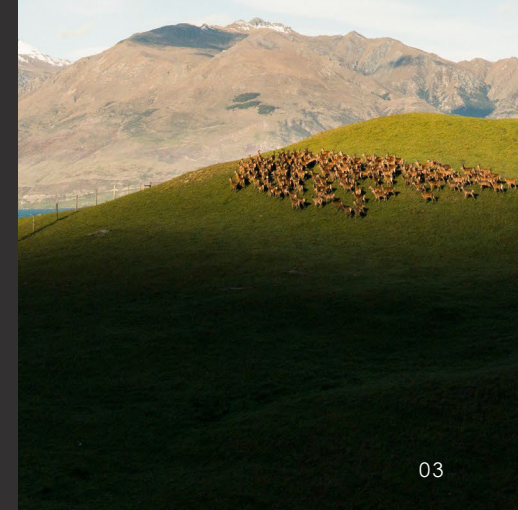
MARKET ACCESS & DEVELOPMENT

- In-market representation
- USA food service
- Chefs
- DINZ marketing assets
- Market access

DFA MANAGEMENT

- Voice of the farmers
- Strategy clarity
- Guiding industry

THRIVE



DRIVERS OF SUCCESS

The critical drivers for the refreshed strategy include:

- **Disciplined execution** of every part of the strategy.
- **Connection and collaboration** across the entire deer industry.
- Connection and collaboration with partners across the **entire value chain**, through to consumers.
- **Anticipating, negating and managing risk.**
- **Attracting innovators, experts and investors** into the industry.
- **Increasing the investment** in innovation and market development.
- **Optimising DINZ performance.**



The DINZ Board and staff will drive the strategy in two phases

01

Strategies driving a sustained improvement in farmgate and industry returns over three years.

02

Strategies to sustain industry growth of 5% per annum and double the size of the industry by 2035.

PLATFORM BUILDING & ACCELERATION

KEY INITIATIVES AND INVESTMENTS

Improve on-farm profitability
 Market investment into:

- Health Functional Foods
- North American Retail
- New geographic and channel markets

Clarity on value chains

IMPACT | 2025 - 2028

Industry revenue \$460m
Venison price +25%
Velvet price +13%

01

SUSTAINED SUCCESS

KEY INITIATIVES AND INVESTMENTS

Animal and farm performance
 Product innovation
 Value chain innovation
 Market development

IMPACT | 2025 - 2035

Industry revenue >\$660m
Venison price +35% per kg (incl. 5th quarter)
Velvet price +30%

02

THRIVE MEASURES OF SUCCESS



THRIVE 2035

KEY INITIATIVES AND INVESTMENTS

- One Industry engagement
- Farmer confidence in the success of the industry
- Deer farmers with practical and meaningful plans
- Ability to meet growing consumer and government environmental requirements
- High portion of value-added, new products and new market sales
- Global market leaders for key products and targeted customers
- Increased industry employment
- Positive contribution to rural communities

03



Thrive 2035 Implementation

Developing Thrive 2035 is
the start of the journey

The key actions over the **next 12 months** include:

- Connecting and engaging with farmers and marketers to share the story and contribute to success.
- Continuing to sharpen DINZ's capability and ability to execute the strategy.
- Targeting resources to deliver the strategy.
- Securing support and investment from industry partners to invest in the industry's future.

The key actions for the **next three years** will focus on:

- Creating an integrated framework for innovation, research, and development.
- Supporting and enabling the rapid development, launch and scaling of new high-value venison, co-product and velvet products.
- Monitoring and adapting annually.
- Refreshing the strategy with the DFA and marketers in 2028.





Deer Industry

New Zealand

October 2024