

INDUSTRY PLANNING WORKSHOP : BEEKEEPING

FLOCK HOUSE, MAY 2-4, 1984

PROGRAMME OUTLINE:

Wednesday, May 2

am	Arrive at Flock House	
12.15 pm	Lunch	
1.00 pm	Introduction	M. Reid I. Berry
1.30 pm	Overview of Management by Objectives (MBO). Concepts for "SWOT"	M. Forsyth Horticultural Advisory Officer (Econ.) Hamilton
2.30 pm	SWOT analysis of the bee-keeping industry (strengths, weaknesses, opportunities and threats) Groups of Two	A. Matheson Apicultural Advisory Officer Nelson
3.00 pm	Coffee	
3.30 pm	Groups of Four and Six	
4.15 pm	Full group discussion and writing of SWOT	A. Matheson
5.00 pm	Adjourn	

Thursday, May 3

7.15 am	Breakfast	
8.30 am	Results Areas exercise	M. Forsyth
9.15 am	Which areas can NBA get involved in? (2-3 per category)	I. Berry
10.00 am	Coffee	
10.30 am	Discussion continued	I. Berry
12.15 pm	Lunch	
1.00 pm	Setting of Goals and Objectives; terms and concepts	M. Forsyth C. Van Eaton Apicultural Advisory Officer Gore

Thursday, May 3 (contd)

3.00 pm	Coffee	
3.30 pm	Setting of Goals and Objectives for the Bee-keeping Industry.	C. Van Eaton
5.00 pm	Adjourn	
7.00 pm	Evening Session (if necessary)	

Friday, May 4

7.15 am	Breakfast	
8.30 am	Format for industry discussion at conference (Action plans or SWOT)	
10.00 am	Coffee	
10.30 am		
11.30 am	Workshop concludes	
12.15 pm	Lunch	

NATIONAL BEEKEEPERS' ASSOCIATION OF NEW ZEALAND (INC)

INDUSTRY PLANNING WORKSHOP

Flock House 2-4 May 1984

In attendance

N.B.A. Executive	Ian Berry - President	Havelock Nth
	Allen McCaw - Vice Pres	Milton
	Tony Clissold	Gore
	Mervyn Cloake	Timaru
	Tony Lorimer	Hamilton
	Dudley Ward	Dannevirke
M.A.F.	John Scott	Wellington
	Murray Reid	Hamilton
	Andrew Matheson	Nelson
	Cliff Van Eaton	Gore
	Michelle Forsyth	Hamilton
Trustees of Trust Funds:		
	Russell Berry	Waiotapu
	Ivan Dickinson	Milton
Education:		
	Paul Marshall	Telford
	Nick Wallingford	B.O.P. Community College

* WHAT WE ACHIEVED IN 2 DAYS!
(1 FULL & 2 HALF).

* FULL ACTION PLANS COMPLETED AFTER ANNUAL
CONFERENCE IN JULY.
BEEKEEPING INDUSTRY PLANNING WORKSHOP

FLOCK HOUSE

MAY 2-4, 1984

SUMMARY OF DISCUSSIONS

- I. SWOT ANALYSIS - Beekeeping Industry Analysis of Strengths, Weaknesses, Opportunities, and Threats
 - A. FULL ANALYSIS
 - B. OF GREATEST IMPORTANCE
 - C. N B A CAPABLE OF INFLUENCING
- II. MISSION of the N B A.
- III. RESULT AREAS of the N B A.
- IV. GOALS of the N B A.
- V. OBJECTIVES Based on N B A Goals.
- VI. ACTION PLANS for Selected Goals and Objectives.

Cliff Van Eaton
Apicultural Advisory
Officer
Gore

SWOT ANALYSIS -

Beekeeping Industry Analysis of Strengths, Weaknesses, Opportunities, and Threats

A. FULL ANALYSIS:

(CURRENT)		(FUTURE)	
Industry Strengths	Industry Weaknesses	Industry Opportunities	Industry Threats
<p>Products perceived as pure, natural.</p> <p>Industry required to provide pollination.</p> <p>"Stepping stone" nature of enterprise development.</p> <p>Beekeeping as a "Way of Life".</p> <p>Greater land development expanding nectar resources.</p> <p>Existence of National Beekeepers' Association.</p> <p>New educational and training facilities.</p> <p>3. Appreciating asset value of bee hives.</p> <p>Adequate industry servicing.</p> <p>0. Large area of permanent pasture nectar sources.</p> <p>1. Small size of industry.</p> <p>2. High domestic per capita consumption.</p> <p>3. Freedom from pests and diseases.</p> <p>4. Professional acceptance in the rural community.</p> <p>5. Ease in migrating of production units (micro climates).</p> <p>6. Presence of (generally) adequate rainfall.</p>	<p>1. Lack of political influence.</p> <p>2. Poor public relations.</p> <p>3. High variability in climatic conditions (including frosts).</p> <p>4. Lack of beekeeper co-operation.</p> <p>5. Low level of securable assets for borrowing.</p> <p>6. Lack of market co-ordination (fragmentation).</p> <p>7. Difficulties in maintaining long-term staff.</p> <p>8. Lack of disease diagnosis services.</p> <p>9. Difficulties in maintaining export supplies.</p> <p>10. Unstable overseas markets.</p> <p>11. Lack of research and advisory services.</p> <p>12. Lack of N B A Executive continuity.</p> <p>13. Labour intensive nature of the industry.</p> <p>14. Distance from export markets.</p> <p>15. High packaging costs for product.</p> <p>16. High feed costs (sugar).</p> <p>17. Shortage and inconsistency of spring queen supplies.</p>	<p>1. Lowering of production costs.</p> <p>2. Utilization of multiple-use nectar and pollen sources.</p> <p>3. Introduction of insects to produce pine honey dew.</p> <p>4. Government encouragement of private enterprise.</p> <p>5. Increased co-operative enterprise between beekeepers.</p> <p>6. Increased Northern Hemisphere.</p> <p>7. Stock improvement through controlled breeding programme.</p> <p>8. Changes to improve <u>New Zealand Beekeeper</u>.</p> <p>9. Roadside plantings of nectar and pollen sources.</p> <p>10. Greater awareness of need for pollination.</p> <p>11. Increased educational opportunities.</p> <p>12. Improved farmer communication.</p> <p>13. Continued high country development.</p> <p>14. Markets for alternative hive products.</p>	<p>1. Increased pesticide damage to bees.</p> <p>2. Introduction of exotic pests and disease.</p> <p>3. Loss of nectar and pollen sources through biological controls.</p> <p>4. Increased transport costs (domestic and export).</p> <p>5. Possible loss of M A F servicing (permanent or temporary).</p> <p>6. Toxic honey (poisoning and/or increase in prohibited area).</p> <p>7. Pronounced climatic changes.</p> <p>8. Product substitution.</p> <p>9. Overstocking, especially in horticultural areas.</p> <p>10. Decline in export opportunities.</p> <p>11. Lowering of domestic consumption.</p> <p>12. Indiscriminate production and sale of product.</p> <p>13. Export of beekeeping technology.</p> <p>14. Beekeeper pessimism.</p> <p>15. Protectionism in international trade.</p> <p>16. Increased production costs.</p>

(CURRENT)		(FUTURE)	
Industry Strengths	Industry Weaknesses	Industry Opportunities	Industry Threats
<ul style="list-style-type: none"> 7. Southern Hemisphere bee-keeping country <ul style="list-style-type: none"> a. visits to Northern Hemisphere production season b. Northern Hemisphere queen demand. 8. Government encouragement of free enterprise. 9. <u>New Zealand Beekeeper magazine.</u> 10. Continued industry growth. 11. Industry vital to New Zealand economy. 12. Export product demand and product reputation. 13. Product diversity. 14. Quarantine regulations resulting in import controls on product. 15. Industry resilience to periods of financial hardship. 16. Production of non-perishable commodities. 17. Unsubsidized agricultural industry. 18. Freedom to export product. 19. M A F services. 20. Ability to create more jobs per dollar invested than other enterprises. 21. High level "door sales" of product. 22. Free advertising through retail promotion. 23. Standard hive equipment. 	<ul style="list-style-type: none"> 18. Difficulty in maintaining good breeding stock. 19. Difficult to isolate floral sources. 20. Effect of low export prices for product on domestic price. 21. Provisional/Terminal taxation system. 22. High production costs. 23. Localized nature of commercial queen production. 24. Over-legislation as it affects industry. 25. Wasps as a beekeeping pest. 26. Difficulties in maintaining proper cash flows. 27. Loss of nectar sources through agricultural diversification. 28. Government policy on "Noxious Weeds". 29. Beekeeping as a "Way of Life". 30. Inaccurate beekeeping statistics (do not reflect employees). 31. Distance to domestic markets. 32. Uneven M A F advisory coverage and advisory quality. 33. Lack of communication caused by geographic distance. 34. Overstocking of honey production areas. 35. Inconsistent educational programmes. 	<ul style="list-style-type: none"> 15. Programme for domestic honey promotion. 16. Increased production through new and better management. 17. Added value exports. 18. Increased demand for paid pollination. 19. Better export marketing structures. 20. Increased export returns. 21. Increased use of computers. 22. Involvement in overseas aid projects. 23. More and better M A F servicing. 24. Levelling out production through crop/sugar feeding manipulation. 25. Increased domestic honey consumption. 	<ul style="list-style-type: none"> 17. Increased predation by wasps (esp <u>v. vulgaris</u>). 18. Instability between product supply and demand. 19. Move to date stamping (esp export market). 20. Difficulty in meeting and maintaining export market requirements for queens. 21. Increased lack of Rural Bank and trading bank financing. 22. Increased theft and vandalism. 23. Disorganization of local marketing. 24. Beekeeper individualism. 25. Perfecting and use of artificial pollination. 26. Increased taxation. 27. Government over-regulation affecting the industry. 28. Poor publicity as a result of sting incidents. 29. Honey contamination and adulteration. 30. Industry vulnerability as a result of union action.

(CURRENT)		(FUTURE)	
Industry Strengths	Industry Weaknesses	Industry Opportunities	Industry Threats
	36. Beekeeper apathy. 37. High cost of plant. 38. Lack of available trained labour. 39. Misuse of pesticides. 40. Monopoly on supply of containers. 41. Lack of readily available pollen substitutes. 42. Low and variable profits.		

B. OF GREATEST IMPORTANCE:

(CURRENT)		(FUTURE)	
Industry Strengths	Industry Weaknesses	Industry Opportunities	Industry Threats
1. Freedom from pests and diseases as a result of quarantine and import controls. 2. Industry vital to New Zealand economy. 3. High domestic per capita consumption. 4. M A F services. 5. Product diversity. 6. Advertising through retail promotion. 7. <u>New Zealand Beekeeper magazine.</u>	1. Lack of disease diagnostic services, inadequate apicultural research, and unevenness in M A F advisory coverage and quality. 2. Over-regulation as it affects the industry. 3. High cost structures and taxation system (Provisional/Terminal). 4. Lack of political influence. 5. Poor public relations.	1. Lowering of production costs. 2. Stock improvement through controlled breeding programme. 3. Increased Northern Hemisphere queen demand. 4. Increased plantings of nectar and pollen sources. 5. More and better educational opportunities. 6. Added value exports. 7. Increased demand for paid pollination.	1. Possible loss of M A F servicing. 2. Decreases in nectar and pollen sources. 3. Perfecting and use of artificial pollination. 4. Introduction of exotic pests and disease. 5. Protectionism in international trade. 6. Toxic honey (poisoning and/or increase in prohibited area).

(CURRENT)		(FUTURE)	
Industry Strengths	Industry Weaknesses	Industry Opportunities	Industry Threats
<ul style="list-style-type: none"> 8. Education and training facilities. 9. Freedom from export control. 	<ul style="list-style-type: none"> 6. Lack of market co-ordination (fragmentation). 7. Inaccurate beekeeping statistics (do not reflect employees). 8. Low level of securable assets for borrowing. 9. Shortage and inconsistency of queen supplies. 10. Difficulties in maintaining proper cash flows 11. Wasps as a beekeeping pest. 12. Loss of nectar and pollen sources. 	<ul style="list-style-type: none"> 8. More and better M A F servicing. 9. Increased domestic honey consumption. 10. Increased co-operative enterprise between beekeepers. 11. Programme for domestic honey promotion. 	<ul style="list-style-type: none"> 7. Overstocking, especially horticultural areas. 8. Industry vulnerability as result of union action. 9. Lack of beekeeper finance (RBFC and trading banks). 10. Increased pesticide damage to bees. 11. Increased production cost

C. N B A CAPABLE OF INFLUENCING:

1. Programmes for Domestic Honey Promotion.
2. Education and Training.
3. Maintenance of Pest and Disease-Free Status.
4. Improvements to New Zealand Beekeeper magazine.
5. Lack of Disease Diagnostic Service, Inadequate Apicultural Research, and Unevenness in M A F Advisory Coverage and Quality.
6. Lack of Adequate Beekeeper Finance (RBFC and Trading Banks).
7. Increased Planting of Pollen and Nectar Sources/Loss of Nectar and Pollen Sources.
8. Improved Co-operative Enterprise Between Beekeepers.
9. Lowering of Production Costs.
10. Stock Improvement Through Controlled Breeding Programme.
11. Increased Demand for Paid Pollination.

II. MISSION OF THE N B A -

- A. N B A motto: "Better Beekeeping, Better Marketing".
- B. Including the following aims:
 1. Preserving the business status of members.
 2. Helping members and those they employ to obtain a good standard of living.
 3. Helping members provide their customers with quality products and services at reasonable cost.
 4. Helping members fulfill their responsibilities to the community.

III. RESULT AREAS OF THE N B A -

- | | |
|-----------------------------------|-------------------------------|
| A. Communication. | H. Financial Security. |
| B. Education. | I. Political Contact (M A F). |
| C. Harmony. | J. Social Function. |
| D. Protection. | K. Financial Support |
| E. Productivity/Profitability. | (Trust Fund). |
| F. Co-operation. | L. Industry Plan. |
| G. Information and Encouragement. | |

IV. GOALS OF THE N B A -

- A. Increase Industry Profitability.
- B. Improve Beekeeper Education and Training.
- C. Improve Beekeeper Co-operation and Communication.
- D. Improve Industry Public Relations.
- E. Achieve More Effective Liaison with Government Agencies.
- F. Develop Long-Term Industry Plan.

V. OBJECTIVES BASED ON N B A GOALS -

A. Goal: Increase Industry Profitability

1. Objective: To have more than half of N B A branches actively involved in Trees for Bees programmes by Spring, 1985.
2. Objective: Implement a New Zealand Honey Promotion plan by 1986.
3. Objective: Increase awareness of potential beekeeping cost savings (on-going).

B. Goal: Improve Beekeeper Education and Training

1. Objective: Initiate national certificate level course in beekeeping by February, 1985.
2. Objective: All beekeepers able to recognize all major brood diseases by December 1, 1984.
3. Objective: Recognition by the N B A of Telford F T I certificate by December 1, 1984.
4. Objective: Ascertain the requirements for increased educational/technical content of the New Zealand Beekeeper magazine by March, 1985.

C. Goal: Improve Beekeeper Co-operation and Communication

1. Objective: Promote co-operative ventures between beekeepers by June, 1985.

D. Goal: Improve Industry Public Relations

1. Objective: Undertake a public awareness campaign, by June, 1985, of the consequences of illegal importations of bees, bee products and appliances.

E. Goal: Achieve More Effective Liaison with Government Agencies

1. Objective: To increase Agricultural Quarantine Service awareness of bee product import restrictions by June, 1985.
2. Objective: Ensure M A F is aware of industry requirements for bee pathology services, by December, 1984.
3. Objective: Ensure M A F is aware of industry requirements for apiary advisory services, by December, 1984.

F. Goal: Develop Long-Term Industry Plan

1. Objective: Develop industry planning strategy by July, 1985.

I. ACTION PLANS FOR SELECTED GOALS AND OBJECTIVES -

A. Goal: Improve Beekeeper Education and Training

1. Objective: Initiate national certificate level course in beekeeping by February, 1985.

Action	Person	Target Date	Maximum Cost	Contingency Plan
a. Attend meeting with Director of Continuing Education re staffing.	I Berry	June 1	\$400	Request meeting with D C E.
b. Arrange certification through A A V A.	N Wallingford	December 31	nil	Contact A A V A. Arrange N B A certification. Arrange T C B certification.
c. Advertise course through <u>New Zealand Beekeeper</u> magazine.	Education Committee	October 31	nil	
d. Ensure set up of Certification Committee.	I Berry	December 31	nil	
e. Appoint N B A representative to Certification Committee.	N B A Executive	December 31	nil	
f. Provide list of N B A member examiners.	N B A Executive	June, 1985	nil	

2. Objective: Recognition by the N B A of Telford F T I certificate by December 1, 1985.

Action	Person	Target Date	Maximum Cost	Contingency Plan
a. Arrange meeting between Education Committee and Telford.	P Marshall	June 30	\$400	
b. Report by Education Committee to Executive of N B A.	Education Committee	Conference		
c. Make recommendations to Telford Principal.	N B A Executive	Conference		

B. Goal: Develop Long-Term Industry Plan

1. Objective: Develop industry planning strategy by June, 1985.

Action	Person	Target Date	Maximum Cost	Contingency Plan
a. Construct Action Plans on remaining objectives.	Course Participants	June 25		
b. Send Action Plans to N B A President.	Course Participants	June 30		
c. Combined Action Plans sent back to participants.	I Berry	July 14		
d. Finalize Action Plans with N B A Executive.	N B A Executive	Conference		
e. Report on Planning to Conference.	I Berry	Conference		
f. Discuss Planning in buzz groups.	Conference Members	Conference		
g. Report on discussions to Conference.	Conference Members	Conference		
h. Modified Planning Report sent to N B A branches.	I Berry	Post-Conference		
i. Review of Plan.	N B A Executive	September/November, 1984		
j. Annual Review and creation of next year's draft Plan.	N B A Executive	March, 1985		
k. Branch Planning/Remit Meeting.	Branches	41 days prior to Conference		
l. Revise Action Plans with Conference input.	Conference Members	1985 Conference		