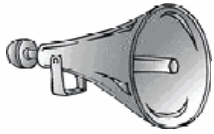


## CEO Comment



### The MEA – more than business as usual

Welcome to the first edition of *ConnectME*, the monthly newsletter for members of the Manufacturers and Exporters Association (MEA).

Cantabrians are renowned as being proud of their achievements, whether it is our sports teams, individuals, groups or companies, and the same is true of our manufacturers. This region has produced a number of innovative, leading edge firms with brands and products recognised around the world; Canterbury remains the major centre for manufacturing in New Zealand.

Since the New Zealand Manufacturers and Exporters Association (MEA) announced their merger, the question often asked of the CMA is "why we have chosen this path, and what benefits will the creation of a national association with the New Zealand Engineering Federation (NZEAF) offer as opposed to remaining strictly 'Canterbury' focused."

The Canterbury Manufacturers' Association (CMA) has represented the interests of the local manufacturing sector for 128 years and will continue to do so. Nevertheless, focusing on our local achievements does not mean that we have lost sight of the bigger picture, such as developments and trends that take place on a national and international basis. Economic conditions both here in New Zealand, and overseas, are constantly changing and new challenges and threats are emerging all the time. As a small trading nation, New Zealand does not have the luxuries of scale or proximity to export markets and cannot build a prosperous future unless our firms can find a way to win against the odds.

Manufacturing represents 14.75% of GDP (farming by comparison represents 6.8% of GDP) and about 1 in 10 of all firms in New Zealand. Firms that export more than \$0.5m represent less than 0.6% of all firms. As indicated by the headlines, manufacturing and exporting is in decline.

Between March 1989 and March 2007, the total number of jobs in the manufacturing sector dropped 7%, compared to an overall increase of 40% in the total number of jobs across all sectors of the economy, and all the time our current account deficit increases as we live on debt, the current account deficit is now over 90% of GDP.

In order to be heard, the tradable sector minorities saw the need to co-ordinate their efforts into one authentic and independent voice. This is not possible when they exist as one grouping among several in other organisations that cannot or will not represent their interests for fear of upsetting the majority of their members. Therefore, the CMA has to improve, do better, work on communities of interest and above all, work to avoid the two economies outcome that we have seen do terrible damage to our manufacturers and exporters.

Export or die might be an exaggeration, but export or be poor is pretty accurate. The agenda for manufacturing and exporting must be highlighted nationally, that is why the CMA has joined with the New Zealand Engineering Federation, supported by the Engineering, Printing and Manufacturing Union (EPMU), to establish the New Zealand Manufacturers and Exporters Association - business as usual was not going to do the job.



## September 2007

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MEA on the web



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

## NZEF Update

Welcome to *ConnectME*, the monthly member newsletter of the New Zealand Manufacturers and Exporters Association.

I have pleasure in inviting NZEF members to continue to support the new organisation, you will have seen some information already starting to filter through for comment on Government policies, namely the Government's change in tact to support companies wishing to invest off-shore.

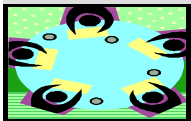
I will continue to facilitate the MEA/NZEF Engineering Group and promote national engineering aims and objectives and provide on-site services to Auckland and regional centres.

The range and depth of services now available to MEA/NZEF as part of your new membership is considerable. This covers commercial, business, manufacturing, engineering human resources and exporting.

Please visit [www.cma.org.nz](http://www.cma.org.nz) to understand the full range of services. This information is available via the MEA website [www.mea.org.nz](http://www.mea.org.nz). Media releases are a regular feature and we recommend that you log in often and keep up to date, MEActive, our monthly email update, will keep you posted on this media activity.

MEA has extensive contacts with Government at both cabinet and departmental levels where our concerns and needs can be voiced, and members are encouraged to provide comments on submissions relevant to the sector.

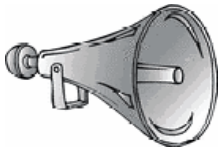
**Bill Conolly**  
**Executive Officer, NZEF**



## What's On - Workshops & Programmes

Workshops are open to all members of your staff and to members and non-members of the MEA. For more information or to register on-line, visit [www.mea.org.nz](http://www.mea.org.nz) and select Events or see attached flyers with this newsletter.

<u>Date</u>	<u>Workshop</u>
<b>National Dates Vary</b>	<p>Managing the Export Process - Auckland, Nelson and Christchurch (Two full days)</p> <p>This practical two-day course is designed for those who are responsible for the export process for their organisation (e.g. Managers, Project Leaders and Company Export Personnel) , and those who utilise freight forwarders.</p> <ul style="list-style-type: none"> <li>• Auckland - Thursday 11 and Friday 12 October</li> <li>• Christchurch - Thursday 1 and Friday 2 November</li> <li>• Nelson - Thursday 8 and Friday 9 November</li> </ul>
<b>26 - 28 November</b>	<p>Mafia Boot Camp Offer - Auckland (three full days)</p> <p>This special three day MAFIA Offer Boot Camp is open to CEOs and their executive teams who want to create a differentiating marketing offer that will allow them to substantially increase revenue.</p>



# The Two Economy Problem

The latest Canterbury Manufacturers' Association (CMA) Survey of Manufacturers completed during August 2007, shows total sales in July 2007 down by just under 3.9% (export sales dropped just below 2.5% with domestic sales down just over 5%) on July 2006.

The CMA survey sample this month reported NZ\$361m in annualised sales, with an export content of 47%.

Net confidence recorded a dismal -60, a significant decrease from the June 07 result, which was -17, and the lowest level recorded since January 1996.

The current performance index (a combination of profitability and cash flow) is at 96, up from the previous month's 95.5, the change index (capacity utilisation, staff levels, orders and inventories) dropped to 102 from 103 on the previous month, and the forecast index (investment, sales, profitability and staff) dropped to 99 from 102 recorded in June. Anything less than 100 indicates a contraction.

Constraints reported 10% production, 10% staff and markets 80%. Staff numbers for July increased 7.4% year on year.

"This month's survey was completed in the turmoil of the credit crunch and the knock on to the NZ dollar, which brought the hope of some relief to exporters. The events confirmed, if any was needed, the absence of real value of the NZ dollar at current levels, so much for the fair value debate. The dollar is now back over USD 70cents, which is better than 80cents, but still at a level that returns little to most exporters", says Chief Executive John Walley.

"Those respondents with a domestic focus, especially construction, are still performing well and they remain optimistic, and some are already casting an eye towards the 2011 Rugby World Cup and the flow on affect that event will have on sports infrastructure spending".

"For exporters, pressure on margins (margin what margin?) remain. Some report that pricing has been adjusted to take cost changes into consideration; others report that they are working harder to push sales volumes to keep profitability at budget levels. There remains a process of strategic rationalisation within the high tech sectors and the relocation of more Fisher and Paykel production to Thailand, citing the dollar and trade pressure, is another major loss to New Zealand. The loss of top tier companies will have a long lasting and negative impact on capability development and sustainability of complex supply chains".

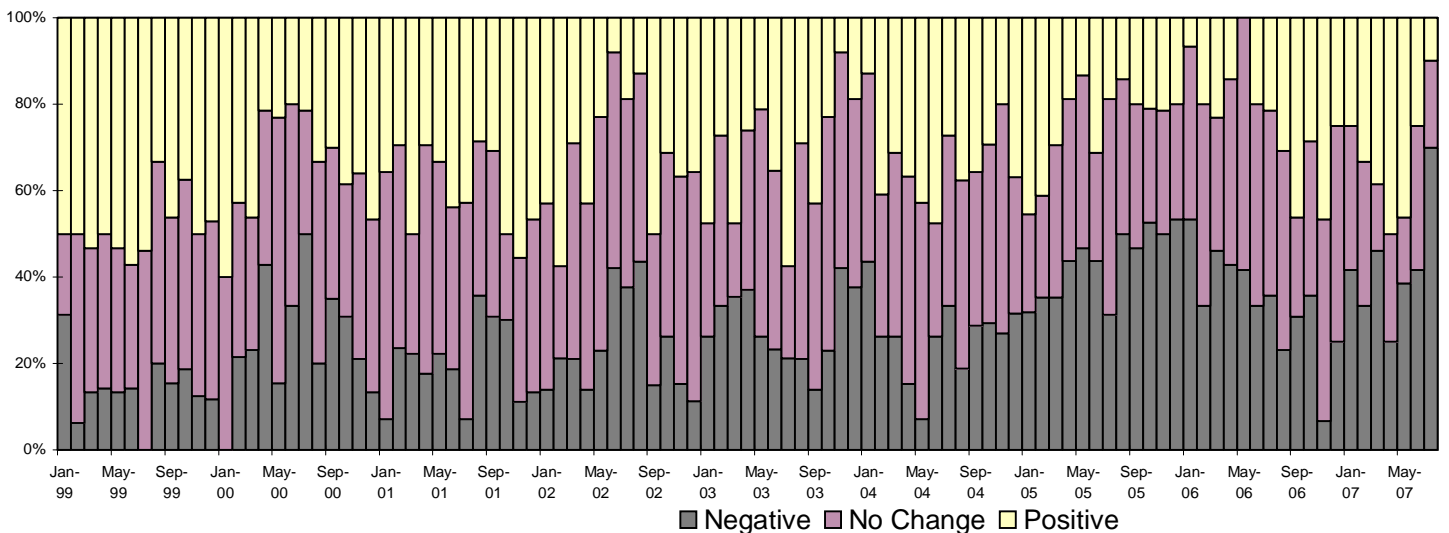
"It may be some time before New Zealand feels the full impact of the global credit tightening, but the events of the past month indicate how quickly things can change. New Zealand is now heavily dependent on offshore borrowing, as we consistently buy more and sell less, as demonstrated by our ever growing current account deficit".

"Confidence has dropped sharply, the lowest level we have recorded in over ten years, based on the persistence of the two economies problem and absence of any effective political action to resolve the issue".

"Living on global credit has had its ups, but when the liquidity taps are closed, the downs are unlikely to be much fun".

"I think the most frightening thing I hear from talking to manufacturers and exporters is that for a generation some have never had it so good, while others have never seen it so bad. There has to be a better way to run an economy".

## Confidence



## Dealing with an Approach for a Multi-Employer Collective Agreement / Holidays

A recent decision of the Employment Court will be of particular interest to employers faced with collective negotiations for multi-employer collective agreements. The decision in *SFWU v Auckland District Health Board & 15 others* WN WC 18/07 deals with the following questions:

- whether an employer is required to agree to be part of a multi-employer collective agreement (MECA); and
- the mechanism an employer should use when they do not want to be a party to a collective with other employer parties.

The SWFU wanted 16 District Health Boards and 4 other companies which provided contract food and cleaning services to the Health Boards to be party to the same collective agreement. The District Health Boards did not want to be parties to a MECA with the contractor companies.

The SFUWU relied on section 33 of the Employment Relations Act which requires parties to conclude a collective agreement unless there is a genuine reason not to, and Clause 6 of Schedule 1B the Code of Good Faith for the Public Health Sector which requires parties to support collective bargaining, including MECAs, where it is reasonable and practicable to do so. The union argued that read together, these obligations required all of the employer parties who had been served a bargaining notice to conclude a MECA (as opposed to a series of single employer collective agreements).

The decision turns on a detailed interpretation of the relevant provisions. In essence though, the Court found that even though parties in the public health sector are required to “support” bargaining for a MECA, section 33 took precedence and does not go so far as to **require** a MECA to be concluded.

Probably of more interest to non public health sector employers generally, was the decision of the Court on the process for initiating bargaining. The union had initiated bargaining for the MECA by serving notice on all the employer parties as required under section 42 of the Act. One approach taken by some employers in other industries to avoid being party to MECA with other employers had been to issue a counter notice to the union, purportedly superseding the original notice and replacing it with a notice for bargaining between the union and the single employer serving the counter notice. The Court considered whether this practice was lawful.

The Court has made it clear that this process of “cross-initiation” is unlawful. It would run counter to the processes for bargaining set down in the Act, all of which are designed to move parties towards concluding a collective agreement. Instead the proper approach for employers who do not want to be party to a MECA is to enter into collective negotiations (with the union and other employers) and negotiate for a single employer agreement.

### Update on Holidays Act

Uncertainty about the impact on existing employment contracts of the new four week entitlement to annual holidays is continuing to cause headaches for some employers. Do you have employment contracts in place in your workforce that refer to the old Holidays Act 1981, but provide for an “extra”/“further”/“additional” week’s leave where certain criteria are fulfilled (such as long service or the performance of shift work)?

Does this mean that employers now have to provide employees who benefit such from extra leave, a total of five weeks’ annual holidays? How existing agreements are affected will on course turn on the particular wording on each particular contract. But a couple of recent events provide some guidance and interest.

*New Zealand Tramways and Public Transport Employees Union Inc v Transportation Auckland Corporation Ltd* AC61A/06 was the first decision of the full Employment Court on this issue. The relevant collective employment agreement provided that employees were entitled to 3 weeks’ annual holidays, “in accordance with the Holidays Act 1981” (even though the contract was entered into after the 2003 Act came into force) and in addition a “further holiday of one week per annum in recognition of the nature of the work making a total of four week leave per year”. The Court found that the extra week could be taken to satisfy the requirements of the Holidays Act 2003 (i.e. 4 weeks’ annual holiday) and did not raise the total entitlement to five weeks.

Central to the Court’s decision was the distinction it made between “enhanced” entitlements and “additional” entitlements. Enhanced entitlements are improvements to the Holidays Act minimum entitlements (to annual holidays, public holidays and sick and bereavement leave). Additional entitlements are extra entitlements other than those four categories specified in the Act (for example long service leave). The “further” holiday of one week was found to be an enhancement to annual holidays and so counted towards the statutory minimum of four weeks’ annual holidays.

It is clear from the Employment Court decision that it was confined to the wording in the particular contract. But the general approach has been followed by the Employment Authority recently in *NZ Dairy Workers Union v Fonterra Brands (Tip Top) Ltd* AA 85/07: 20/06/2007). The Authority adopted the distinction between enhanced and additional entitlements and found, on the wording of the relevant employment agreement, that employees already receiving four weeks’ annual leave were not entitled to five weeks’ annual leave.

While it’s still early days, these decisions suggest that the increase in employees’ annual leave entitlement under the Holidays Act (to four weeks) does not automatically increase the annual holiday entitlement for employees who already received four weeks’ annual holiday, unless there is clear wording in the relevant contract to the contrary.

Interestingly parties to the Metal Workers Collective have negotiated to remove any doubt about the former CEA which provided for an additional week’s leave. The Terms of Settlement concluded in July now specify five weeks’ annual holidays for employees’ with long service and those performing shift work. The Tramways decision is currently the subject of an appeal to the Court of Appeal (not expected to be heard until next year) and we are aware of other cases on this point that are likely to be decided this year, so watch this space.

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



## Volatility in the Market

Financial markets have been going through a period of volatility unlike anything seen in the past 20 years.

Since late July, concerns about the quality of lending in the US mortgage market have gained increasing traction. With difficulties in the subprime portion of the mortgage market apparently spreading into the prime mortgage market and beyond, there has been a sharp reappraisal of investors' risk appetites (the "price" of risk, which had been at historical lows, has increased to more "normal" levels).

As concerns have mounted, investors have exited riskier investments and sought the relative safety of government bonds and cash-based assets. There have been large falls in equity markets, and a short-term washout in leveraged financial trading positions. The NZ dollar has been one of the casualties of this move to "safer" assets in liquidity-constrained financial markets. Indeed, the kiwi has been the worst performing of 180 currencies traded around the globe, down nearly 14 percent from post-float highs above 80 cents recorded in late July.

It is too soon to know whether current financial market turmoil will be a self contained return to "more normal" pricing, or whether it will extend into a shock that impacts on global real economic activity. If it does extend, economies that will be most at risk will be those with heavy indebtedness, a weak banking sector (or historical weakness in the banking sector, such as pockets of Asia), poor credit ratings, and poor governance. Of these factors, the New Zealand economy only looks vulnerable to concerns about indebtedness. Our overseas debt currently stands at 118 percent of GDP, and over 37 percent of the debt is of short duration (maturing in 90 days or less). This means that New Zealand is critically dependent on overseas sentiment to continue to fund this short-fall – something that was easy to do when every man and their dog wanted to take advantage of New Zealand's high interest rates through carry trades.

And even if global events are contained, credit spreads have still widened domestically in line with offshore movements and seem unlikely to contract. It would be safe to assume that there will not be the same appetite for credit risk.

By-and-large, credit will still be plentiful but just not as cheaply nor of the same magnitude. Deals will be more closely analysed. This does not mean that credit will not be readily available. Merely that the recent and perhaps abnormal experience of exceptional credit growth and risk appetites has come to an end, and conditions will return to more historical norms.

In short, New Zealand businesses will feel some impact from the recent developments in financial markets. The reduced pain felt by exporters as a result of a sharply lower NZ dollar will be offset to some degree by developments in credit and lending markets. At best, credit will not be as cheap or quite as readily available, and while uncertainty prevails, exchange rates will be more volatile. At worst, recent developments will spill over into real economic activity caused by tighter and more expensive credit and increased restrictions on lending.

It will be some time before it can be said how things will pan out. All that can be promised in the meantime is heightened uncertainty and volatility.

*This article was provided by the ANZ Banking Group. If you require further information relating to this topic please contact the MEA at [mea@mea.org.nz](mailto:mea@mea.org.nz) or phone 0800 353 2540.*



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**We appreciate the support by the ANZ Corporate & Commercial Bank in sponsoring 'connectME'**



## You've Got Mail Unsolicited Electronic Messages Act 2007

Electronic forms of marketing have radically transformed business practice in New Zealand. From 5 September 2007 the Unsolicited Electronic Messages Act (Act) will come into force. Over recent years the use of electronic marketing has increased exponentially, along with the amount of unwanted electronic *junk mail* being received by New Zealanders.

The purpose of the Act is to prohibit unsolicited commercial electronic messages, commonly known as SPAM, from being sent. It seeks to regulate the extent and manner in which electronic media is used for marketing and promotional purposes in New Zealand.

### Who the Act Applies to:

The Act applies to any message that has the main purpose of marketing or promoting goods, services, business or land opportunities, which is sent with a New Zealand link. A message will be considered as having a New Zealand link either when it originates from New Zealand or is sent from a computer or person based in New Zealand.

The types of messages that will be caught by the Act include messages sent by way of email, text messages and instant messages, but does not include voice calls, safety or security information, facsimile messages or product information or quotes which have been requested by the recipient.

Non-commercial messages designed to market and promote an organisation's aims and ideals will also be restricted by the Act.

### How to Comply:

The Act seeks to prohibit messages from being sent unless:

- 1 the recipient has consented to receiving the message; and
- 2 the message contains an unsubscribe facility allowing the recipient to notify the sender that they wish no longer wish to receive them; and
- 3 the message includes information which identifies the person authorising the sender of the message and how that person can be contacted; and
- 4 address-harvesting software is not to be used in connection with sending unsolicited commercial messages or promotional electronic messages.

One of the integral features of the Act is the consent requirement. Senders must ensure they have obtained the consent of recipients prior to sending electronic commercial messages.

It is insufficient to merely have an unsubscribe facility, rather the Act requires recipients to positively give their consent or *opt-in* to receiving the messages.

The consent requirements for non-commercial electronic messages are less stringent, in that provided the message allows the recipient to *opt-out* or unsubscribe to receiving the message, consent will be deemed to be obtained.

### Enforcement:

The Act enables internet service providers, telecommunication network operators and recipients of SPAM to take direct legal action against the senders of unsolicited commercial electronic messages. The Department of Internal Affairs will act as the enforcement agency and will oversee complaints and issues arising under the Act. Contravention of the Act can result in hefty fines of up to \$200,000.00 for individuals and \$500,000.00 for organisations.

As well as fines, anyone who contravenes the Act can face warnings and civil action, or be issued with infringement notices or injunctions.

The Act affects not only those who send commercial electronic messages but also those who are associated with sending them. Even a message that does not contain marketing material itself, may still contravene the Act if it contains a link to a message which does contain marketing material.

### Ways to Ensure Compliance:

In order to ensure compliance with the Act, some practical steps can be taken:

- 1 Ensure that all recipients consent to the receipt of emails; and
- 2 Create protocols for how recipient information and marketing lists are to be updated; and
- 3 Ensure messages contain unsubscribe features; and
- 4 Educate staff on the compliance requirements under the Act.

The Act will affect anyone marketing by way of email, text/SMS and instant messaging. Given the increased use of electronic marketing, the Act is likely to affect a significant proportion of businesses in New Zealand. However, despite the more stringent regulations, the Act will provide more guidance for businesses that market to customers' electronically, as well as hopefully combating the frequency with which SPAM is sent and received.

*This article was provided by Lane Neave. If you require further information relating to this topic please contact the MEA at [mea@mea.org.nz](mailto:mea@mea.org.nz) or 0800 353 2540.*

# THE TEST AGENCY LTD

## Could You Be An Exporter?

Despite recent fears over the rising New Zealand dollar and some pundits predictions of doom and gloom over the future of New Zealand as a manufacturing nation, there are still some quite exciting opportunities around the world for the adventurous or original entrepreneur.

New Zealand has an international reputation as a nation of nice people who are very good at what they do. This reputation is a pretty solid basis to build exports onto if your target country has even heard of New Zealand and many have not, or at least have not heard much. Not every nation on earth plays rugby or sails yachts. So what criteria should you apply if you find the idea of export attractive? First a few facts, the good, the bad and the ugly.

**The good** - most other nations have more people than we do and this makes most export markets bigger than the domestic one. Some examples - UK 60,000, Russia and the CIS 350,000,000 and US 300,000,000. So there are an awful lot of potential customers out there and many of them have a good bit of disposable income to spend.

**The bad** – some countries have crippling import duties, crazy customs regulations, monumental bureaucracies, suffer high freight costs, very competitive local industries and a few other obstructions to trade.

**The ugly** – some countries have corruption, criminal intrusion into business, unstable regimes, worthless currency and other minor problems like local wars and revolutions.

All of which raise the question “Is it really worth all the frustration to try to break into export?” Well yes it is, if you go about it in a structured manner. By which I mean approach it as a sequential project and keep your sense of humour. To become an exporter there are a series of steps that you must tread, miss one and you will fall down the rest.

Step 1: Answer the question: “Is your product one which you can realistically expect to sell outside New Zealand?” “Why do you believe that?” If you can answer “Yes” to this question and justify your answer, you can move to the next question: “Where in the world do you think your product might be attractive?” “Why?” Get another solid pair of answers and you can move to question 3: “What do you know about the country you chose?” “Is this real knowledge or hearsay or guesses?” About now you need to start getting someone else involved. There are certain consultants and advisors who really do know something about some other countries, their commercial practices, their laws, their taxes, their market needs and wants.

You would be well advised to establish a working relationship with one or more such people so that you do not make some of the classic mistakes of the eager but poorly informed would be exporter. I always advise my clients to insist that their chosen advisor work on a ‘fee for results’ basis, that is when the advisor’s efforts result in you selling something, the advisor gets a share. The profit motive is a great device for focussing the mind!

If you and your advisor are working together and pooling knowledge, your product and their experience can discover an opening you will be an exporter. Together you will travel a road which has five way stations on it. They are:

- Is there a market for your product in the target country?
- If there is a market how does it work, wholesale, distributor, chain retailers, government distribution, direct importer sales, something completely new?
- In that market who are the big players?
- Which of the big players might be approached to take your products on?
- How should you approach your chosen players ?

To get reliable answers to these questions you will need to turn to your advisor for help. You must ask them how they will get the answers you need and you must be sure, totally sure that the proposed method of research is going to work, because you will almost certainly have to pay for it before you get your information.

A couple of tips - most markets overseas are much larger than New Zealand, can you make enough to service it if it really works?

Getting into export takes time, it is not unrealistic to work on about two years from start to first order. You will be dealing with people who speak a different language, have different values, are far away and need you far less than you need them. Be ready for a culture shock.

*This article was provided by The Test Agency Ltd. If you require further information relating to this topic please contact the MEA at [mea@mea.org.nz](mailto:mea@mea.org.nz) or 0800 353 2540.*

### MEA HR Advisory Services

**Penny Shaw, Senior Consultant - Brannigans Human Capital:** Penny has experience in the facilitation of a wide range of HR functions including employment relations, performance management, negotiating skills, recruitment and selection and human resource audits.

**Neil McPhail - McPhail Gibson & Zwart:** Neil is experienced in drafting employment agreements/contracts for service interpretation of all legislation relevant to employment issues, attendance at mediation, advocating in the Employment Relations Authority and the Employment Court and conducting of disciplinary meetings for employers.

**Juanita Wilson - Next Step Solutions:** Juanita offers a practical, common sense approach to HR challenges in the areas of manufacturing, retail, distribution, administration and professional environments, advice on HR, health and safety process and systems, recruitment and selection, skill assessments, performance review systems, training and development and change management.

**For any Human Resource/Employment Questions contact:**

MEA HR Advisory Services phone: 0800 353 2540, or email: [meassist@mea.org.nz](mailto:meassist@mea.org.nz)

# MEAssist

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

**MEA's Associate Membership includes a wide range of specialists, consultants and service providers who can assist MEA Members with:**

<ul style="list-style-type: none"><li>∅ <i>Strategic Business Development</i></li><li>∅ <i>Business &amp; Technology Planning</i></li><li>∅ <i>Business Coaching</i></li><li>∅ <i>Market Research &amp; Marketing</i></li><li>∅ <i>Export Marketing</i></li><li>∅ <i>Advertising &amp; Branding</i></li><li>∅ <i>Communications &amp; PR</i></li><li>∅ <i>Import &amp; Export</i></li><li>∅ <i>Customs, Logistics &amp; International Freight Forwarding Services, plus 'less-than-container' services</i></li><li>∅ <i>Finance, FOREX &amp; Banking</i></li><li>∅ <i>Accounting, Payroll &amp; TAX</i></li><li>∅ <i>Investment Capital</i></li><li>∅ <i>Insurance</i></li><li>∅ <i>Debt Collection</i></li><li>∅ <i>Business Sales &amp; Valuation</i></li><li>∅ <i>Research &amp; Development Services</i></li><li>∅ <i>Product &amp; Prototype Development</i></li><li>∅ <i>Intellectual Property &amp; Patent Registration</i></li><li>∅ <i>Total Product Design</i></li><li>∅ <i>Engineering Analysis, CAD &amp; FEA</i></li><li>∅ <i>Industrial Design</i></li><li>∅ <i>Project Management</i></li><li>∅ <i>Operations Management</i></li><li>∅ <i>Theory of Constraints</i></li><li>∅ <i>Lean &amp; Agile Manufacturing</i></li><li>∅ <i>Kanban, Production Planning &amp; Scheduling</i></li></ul>	<ul style="list-style-type: none"><li>∅ <i>Condition Monitoring - Products &amp; Services</i></li><li>∅ <i>ERP, MRP Solutions</i></li><li>∅ <i>Supply Chain Management</i></li><li>∅ <i>IT Systems – Design &amp; Implementation</i></li><li>∅ <i>Website &amp; Software Development</i></li><li>∅ <i>Industrial Automation &amp; Control</i></li><li>∅ <i>Recruitment &amp; Selection</i></li><li>∅ <i>Human Resources Management</i></li><li>∅ <i>Conflict Resolution &amp; Mediation</i></li><li>∅ <i>Employee &amp; Immigrant Settlement Management</i></li><li>∅ <i>Management, Leadership &amp; Team Training</i></li><li>∅ <i>Training Analysis</i></li><li>∅ <i>Knowledge &amp; Information Management</i></li><li>∅ <i>Employment Law</i></li><li>∅ <i>Change Management</i></li><li>∅ <i>Temporary Staff</i></li><li>∅ <i>Technical Publications</i></li><li>∅ <i>Business Graphics &amp; Printing</i></li><li>∅ <i>Energy, Water &amp; Waste Auditing</i></li><li>∅ <i>QC &amp; QS Management</i></li><li>∅ <i>Health &amp; Safety Systems &amp; Training</i></li><li>∅ <i>International Travel</i></li><li>∅ <i>Fire Evacuation &amp; Compliance</i></li><li>∅ <i>Drug Testing</i></li><li>∅ <i>Maintenance &amp; Asset Management</i></li><li>∅ <i>Factory &amp; Plant Efficiency &amp; Utilisation</i></li></ul>
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MEA networks relationships and transactions between manufacturers FREE of charge.

Where the MEA stimulates 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.

visit [www.mea.org.nz](http://www.mea.org.nz) for more information