



Manufacturers and Exporters Association  
The independent voice of manufacturers and exporters

## What has the Election Produced for the Real Economy?

By John Walley

The financial crisis has caused unheralded attention for the economy in the lead up to the election. However, policy changes targeted at lifting us out of the recession in the short-term, or correcting the long-term policy imbalances that have made our problems worse, are hard to find. Despite the rhetoric from most parties that our exports need to grow, efforts around the policy settings that support the tradeable sector have yet again been ignored.

The NZMEA for its part has put out an assessment of policies targeted at the tradeable sector in the election:

What is critical to the real economy?

- Y The use of a broader range of policy tools to control inflation that support trade weighted interest and exchange rates. Consistently lower and more stable interest and exchange rates are necessary to encourage long-term investment in productive exporting businesses.
- Y A Research and Development (R&D) tax credit to encourage innovation and the development of new products across the real economy.
- Y A first year write-off for productive plant and patent expenditure that will encourage more and earlier investment in new product development and intellectual property protection.

# ConnectME

Canterbury Manufacturers Association New Zealand Engineering Federation

- Y balanced taxation on both capital and revenue accounts.
- Y Enforcing national product standards to ensure local producers and importers are on a level playing field.
- Y Mandatory country of origin labelling to give consumers choice and enhance the value of the 'New Zealand' brand.

There has been a considerable amount of talk from National and Labour, with both targeting a rise in the export content of our GDP to 40 percent, but this rhetoric is little more than wishful thinking without hard policy changes. National has indicated they intend to scrap the Research and Development (R&D) tax credit and reduce the affect of Kiwisaver to pay for tax cuts aimed at the domestic economy. Labour has promised an innovation centre to help high-tech exporters; once again ignoring our call for tax-based incentives. They also continue to press their policy of 'internationalisation', which erodes New Zealand's productive capability.

The smaller parties have shown some appetite for change, with New Zealand First in particular focusing on stabilising the export climate. They have promised to rework the Reserve Bank Act to include multiple targets rather than simply focusing on inflation. They have also promoted first year tax write-offs for capital investment, a capital gains tax, and

enforcing national standards on imports including country of origin labelling.

The Greens have also voiced a willingness to review the Reserve Bank Act, introduce a capital gains tax, and enforce our national standards on imports including country of origin labelling.

Act and United Future have promoted the status quo in terms of economic policy with Act relying on reduced Government spending and a flat tax rate to improve our economic performance. The Maori Party has produced little in the way of economic policy.

This has left manufacturers and exporters with an interesting choice between the potential of some economic reform on the left and the promise of reduced fiscal spending, lower compliance costs and less restrictive employment relations law on the right.

We know that the outcome of the election will not be clear-cut; it will require parties to work together to change policy settings to support the tradeable sector. The health of the entire economy depends on the health of the tradeable sector, so the real economy should receive increasing attention in the face of the financial crisis. Past policy settings that have built trade deficits and encouraged excessive borrowing must change if we are to anticipate faster, sustainable growth in tradeables.

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## Confidence Hits Bottom!

The latest New Zealand Manufacturers and Exporters Association (NZMEA) Survey of Business Conditions completed during October 2008, shows total sales in September 2008 increased 14.0% (export sales increased by 47.5% with domestic sales decreasing 13.4%) on September 2007.

The NZMEA survey sample this month covered NZ\$500m in annualised sales, with an export content of 58%.

Net confidence is at -91, our worst ever result, down from the -22 result reported last month.

The current performance index (a combination of profitability and cash flow) is at 92.5, down from the previous month's 97, the change index (capacity utilisation, staff levels, orders and inventories) is down to 98 from 99 last month, and the forecast index (investment, sales, profitability and staff) is at 95, down from 102 in August. Anything less than 100 indicates a contraction.

The reported constraints were: 9% staff and markets 91%.

Staff numbers for September increased year on year by 7.94%.

"The all time low confidence number for September reflected the bad news from around the world as the impact of the financial crisis threatens the real economy. This shows that even some good short-term sales results are not an antidote for more global concerns," says NZMEA Chief Executive John Walley.

"The numbers indicate good export sales growth pulling up overall sales. Staff numbers also increased, but the market and financial crisis had a severe impact on confidence. Our respondents are niche producers and can be countercyclical, doing well when most are suffering or suffering when most were enjoying a higher dollar. Nearly everyone is expecting the pain to both spread and worsen before the situation improves."

"Favourable exchange rates, falling interest rates, and falling input prices on oil and metals are being overshadowed by credit worries. Until now there has only been speculation about the affects of restrained credit, but issues with letters of credit and working capital have the capacity to really foul up trade."

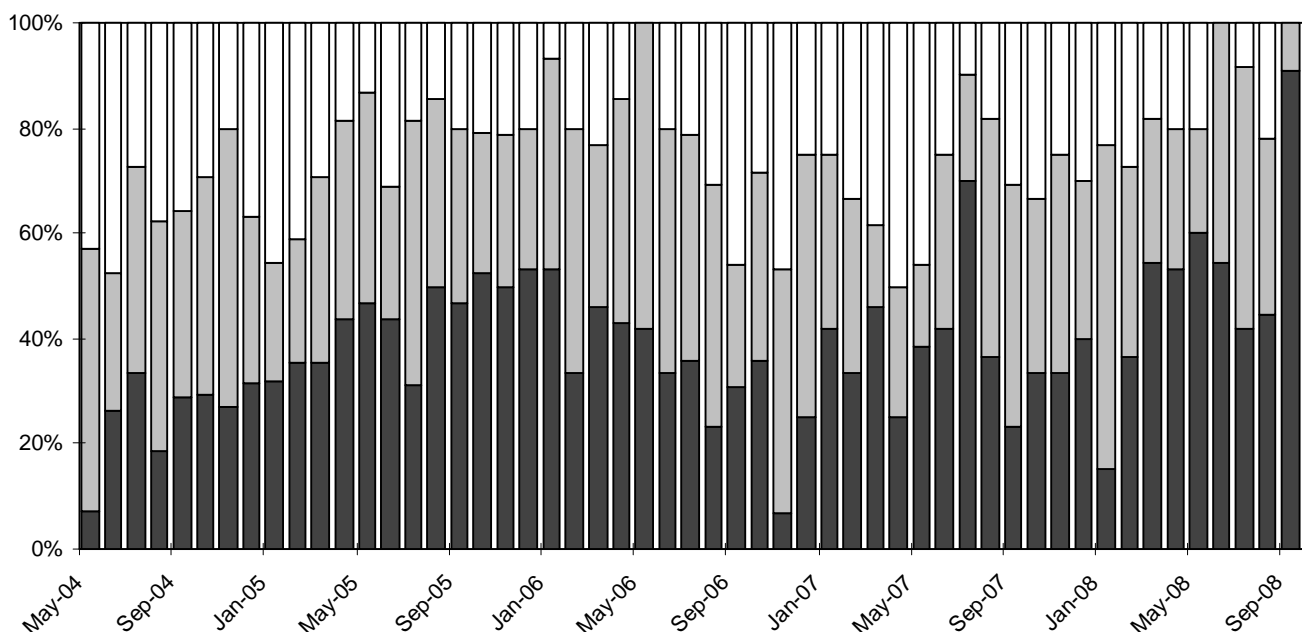
"Under normal circumstances when we see the dollar falling, input prices dropping, staff increasing and sales improving, we would expect to see much more optimism, but not right now," says Mr. Walley.

"The sales numbers show that when conditions improve our exporters can respond. Unfortunately, our policy settings ensure that when international demand is strong, our overvalued currency prices New Zealand exporters out of the international market. Our dollar is less attractive when the world has credit or other worries and slows down, meaning that the benefit for exporters is limited and short-lived."

The New Zealand Manufacturers and Exporters Association survey gathers results from members around New Zealand. It provides a monthly snapshot of manufacturers and exporters' sales and sentiment.

### Confidence

■ Negative □ No Change □ Positive



## Dismissal for Misconduct

Our recent breakfast session on dismissing employees showed that this area is still a "hot topic" for many of you. There are many reasons an employer might want to dismiss an employee - whether it be instant dismissal for serious misconduct, dismissal for less serious conduct or poor performance after a series of warnings. This article revisits the key issues to bear in mind when dismissing for misconduct.

Under the Employment Relations Act any dismissal has to be justified. To justify a dismissal the employer must have acted the way that a "fair and reasonable" employer would have acted in all the circumstances. In practice this means that there has to be a good reason for the dismissal and a fair process has to be followed. What the Act doesn't tell employers is what kind of conduct can justify dismissal nor what steps need to be followed to ensure that you've followed a "fair" process.

Many of the basics of a "fair process" have been well traversed in personal grievance cases. The importance of following a proper process is that it puts you in a position where you can actually conclude that the misconduct did occur. A fair process will usually include the following:

- Evaluate the complaint or incident first to consider whether the matter can be dealt with without the need for disciplinary action.
- Set up a meeting. Before the meeting tell the employee (preferably in writing) of the concern or allegation that you wish to discuss with them. Include sufficient details (including dates, times, etc) so that the employee has enough information to respond. Advise the employee of the possible outcomes - if dismissal is a possibility - say it. Advise the employee that they are entitled to legal representation.
- Hold a meeting with the employee. Explain the allegation or concern and give them an opportunity to explain. Give them any information you have and are relying on - there needs to be a very good reason to withhold statements or complaints about the alleged incident.
- Carry out a full investigation. Make any further inquiries necessary before you make a decision - if an employee raises some other evidence or explanation, investigate that explanation.
- Put any further information to the employee and invite comments before making your final decision.
- Keep an open mind!

- Only consider suspension if the employment agreement provides for it, the conduct alleged is serious, and it is necessary to have the employee out of the workplace while an investigation takes place - for example to protect other staff in the case of an allegation of harassment. You should also tell the employee that you are considering suspending them before you make a final decision on suspension.

In terms of what can amount to grounds for dismissal, serious misconduct has to be something so serious that it has caused irreparable damage to the relationship between employer and employee. Some incidents like theft, assault and harassment are usually clearer cut. But each incident needs to be considered on its own facts. What the employment agreement says about misconduct, the nature of the particular workplace and how the employer has treated incidents of this kind of conduct before can all be relevant. It really pays to get professional advice before taking action.

If there is not a good reason to dismiss and/or a proper process has not been followed, an employer can find themselves facing a personal grievance claim for unjustified dismissal, with the resulting cost and disruption to business that this can cause.

This article was provided by Brannigans Human Capital. If you require further information relating to this topic please contact the NZMEA on email: [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone: 0800 353 2540.



## Manufacturers Wish List (Article released on 29 October 2008)

Manufacturers have been calling for a lower currency and interest rates for some time. Finally, they are getting just that. The NZ dollar has come off its peak of over 80 cents against the US dollar to be hovering near the mid-50s. The official cash rate has also been reduced from its 8.25% high, and current expectations are of further reductions towards the low 5% or even below that by the end of next year.

It is a case of being careful what you wish for, a lower currency and falling interest rates may be welcome news, but the reasons why they are falling are not. And it is the latter that should be the main focus for manufacturers going forward.

The global financial turmoil has been centre stage in terms of reporting by the financial press and most economic commentaries. At this stage, the various measures put into place by several governments around the world, including pumping more liquidity into the banking system, taking direct equity stakes in major banks, guaranteeing bank deposits, and coordinated interest rate cuts from central banks, look to have been successful in stabilising conditions.

But looking beyond the financial crisis, the big macroeconomic picture to be mindful of is that the real economy will not be immune. What is occurring is a deleveraging of the global financial system after years of rapid debt expansion. The only question is how quickly and orderly this process will be. A deleveraging of the financial system means there will be less free-flow of credit to households and businesses compared to the last few years, leading to a slowdown in investment, job creation, spending and so on.

The International Monetary Fund's latest assessment of the global outlook came as close to forecasting a global recession next year as you can get. And it is the slowdown in growth alongside intensifying fear of a global recession that has seen currencies such as the NZ dollar sold off, and the Reserve Bank of New Zealand cutting interest rates.

In terms of the impact on the New Zealand economy, we have already seen more expensive credit and large declines in commodity prices across the board, including those that New Zealand exports. The latest growth forecasts for New Zealand's major trading partners show a sharp slowdown towards 1.8% for calendar 2009 from the 4% achieved in 2007. This would be a similar rate as the early 1990s global recession, the Asian crisis and the tech bust. Such an outcome will mean less demand for New Zealand's exports, and further downward pressure on commodity prices.

While the outlook is challenging in the year ahead, there are also opportunities. Falling commodity prices mean input costs for manufacturers should start to come down. This includes cheaper shipping costs as freight rates have collapsed in recent months. A lower NZ dollar will also improve export competitiveness, especially for those whose pricing is not tied to commodity price developments. In addition, the emerging market economies, particularly those in Asia, are in better shape to weather the current crisis compared to developed economies. And those economies will continue to demand more of the products and services that New Zealand produces as their per capita income grows. Indeed, during turbulent times like these, it is important to look beyond the short-term cyclical challenges and focus on the longer-term trends, which remain positive.

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## Key Performance Indicators (KPIs) Are you working with the right measures?

When many business owners are asked to list the KPIs they measure in their business, they will talk about things like Return on Investment, Gross Profit Percentage and Sales to the top 20 customers. But are these true KPIs? I suggest they are Results Indicators; telling you how you have done in a specific area of your business, not what you need to do to improve things. Results indicators are still important, but they are measures that really only mean anything to the financial team and the executive of the business. Standing up at a team meeting on the factory floor and asking the team to help 'Improve the Return on Investment,' isn't a call to action to everyone in the organisation. Most people in an organisation can't relate how their role in the organisation can impact directly on the business. So what is a KPI?

A KPI is a measure that focuses on those areas of a business' performance that are the most critical for the current and future success of the business.

A good KPI has certain characteristics:

1. It is measured frequently, e.g. daily or at least weekly.
2. A good KPI is acted on constantly by top management, the Chief Executive Officer and Chief Financial Officer.
3. Everyone in the organisation understands what is being measured and what needs to happen to improve the results.
4. Responsibility flows down to an individual or a team.
5. Any movements in the KPI have a significant impact on the business.
6. Positive movement in the KPI affects all other performance measures, be they Results Indicators or Performance Indicators, in a positive way.

A well chosen KPI will significantly contribute to the strategic and operational goals of your organisation. If you utilise the Balanced Scorecard approach to your strategic planning, choose a KPI that affects as many of the areas of the score card as possible. Choosing the right KPIs and focusing on these can dramatically improve the overall health of your business.

One of the best examples of this approach to KPIs is highlighted in the story of Lord King who turned around British Airways in the 1980's by reportedly focusing on a single KPI, that being, late planes. The timely arrival and departure of planes affected many of the critical success factors for the airways.

Late planes increased cost in many ways; accommodating passengers who missed flights, extra fuel, additional airport charges.

They decreased job satisfaction and increased stress, as staff had to deal with upset and frustrated customers. The behaviours and systems causing the late planes in the first place replicated themselves when new staff picked up the same bad habits from existing staff.

So, for each goal or critical success factor in your business:

1. Work out how to measure it – that is choose your KPI.
2. Set your targets – make them achievable yet challenging.
3. Find initiatives to bring life to the targets.

A well chosen KPI will empower your team by giving everyone in the organisation a feeling of ownership and control, with the potential to challenge and motivate everyone in the organisation to better results and a healthier business!

If you would like further detail on this topic: Tania King will be presenting a Forum for the NZMEA on Tuesday 25th November, titled "Key Performance Indicators (KPIs) - Effectively improving the way KPIs are developed, implemented and used in your business." If you wish to register, or would like further information on this article, please contact the NZMEA on email: [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone: 0800 353 2540.

This article was provided by Mackay Bailey Butchard Ltd. Some information for this article was sourced from: [www.waymark.co.nz](http://www.waymark.co.nz).

# Forums

Forum start times vary but generally sessions run for 90 minutes. Forums are open to all members of your staff, members and non-members of the NZMEA. For more information and to register on-line visit: [www.mea.org.nz](http://www.mea.org.nz), select Events/ Training for the full list of events. Or you can contact us on: 0800 353 2540 or email: [mea@mea.org.nz](mailto:mea@mea.org.nz).

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## Reducing Absenteeism

Tuesday 18 November, 7.30am

Breakfast Forum

Absenteeism of staff can be a significant and ongoing cost to businesses. This Forum is aimed at assisting those responsible for managing annual and sick leave entitlements of staff and discussing the procedural requirements for addressing excessive absence. This Forum, presented by Sarah Bradshaw, an Employers' Advocate at McPhail Gibson and Zwart Limited, will include:

- Discussion regarding the process for managing long term absence due to illness.
- Discussion regarding the process for shorter intermittent periods of absence.
- Managing sick leave within the constraints of applicable employment documents.
- Consideration of the reasons for absence.
- Recent developments in case law on issues relating to sick leave from the Employment Relations Authority and Employment Court.
- Time for questions and answers.

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## Key Performance Indicators (KPIs)

-Effectively improving the way KPIs are developed, implemented and used in your business

Tuesday 25 November, 4.00pm

Afternoon Forum

Staying focused in the current economic times is crucial to the health of your business. KPIs are your gauges. They help you manage performance improvement and maintain a competitive advantage. Focusing on the right KPIs will ensure you stay on course and reach your business goals. Learn how the right KPIs can improve your business while the wrong ones can take your eye off the ball.

Tania King of Mackay Bailey Butchard Ltd, Chartered Accountants and Business Development Advisors will highlight:

- How to identify your critical success factors.
- The tricks and traps in developing your own KPIs.
- What is a true KPI?
- Aligning your KPIs with your business goals.

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## The Traveller's Safety Net

Tuesday 2 December, 4.00pm

Afternoon Forum

There are many business opportunities overseas, but dealing with a foreign culture can be daunting. Ron Dards of The Test Agency is an experienced traveller and speaker of many languages. He will share his experiences to help you avoid the most serious pitfalls.

Ron will take you on a quick trip from here to North Europe via Singapore, Malaysia, Thailand, Japan, the Middle East, the Balkans, East, Central and Southern Africa with a brief stop over in the Mediterranean. This Forum will cover:

- ÿ Vital cultural matters (table manners, cuisine, greetings, religious customs).
- ÿ A few vital words in local languages (toilet, I am sick, where is...?, excuse me, etc).
- ÿ Recognition of written important words (men, women, entry, closed, prohibited, danger, etc).
- ÿ A simple overview of the nature of these places with some insights into local values (e.g. who to pay and how much).

# Workshops

Workshops are open to all members of your staff, members and non-members of the NZMEA. For more information and to register on-line visit: [www.mea.org.nz](http://www.mea.org.nz), select Events/Training for the full list of events. Or you can contact us on: 0800 353 2540 or email: [mea@mea.org.nz](mailto:mea@mea.org.nz).

Training the Trainer  
Tuesday 18 November, 9.00am

Workshop

In-house training has become increasingly important as companies take on new staff or retrain present staff for new roles. Supervisors and team leaders need to be able to identify training needs and prepare training programmes that suit individual staff members or small groups.

The workshop format will include plenty of examples, an explanation of the principles, and opportunities for role-play and practice. Participants will be issued with personal workbooks. Topics to be covered:

- = Identifying the training requirement.
- = Preparing a plan.
- = Breaking the job into logical and bite-sized steps.
- = Training the person using these steps.
- = Practicing the steps.
- = On-going assessment of performance.
- = Questioning skills.
- = Appropriate record keeping.

Presented by: NZMEA Associate Member, Graeme Absalom. Graeme has worked in the food, industrial chemical, engineering and apparel industries. He specialises in management systems for quality, environment, and health and safety. Graeme also tutors at CPIT.

## Gebbies Pass Wind Turbine - OPEN DAYS!



The open days at the Gebbies Pass wind turbine are on:

Sunday 7 December 2008 and Sunday 1 February 2009

3.00pm - 5.00pm

Further information is available at:  
[www.windflow.co.nz](http://www.windflow.co.nz)

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## Sourcing Candidates Internationally and Re-settling Strategies

Within the first article of a series of three we discussed the skill "constraint" within the New Zealand economy and the cyclical nature of shortages in skill levels now seems to be permanently embedded so that at times, we need to satisfy shortages by attracting skilled migrants to New Zealand.

We then discussed strategies to plan, resource, source and assess skilled migrants – much of this information gained from our own experiences and that of companies who are actively hiring internationally. The stage of re-settling international hires is also tied closely to these stages.

Not surprisingly, the scale of hiring has a direct correlation to what resources you as a company must commit to support re-settling. Companies have found ten is far more manageable than twenty relative to process worker roles. Although having said that, if the language and cultural barrier is less, or you are undertaking repeat selection campaigns in the same location, greater numbers are manageable. It is naturally far easier to be hiring one person no matter what role or discipline they represent.

Consideration of family who will emigrate with the new employee and those who are left behind is not to be underestimated. These people often hold the 'balance of power' and influence the success of re-settling. Companies have experienced the negative impact of the pressures and demands placed on the new immigrant from extended families in the homeland. Other similar considerations relate to un-resolved financial and asset related affairs of the immigrant in their homeland.

Your physical company location, and the community where the immigrant will settle, is also critical as it directly impacts on the ease of re-settling. One company rejected a very 'rare to find' engineer, whom they had flown across the world to interview.

They had not researched the fact that the candidates partner did not speak any English. Because the location of the factory did not have access to English tutoring, nor local people who spoke the foreign language, they did not hire him despite his absolute suitability for the role because they felt the resources were not available to support the partner and therefore the recruitment would ultimately fail. Needless to say the importance of local re-settling resources and relationships with these is vital. Established contacts with community services such as real estate agents, schools, medical, sports, arts, religious denominations, language and cultural integration services etc are all relevant to a successful re-settling programme.

Important ambassadors are your existing staff who have successfully re-settled. Utilise these staff at an early stage in the process to help address concerns that arise and obviously at resettlement time.

Given the tumultuous state of the world financial markets and international companies "laying off" staff, some commentators have suggested that specialist skills could be easier to find overseas. While the numbers could potentially be available, it is worth remembering that during times of high stress it is human instinct to return to the known and lower risk. Therefore we may well see more kiwis returning "home" but find that international candidates show slightly more reluctance to relocate to the other side of the world.

This article was provided by Farrow Jamieson Limited. If you require further information relating to this topic please contact the NZMEA on email: [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone: 0800 353 2540.

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## Set-up Time Reduction

There are a large number of industrial processes where time must be spent changing equipment from producing one product to another. Ideally the time required to do this should be as short as possible. The reduction of the set-up time makes extra time immediately available for the production of additional product, but other benefits are available. Using the principles of Just in Time and Lean Manufacturing, reducing the set-up time to half allows your company to produce two different products in the same period while retaining the same productivity level. This allows you to reduce inventory levels to half while still maintaining the same level of delivery performance.

This is not a difficult process. It does, however, require the process to be examined and thought put into reducing the elements that make up the set-up time. There is huge potential opportunity for improvement in many companies, or, using the term from Six Sigma, plenty of "low hanging fruit" to harvest. A famous example from the Japanese car industry is a huge press die used for stamping out car bodies. This die initially took eight days to change. After considerable analysis and improvement, this change over time was reduced to 40 minutes. This is all the more amazing when you realise that this die weighed about a ton!

If this process is of use to you, continue reading to learn more about the Set-up Time Reduction principles. To begin with, a definition:

Set-up time is the time period between the last good item from the previous job to the first good item from the next job.

The set-up process is broken down into elements. These elements are then classified into the following:

**Internal Elements:** These are activities that must be carried out while the machine is stopped. For example, unbolting the die.

**External Elements:** These can and should occur while the machine is running. For example, bringing the next die to the machine.

**Non-value adding:** These activities can be eliminated with a little thought and include waiting, walking, looking for tools, and rework.

Before studying the improvement process, consideration must be given to involving key team members. The reasons for this are well known but a quick review is sensible. The reasons and benefits are:

1. We need their knowledge.
2. They can make or break the new process.
3. Communication with other employees works best when correct knowledge is passed on.

It is beneficial to create an improvement team. This allows those with an interest in the process to contribute. Team members can be machine setters, production managers and quality team members, for example. It is unreasonable for the team to know what to do. The type of training that will allow them to achieve good results is:

- Meeting procedure / teamwork.
- Video use (don't force anyone to be videoed).
- Work measurement (process timing).
- Set-up analysis.
- Pareto analysis (prioritising).
- Reporting.

The improvement sequence is:

1. Video the changeover.
2. Eliminate quality problems.
3. Eliminate unnecessary elements.
4. Eliminate non-value-added elements.
5. Move elements to external.
6. Reduce all remaining internal elements.
7. Reduce all external elements.

This is a summary of the presentation by Graeme Absalom of G Absalom & Associates Ltd to the New Zealand Organisation for Quality Conference held last month in Queenstown. Graeme also described how to capture process times and apply work (pace) rating. He had electronic stopwatch clipboards (Watchboards) that were used by the workshop participants. These have been designed and manufactured by Raztec Ltd for his company. Graeme is also working with Presswork Products Ltd to reduce their set-up times.

This article was provided by G Absalom & Associates Ltd. If you require further information relating to this topic please contact the NZMEA on email: [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone: 0800 353 2540.

## NZMEA Member Profile: Arapal Medical

### Arapal Vibration Therapy Helps Reduce Strain Injury and Downtime

A local company and NZMEA member, Arapal Medical/Pain Management Systems, has developed vibrational therapy equipment which has been proven (in research done at the University of Otago) to increase blood flow by an average of 72%. Muscle relaxation and increased blood flow assist the body to recover and heal quickly.

United Fisheries, through their Occupational Health Nurse, have been the first Christchurch company to introduce this type of therapy. They advise that they are having great success with a decline in severity of strain injuries and lost time due to the quick recovery effected by the use of the equipment. An unexpected benefit to the company is a decrease in ACC claims and levies. Simple strain injuries can be dealt with at the workplace and in many cases the employee can continue with normal or alternative duties.

As Arapal Vibration Therapy equipment is very simple to use, any business or industry, large or small, with or without a Occupational Health Nurse, can have this equipment available to their staff onsite. The equipment is portable and can be used on any power voltage, 12 and 24v directly and 110/240v through the supplied power pack.

Arapal Medical invite any employer who would like further information or who would like to see the correspondence from United Fisheries Occupational Health Nurse to contact them.

The NZMEA would like to thank Olma Feneck of Arapal Medical for her time in providing content for this member profile. If you require further information relating to this article please contact the NZMEA on email: [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone: 0800 353 2540.

Correction from McPhail Gibson & Zwart Ltd

## Putting it Right...

MGZ Ltd have advised of a correction to last month's 'Employment Relations' article in relation to the Rest breaks and Meal breaks where a drafting error indicated the Rest breaks and Meal breaks took immediate effect.

The Rest breaks and Meal breaks introduced by amendment to the Employment Relations Act 2000 are required from 1 April 2009. MGZ apologises for this error and any inconvenience this may have caused.



## Membership Benefits

**Lobbying** - We are the only clear voice for manufacturers and exporters in New Zealand. Others find it difficult to speak clearly when exporters and importers form parts of the same organisation. This Association is independent and focused on the interest of manufacturers and exporters.

**Awareness** - the opportunity to attend member only, no charge events with leading speakers on issues of interest to manufacturers and exporters.

**Development** - we arrange our programmes to expose as many new ideas, and repeat a lot of the popular sessions, quickly and clearly, this enables members to decide what ideas are most appropriate or useful for their business.

If you have any questions regarding our Membership Benefits please contact us:  
website: [www.mea.org.nz](http://www.mea.org.nz), phone: 0800 353 2540, email: [mea@mea.org.nz](mailto:mea@mea.org.nz)

# ME Assist

To network with other Members or get assistance  
from our Associate Membership contact:  
meassist@mea.org.nz or call 0800 353 2540

Our Associate Membership includes a wide range of specialists, consultants and service providers who can assist Association Members with:

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Ø Business Coaching	Ø Supply Chain Management
Ø Market Research & Marketing	Ø IT Systems – Design & Implementation
Ø Export Marketing	Ø Website & Software Development
Ø Advertising & Branding	Ø Industrial Automation & Control
Ø Communications & PR	Ø Recruitment & Selection
Ø Import & Export	Ø Human Resources Management
Ø Customs, Logistics & International Freight Forwarding Services, <u>plus 'less-than-container' services</u>	Ø Conflict Resolution & Mediation
Ø Finance, FOREX & Banking	Ø Employee & Immigrant Settlement Management
Ø Accounting, Payroll & Tax	Ø Management, Leadership & Team Training
Ø Investment Capital	Ø Training Analysis
Ø Insurance	Ø Knowledge & Information Management
Ø Debt Collection	Ø Employment Law
Ø Business Sales & Valuation	Ø Change Management
Ø Research & Development Services	Ø Temporary Staff
Ø Product & Prototype Development	Ø Technical Publications
Ø Intellectual Property & Patent Registration	Ø Business Graphics & Printing
Ø Total Product Design	Ø Energy, Water & Waste Auditing
Ø Engineering Analysis, CAD & FEA	Ø QC & QS Management
Ø Internet Telephony	Ø Health & Safety Systems & Training
Ø Project Management	Ø International Travel
Ø Operations Management	Ø Fire Evacuation & Compliance
Ø Theory of Constraints	Ø Drug Testing
Ø Lean & Agile Manufacturing	Ø Maintenance & Asset Management
Ø Kanban, Production Planning & Scheduling	Ø Factory & Plant Efficiency & Utilisation
	Ø Strategic Pricing

We facilitate relationships and transactions between manufacturers and exporters FREE of charge.

Where the Association facilitates a transaction with Associate Members a standard charge, or referral fee applies. This is invoiced to the Associate Member providing the service. These fees vary between Associates and reflect a wide variety of pricing models. The fee is constructed to be less than the usual marketing overhead recovery component of an Associate's pricing which enables a saving for Associates while using competitive market pricing which benefits all parties involved.



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# what's on

Monday

Tuesday

Wednesday

Thursday

Friday

3  
Marlborough Anniversary

4

5  
CPIM: Basics of Supply Chain  
Management - Day 4

6  
CPIM: Master Planning of  
Resources - Day 4

7

November

10

11

12

13

14  
Canterbury Anniversary

17  
Council & CEO Forum:  
Guest speaker - Gilbert Ullrich will  
be speaking on the NZ Pacific  
Business Council, open to  
members at 5pm

18  
Breakfast Forum: Reducing  
Absenteeism  
  
Workshop: Training the Trainer

19  
CPIM: Basics of Supply Chain  
Management - Day 5

20  
CPIM: Master Planning of  
Resources - Day 5

21

24

25  
Forum: Key Performance Indicators

26

27  
Forum: WebERP

28

1  
Westland & Chatham Islands  
Anniversary

2  
Forum: The Traveller's Safety Net

3

4

5  
Furniture Group Meeting

December

8

9

10

11

12

15

16

17

18

19  
NZMEA Office Closedown

22

23

24

25  
Christmas Day

26  
Boxing Day

29

30

31

visit our website ...  
[www.mea.org.nz](http://www.mea.org.nz)



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