

State of the Nation Speeches Lack Vision

By John Walley

Selling assets and taxing the rich were the headlines from John Key and Phil Goff's State of the Nation speeches. The focus of both was the distribution and reallocation of existing wealth. What both lacked was a plan for growing New Zealand's productive economy.

Despite all the talk since the global downturn about rebalancing the economy there has been little change. We still have an overvalued and volatile dollar which discourages investment in exports and a tax system which incentivises investment in assets rather than productive economic activity.

John Key mentioned in his speech that in the past economic cycle, "High interest rates in turn led to an over-valued exchange rate which smothered the internationally competitive sectors of the economy, like agriculture, horticulture and manufacturing", and went on to say, "Our exporters found it hard to sell their products at competitive prices overseas because of the high value of the dollar."

These comments are spot on but for one thing, there is no past tense, unfortunately the conditions John Key referred to are still in place. Nothing has been done to address the underlying policy distortions that create them. Our interest rates are still among the highest in the developed world, our banks are borrowing offshore and importing the loose monetary policy of others, and the NZ dollar remains the clear favourite of the speculators; all this undermines our export performance and competitiveness. Changes to monetary policy are needed to fix this.

Phil Goff reiterated Labour's intention to reform monetary policy to include economic growth and employment as considerations for the Reserve Bank. It is unclear exactly what affect this would have considering that the RBNZ seems fairly resistant to change, but this shift at least provides a step in the right direction.

Labour also announced a clamp down on the rental property tax loophole and broader avoidance which is long overdue. As Goff mentioned it is unfathomable that a \$200 billion dollar sector operates tax free. However, there was no detail on how this would be done.

There was also no move from either party on tax imbalances. Despite Labour's desire to clamp down on the property market there was no mention of a capital gains or land tax. Moving the top personal tax rate up will again incentivise tax avoidance (something they were looking to avoid by clamping down on rental property).

For National's part a focus on savings and investment is fairly empty without a look at the property tax harbour. The major reason we have a low savings rate at the moment is that borrowing on a property is by far the most tax advantaged way of building wealth. This method of growing wealth also increases our foreign borrowing (as the banking sector chases the lowest cost of funds, and in the process overvalues our currency) and starves our productive economy of capital and margin which would otherwise be available.

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The Tax Working Group has identified this problem and the Savings Working Group more or less said so despite any work in that area being placed outside the terms of reference. It is time that both parties stopped hiding on this issue.

Overall the speeches were once again predictable, heavy in rhetoric but light in policy detail. Phrases like 'savings and investment' and 'tax fairness' are fairly meaningless unless backed up by action.




Still Waiting on a Real Recovery

The latest New Zealand Manufacturers and Exporters Association (NZMEA) Survey of Business Conditions completed during January 2011, shows total sales in December 2010 decreased 0.9% (export sales decreased by 6% with domestic sales increasing 2%) on December 2009.

The NZMEA survey sample this month covered NZ\$510m in annualised sales, with an export content of 37%.

Net confidence rose to 33, up from the 23 result reported last month.

The current performance index (a combination of profitability and cash flow) is at 102.5, up from 102 in November, the change index (capacity utilisation, staff levels, orders and inventories) went up to 105 from 101 in the last survey, and the forecast index (investment, sales, profitability and staff) is steady at 107.5. Anything less than 100 indicates a contraction.

Constraints reported were 92% markets, 0% production capacity and 8% skilled staff. Staff numbers for December increased year on year by 2%.

“We have seen a decline in the expansion of sales, year on year, since the middle of 2010 and in December 2010 sales are lower than in December 2009,” says NZMEA Chief Executive John Walley. “Against this there continues to be some pick up in confidence levels and forward expectations. How this will play out remains to be seen.”

“Staff levels have risen slightly on last year and we have seen some difficulties in finding skilled staff.”

“We are continuing to see investment being held with firms really only replacing failing equipment or bringing previously contracted work in house. There is very little investment in capacity expansion.”

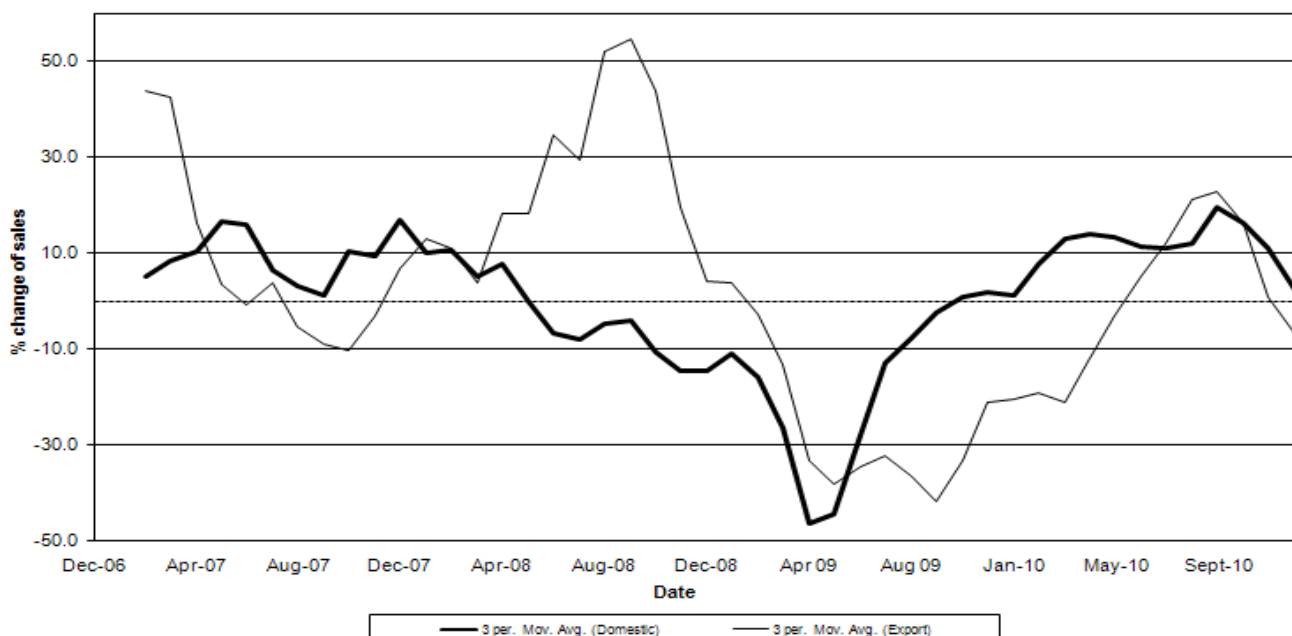
“The major reasons for this are uncertainty around how the global economy will fare this year and more importantly whether the exchange rate will remain at its elevated levels in the United States and Europe. Sales to Australian consumers are pretty good right now but products that are further processed and resold from Australia to the US and Europe are feeling the same margin pressures.”

“There was an expectation that we would see some detail on economic policy from the two major political parties but largely we were disappointed by the State of the Nation speeches. Talk around shifting the top tax rate and selling assets is really just a distraction from any solid policy proposals to turn the economy around. There were some high points with Labour reiterating its commitment to reforming monetary policy and both parties promising to do more to support research and development, but these areas should be the focus.”

“Longer term investment will only come if there is an expectation of better economic conditions to come. The Government and the Reserve Bank need to do their bit by addressing imbalances in the tax system and looking to stabilise the currency.”

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.

Sales
(3 month moving average of % change year to year)



Employment Relations Amendment Bill

Amendments to Employment Relations Act 2000 to provide flexibility and ensure a balance of fairness for both employers and employees, while improving operation and efficiency of the Act, are new in place.

1. Union access to workplace.

Union access to the workplace is conditional on the consent of the employer, but such consent may not be unreasonably withheld. If an employer denies consent, but does not provide reasons in writing for the refusal, the employer would be subject to a penalty action.

2. Clarification concerning communications with employees during collective bargaining.

The Bill clarifies that an employer may communicate directly with employees while bargaining for a collective employment agreement is underway (and that those communications may include the employers proposals for the collective agreement), provided that the communications are consistent with the duty of good faith in section 32(1) (a) and section 4.

3. Personal grievances.

- a. Extends trial periods of 90 days or less to firms with 20 or more employees. Employees cannot take a Personal Grievance (PG) based on unjustified dismissal, but can still raise a PG on the grounds of sexual or racial harassment, discrimination or unjustified disadvantage. Access to mediation is available at any point.

- b. Amending text of justification s103A.

For the purposes of section 103(1) (a) and (b), the question of whether a dismissal or an action was justifiable must be determined, on an objective basis, but considering whether the employer's actions, and how the employer acted, were what a fair and reasonable employer would have done in all the circumstances at the time the dismissal or action occurred.

Substitution of the word "would" with "could", recognises that there is a range of responses, not just one for a fair and reasonable employer.

- c. Sets out explicitly the minimum requirements of a fair and reasonable process. It also ensures that the employer's process will not be subject to pedantic or technical scrutiny.

It specifies that the employer's resources to deal with PG will be taken into consideration.

The specific process is:

- Investigate the allegations (regard to resources).
- Raise the concerns with the employee.
- Give employee a reasonable opportunity to respond.
- Genuinely consider the employees explanation.

- d. Retains reinstatement as a remedy, but removes it as primary remedy. It remains an option where practicable and reasonable. It reduces the effort required for employers to demonstrate that reinstatement is neither desirable nor feasible.

- e. Allows Mediators and the Authority to make recommendations on how to resolve employment relationship problems. Parties can request a recommendation which they can then consider and then choose whether or not to accept it.

4. Employment institutions.

Changes to improve the operation of the system for resolving employment relationship problems.

- a. The Authority can award a monetary penalty against a person who, without sufficient counsel obstructs or delays an Authority investigation, including failing to attend as a party before an Authority investigation. It may be awarded by the Authority of its own motion or as a result of a party seeking a penalty.

- b. Providing for early problem resolution. This clarifies that mediation services include early problem resolution and that this may occur without legal representation and at the request of the parties.

- c. Clarifies that minimum entitlements may be a matter for mediation, but lawful amount may not be subject of negotiation or reduction.

- d. Enables minors aged 16 years and over to sign agreed terms of settlement and for those settlements to be final and binding.

- e. Clarifies when parties can go to the Authority without mediation. Clarifies situations where mediation may be impractical or inappropriate prerequisite to an Authority investigation.

- f. Promoting mediations as first problem solving option.

Allows cases that have been to mediation to be prioritised by the Authority.

- g. Allowing only the Court to issue ex parte freezing order and ex parte search order.

Continued on page 4

Employment Relations Amendment Bill Continued

Continued from page 3.

- h. Empowers the Chief of Authority to oversee operation of the Authority.
- i. Establishes the statutory right of cross-examination.
- j. Empowering the Authority to refer cases to Court at its own discretion.
- k. Filtering out frivolous or vexatious cases. This allows the authority to dismiss cases with little or no merit without them needed to be fully investigated by the Authority.
- l. Requiring the Authority to actively consider appropriateness of referring demand notices to mediation.
- m. Extending application of pre-proceeding discovery.
- n. Imposing penalty interest for failure to comply with demand notice.
- o. Enabling cases that have been inactive for three years in Authority to be treated as withdrawn.

5. Labour Inspector enforcement powers.

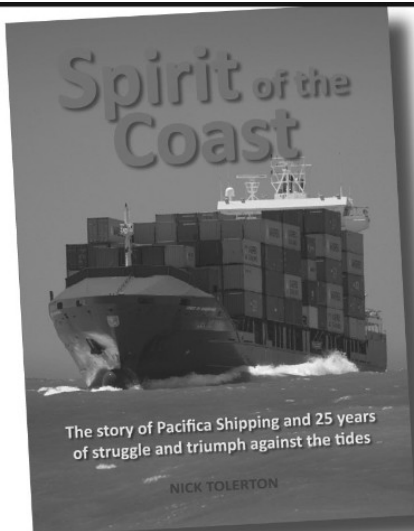
Changes to strengthen and improve overall compliance and fairness, and widen the role of Labour Inspectors.

- a. Requiring employers to retain copy of individual employment agreement or current terms and conditions of employment. A failure to comply may result in a penalty.
- d. Increasing maximum penalty for non-compliance:
From \$5,000 to \$10,000 for individuals.
From \$10,000 to \$20,000 for companies.
- d. Defining functions of Labour Inspectors.
Clarifying the role of Labour Inspectors and managing complaints as well as supporting businesses to achieve compliant practices and systems.
- d. Introduces enforceable undertakings so Labour Inspectors can negotiate an outcome of compliant practice.
- e. Statutory Improvement Notices may be issued by Labour Inspectors.

6. Commencement.

1 April 2011, except request to retain employment agreement which is 1 July 2011.

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



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Exporters - Managing the Complex World of Transfer Pricing

Gone are the days of isolation. The world has now truly become a global village. Free Trade Agreements (FTAs) and Economic Partnership Agreements make it easier for countries to do business with each other. This makes it easier for even small to medium sized New Zealand businesses to try and export their services or products overseas.

However, it's vital for businesses to do their research and understand tax regulations before entering a new country.

KPMG Partner Kim Jarrett looks at one aspect that many fail to consider and explains why it's important:

One of the first tax regimes that exporters need to get to grips with once they start to establish a presence overseas is transfer pricing. This complex set of rules govern the cross-border prices of goods, services and other transactions entered into between related parties (such as between a parent company and its subsidiary).

Transfer pricing rules in most countries (including New Zealand and all of our major trading partners) are based on common OECD-based principles.

The rules allow tax authorities in New Zealand and overseas to amend the pricing in cross border transactions between associated taxpayers to reflect what they believe the value of the transaction would have been had the parties not been associated (i.e. as if they were trading at arm's length).

Transfer pricing looks not only at obvious international transactions, for example selling a product overseas to an associated party, but it also looks at the rate of management fees, financing, guarantee fees, market support payments and charges for intellectual property or services.

Transfer pricing works to ensure the pricing in cross border transactions between related parties meets the approved methods of calculation in each of the international jurisdictions.

It takes into account the functions, assets and risks in each of the companies involved and benchmarks the results of comparable unrelated entities to the company's returns. Transfer pricing ensures that lower risk entities have justification for their lower returns and can avoid tax authorities amending transactions.

Properly managed, transfer pricing can be a very powerful tax planning tool, enabling companies to maximise tax efficiencies through the careful allocation of assets, functions and resources between group companies.

The concern of tax authorities is to prevent multi-national groups from manipulating profits across the group through inappropriate group charges, thereby reducing the tax take of their local jurisdiction.

With the global financial crisis reducing government revenues in many countries, tax authorities worldwide are becoming more aggressive in securing a piece of the shrinking global tax pie and transfer pricing audit activity is on the rise.

New Zealand is certainly not immune from this trend, and our new international tax regime has increased Inland Revenue's focus on potential transfer pricing issues. Australia has also increased its level of transfer pricing surveillance, with the Australian Tax Office employing additional staff to assist in transfer pricing tax audits.

The benefits of managing your transfer pricing exposure through proper planning and timely documentation are significant. It ensures that your company operates transfer pricing policies that are appropriate, that are defensible to a revenue authority and that are tax efficient.

Taxpayers about to commence overseas operations ensure their operating model will put them in the best tax position in both countries, both from a tax efficiency perspective, and from a tax governance perspective.

Properly defining each company's role, functions, assets and risk profile before embarking on an overseas venture can enable companies to better manage transfer pricing and its associated tax risks.

This article was provided by KPMG. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or you can phone 0800 353 2540.

Monthly Survey of Business Conditions

The NZMEA would like to thank its members that submit their Business Survey every month. The Association's survey is the only survey that we are aware of in New Zealand that compares actual sales performance current month against the same month last year and contrasts that with a current measurement of confidence. As such the NZMEA's survey has unique value when compared to the other "opinion and feeling" surveys conducted by other organisations. Without the open support of our members the NZMEA survey would not be possible.

Forums

Forum start times vary but generally sessions run for 90 minutes. Forums are open to all members of your staff, and to both members and non-members of the NZMEA. For more information and to register on-line visit: 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.

Intellectual Property Perspectives From a Non-Patent Attorney Tuesday 22 February, 4:00pm, Auckland

The Forum focus will be on teaching companies and individuals how to create value from ideas and new technology by commercialising it rather than spending money protecting Intellectual Property (IP) but not using it; giving a road map to convert innovation to growth.

This is not your standard “talk about IP” - the speaker, is a successful CEO, not a patent attorney.

Who should attend? Owners, CEOs and senior managers, and anyone wanting to understand intellectual property issues.

Facilitator: **Paul Adams** is the CEO of EverEdgeIP, Australasia’s leading intellectual property management and commercialisation firm. Paul has over twelve years of experience in technology and intellectual property commercialisation and has completed multi-million dollar technology commercialisation deals in the United States, Europe and Australasia.

For further details on this programme and to register online visit www.mea.org.nz and go to Events/Training.

Legally Using Open Source Software Thursday 24 February, 4:00pm, Christchurch

Every year companies lose court actions after misuse of open source software, usually because they had not checked their responsibilities. These entanglements undermine the independence and saleability of their software products. Finding a clear path through the forest of Open Source Software (OSS) licenses is hard – so it tends to only get done under duress.

This Forum will give an overview on the following:

- Analysing the implications of the main OSS license restrictions, with a specific focus on popular OSS license requirements.
- Outcomes of recent court cases.
- Decision making tools for software developing organisations to keep their software clean and retain its commercial value.

Who should attend? This Forum is for persons commissioning and developing software involving Open Source, who want to protect their rights in an economic and defensible way. It will aid managers and engineers responsible for software, whether in a small and independent startup, big company, commercial or local government environment

Facilitator: **Frik de Beer**, over the past decade has developed and managed the intellectual property portfolios of Tait Electronics, Whisper Tech and Arc Innovations. He is an independent consultant on intellectual property and commercialisation risk management with TopTech Ltd.

For further details on this programme and to register online visit www.mea.org.nz and go to Events/Training.

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**Certified in Production & Inventory Management (CPIM):
Strategic Management of Resources (SMR)
The 5th CPIM Module for Supply Chain Professionals
Starts Thursday 24 February, Christchurch, 5 half days.**

This is the final module in a series of five that make up the Certified in Production and Inventory Management (CPIM) programme, the internationally recognised qualification from APICS.

Explore the relationship of existing and emerging processes and technologies to manufacturing strategy and supply chain-related functions. The module addresses three main topics: aligning resources with the strategic plan, configuring and integrating operating processes to support the strategic plan, and implementing change.

Who should attend: Supply chain and operations professionals wanting to complete their CPIM qualification. Senior Managers, General Managers and anyone with the responsibility for implementing change within a business.

Registrations close on Thursday 17 February.

For further details on this programme and to register online visit www.mea.org.nz and go to Events/Training.

**Telephone Selling
Tuesday 8 March, 8:30am, Christchurch**

This workshop is designed for customer service roles where they are required to sell products and services through telephone contact with customer's calls both inbound and outbound. Focusing on learning and practicing the fundamentals of a consultative yet persuasive approach to selling and blends many of the "Proactive Sales and Customer Service" programmes.

Who should attend? This workshop is designed for newly appointed customer service/telephone sales representatives or those who need a refresher.

Facilitator: **Kevin Vincent** has many years experience in management including being engaged at General Manager/CEO/Director level for more than 10 years. He is a business writer and a specialist in the disciplines of leadership and management, sales and marketing, business and strategic planning.

Registrations close on Tuesday 1 March.

For further details on this programme and to register online visit www.mea.org.nz and go to Events/Training.

ADVANCE NOTICE SUPPLY CHAIN MANAGEMENT: CPIM 2011

Certified Production and Inventory Management Programme (CPIM)

Please see dates and further information below:

Module 1	Basics of Supply Chain Management (BSCM) Term 1: 15, 22 February, 1, 15 & 29 March Term 3: 27 October, 3, 10, 17 & 24 November
Module 2	Master Planning of Resources (MPR) Term 2: 25 May, 1, 15 & 29 June
Module 3	Detailed Scheduling & Planning (DSP) Term 1: 16 & 23 February, 2, 16 & 30 March Term 3: 17 & 31 October, 7, 14 & 21 November
Module 4	Execution & Control of Operations (ECO) Term 2: 19 & 26 May, 2, 9 & 30 June
Module 5	Strategic Management of Resources (SMR) Term 1: 23 February, 3, 10, 17 & 31 March Term 3: 4 & 18 October, 1, 15 & 22 November

If you would like to discuss or register for any of the above modules please contact:

Karla Clapham on (03) 353 2543 or email karlaclapham@mea.org.nz

Business Interruption Insurance (101) - Session Two

In our first session we gave a brief overview on Business Interruption insurance (BI). This session explains the fundamental aspect of:

Gross Profit Sum Insured:

Gross Profit – the amount by which:

The Sum of the Turnover and the amount of the closing stock shall exceed

The Sum of the amount of the opening stock and the amount of the “uninsured working expenses.”

Turnover (T/O)	\$600,000
Closing Stock	<u>\$100,000</u>
	\$700,000

Shall exceed the sum of:

Opening Stock \$5,000
Plus uninsured working expenses (UWE). Let's say they are:

Purchases	\$295,000
Producing materials	\$ 10,000
Royalties	\$ 5,000
Wages*	\$ 34,000
Bad Debt	\$ 5,000
Freight and Cartage	\$ 9,000
Commissions	\$ 5,000
Discounts	<u>\$ 2,000</u>
	\$365,000

Therefore:

T/O + Closing Stocks = \$700,000 this exceeds opening stocks plus uninsured working expenses (\$370,000) by or equals \$330,000 (initial insured Gross Profit).

Uninsured Working Expenses (UWE)

Items that are not listed as UWE can be indemnified fully or partially in respect of reduction in T/O.

Two general categories of expenses that should be listed as uninsured:

Variable expenses:

Expenses so directly related to the level of business activity that they reduce in direct proportion to the loss of sales or production e.g. a 20% reduction in sales results in a 20% savings in fuel expenses (therefore deducted from claim as 'savings').

Other Uninsured Expenses:

Expenses although not directly variable with T/O are not to be insured by the Gross Profit. This would mainly be wages, which may be insured separately by a specific additional item (see Session One).

With our Gross Profit (GP) figure \$330,000 we must adjust for the Indemnity Period:

Indemnity Period (IP) is the period beginning with the occurrence of the damage and ending not later than (stipulated) months. Thereafter during which the results of the business shall be affected in consequence of the damage.

Indemnity Period if up to 12 months then 1X (\$330,000).

Indemnity Period over 12 months multiply the additional percentage as represented by the IP:

Example 1) 12 months IP = \$330,000.
Example 2) 18 months IP = \$330,000 x 1.5 = \$495,000.
Example 3) 24 months IP = \$330,000 x 2 = \$660,000.

Let's assume an 18 month Indemnity Period (\$495,000). You then estimate potential trends in the future taking into account the insurance period and the indemnity period i.e. worse case scenario i.e. loss on the last day of the insurance period. So you anticipate trend for 2 ½ years out (insurance period + indemnity period).

Let's say this trend is 12% for the above period.

Insured Sum Insured now \$495,000 + 12% = \$544,400.

So you can see what started as \$330,000 is now correctly \$544,400.

Insurers will allow discounted ratings (reduced multiplier) and/or a low deposit premium to compensate for this 'overinsurance' the premium is corrected on actual GP achieved during the insurance period, i.e. you only ultimately pay premium on actual GP.

You will appreciate unless you calculate robustly as above you are going to be underinsured, which, of course, most people are and the recent earthquake has just reinforced this again. Insurers have a template document to assist in the calculation process.

Next Session (Three) will discuss selecting the correct Indemnity Period.

This article was provided by IC Frith (NZ) Ltd. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or phone 0800 353 2540.

Holidays Amendment Bill

Amendments to Holidays Act 2003 to improve the overall operation and efficiency of the Act, are now in effect.

1. Paying out annual holiday entitlement

Allows an employee and employer to agree that an employer may pay out up to one week of an employee's minimum annual holiday entitlement in any 1 entitlement year, at the employees request.

2. Calculating pay for public holidays, alternative holidays, sick leave and bereavement leave.

The Bill provides for payment of either relevant daily pay or average daily pay for public holidays, alternative holidays, sick leave and bereavement leave.

Makes changes to when an employer may apply the averaging formula, and the period for which the averaging formula applies.

In the first instance payment should firstly be determined by what an employee would have earned on the day (relevant daily pay). The trigger for when it moves to an averaging formula is when it is not possible or practicable to determine what the employee would have earned or where the employee's Relevant Daily Pay (RDP) varies within the pay period in which holiday or leave falls .

The averaging formula is:

- a. = employees gross earnings for 52 calendar weeks.
- b. = number of days earned.

Rather than:

- a. = four weeks pay.
- b. = days in way pay earned.

3. Transferring observance range of whole public holiday to another working day.

Restores ability for employees and employers to agree to transfer the observance of the whole of a public holiday to another working day.

4. If an employer and employee are unable to reach agreement the employer may reasonably determine when the alternative holiday is to be taken, irrespective of when the entitlement to an alternative holiday arose.

5. Additional factor for determining otherwise working day in section 12.

Added "but for" test, ie the employee would have worked on the day concerned.

6. Clarifying that an employee is entitled to be paid for public holidays or leave falling during a closedown if the day would otherwise be a working day for the employee.

7. Employers may request proof of sickness or injury within three consecutive calendar days without having reasonable grounds to suspect that sick leave is not genuine.

8. Increases maximum penalties for non-compliance:

\$5,000 to \$10,000 for an employer who is an individual.
\$10,000 to \$20,000 for an employer that is a company.

9. Clarification of the meaning of discretionary payments and allowances.

10. Commences on the day after the date on which the Act receives the Royal assent, for any changes which impact on s29 (closedown). The rest of Act comes into force on 1 April 2011.

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Let's Patent Our Software!....Yeah, Right!

By December 2012 the NZ Patents Bill will replace the aging Patents Act of 1953 - which should be a good thing. Except for the holders of software patents. Their intellectual property rights investments might devalue overnight.

These losses could happen because in March 2010 the Commerce Minister Simon Power accepted the arguments presented to the Select Committee that all software must be excluded from patent protection. This impractical one-size-fits-all policy is out of step with most of the world.

This may be good news for open source enthusiasts, but it is a great worry for the NZ healthcare, navigation systems, IT services and "pure" software industry sectors with their annual turnover of \$1,422 billion (source: Technology Industry Networks 2010 Analysis of NZ top 100 companies). And 46% of the income of the up-and-coming next 100 companies is based on their exceptional ability to develop and market software products and systems.

Of course there was an outcry, especially from embedded software developers. And various other pressures led to the unusual step in July 2010 where Minister Power instructed *The Intellectual Property Office of New Zealand* (IPONZ) to develop examiner guidelines for granting patents for some computer programmes. Normally, detailed implementation guidelines are developed after a bill becomes law.

IPONZ rose to this considerable challenge and published their proposed guidelines at the end of December, based significantly on the evolving United Kingdom model. IPONZ has stipulated that to be able to patent a software invention the following requirements must be met:

1. The invention must be truly new.
2. Not an obvious extension of existing ideas.
3. Industrially useful and contributing to a physical manufactured product, not only an effect.
4. Must significantly add to the body of knowledge in that field.
5. Must not be excluded in terms of
 - a. Being a non-novel process, merely implemented using software or digital media
 - b. Rejection by public policy (such as some bio-engineering)
 - c. Only being a tool and not a significant addition to existing knowledge.

The flexible feature sets and customisable performance of many sophisticated high-value tools and products are now based on their software re-programmability. And if the software mechanisms that provide the differentiating characteristics of these premium products possible become "patently" unprotectable next year — Well, The mind boggles!

IPONZ's draft examination guidelines for computer-related inventions are available from the MED at: <http://www.med.govt.nz/upload/76165/Examination%20Guideline%20-%20Computer%20programs.pdf>

Submissions on the proposed guidelines must be submitted by Friday 11 March 2011.

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Management and Human Resources Recruitment and Selection Operations Management Project Management Conflict Resolution & Mediation Employee and Immigrant Settlement Management, Leadership & Team Training Temporary Staff Employment Law Change Management Training Analysis ERP, MRP Solutions	Manufacturing Efficiency Lean Manufacturing Programmes Theory of Constraints Competitive and Agile Manufacturing Factory and Plant Efficiency & Utilisation Supply Chain Management & Certified in Production and Inventory Management (CPIM) Kanban, Production Planning & Scheduling Maintenance and Asset Management QC, QS and TQM Industrial Automation & Control
Business Governance Risk Management Business Sales & Valuation Strategic Development Business Coaching Company Boards Business and Technology Planning	Marketing and PR Advertising and Branding Market Research and Marketing Export Marketing Communications and PR Strategic Pricing
Finance Accounting, Payroll and Tax Debt Collection FOREX and Banking Investment Capital Insurance Services	Product Design and Development Research and Development Services Product and Prototype Development New Product Design Process Engineering Analysis, CAD and FEA
Safety and Compliance Security Advice, Internal & External Drug Testing and Policy Health and Safety Systems & Training Energy, Water & Waste Auditing	Intellectual Property Knowledge & Information Management Intellectual Property Risk Assessment and Commercialisation Intellectual Property Patent Registration
Information Technology IT Systems – Design & Implementation Website and Software Development Web Content Creation	Import and Export Certificates of Origin Customs, Logistics and International Freight Forwarding Services, Including Part Container Services International Travel

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 is constructed to be less than the usual marketing overhead recovery component of an Associate's pricing.



Membership Benefits

Awareness: The opportunity to attend member only, free events, with leading speakers on issues of interest to manufacturers and exporters.

Networking: Probably the key activity of the NZMEA, your participation in any NZMEA event will build your network with people who have similar experiences or problems and some will have solutions.

If you have any questions regarding our Membership Benefits please contact us:
 website: www.mea.org.nz, phone: 0800 353 2540, email: mea@mea.org.nz



Events and Training

www.mea.org.nz/events.aspx

Monday	Tuesday	Wednesday	Thursday	Friday
	1 February	2 Programme: NDCM (Ivl 5) (Auckland and Christchurch)	3	4
7	8	9 Workshop: HSNO Approved Handler Training (Christchurch)	10	11
14	15 Programme: CPIM - BSCM (Christchurch)	16 Programme: CPIM - DSP (Christchurch) Invitation: Meet the Governor of the RBNZ (Auckland)	17 Workshop: Customer Service (Christchurch)	18
21 NZMEA Council Meeting (Christchurch)	22 Programme: CPIM - BSCM (Christchurch) Forum: Intellectual Property Perspectives (Auckland)	23 Programme: CPIM - DSP (Christchurch)	24 Programme: CPIM - SMR Christchurch Forum: Legally Using Open Source Software (Christchurch)	25
28	1 Programme: CPIM - BSCM (Christchurch) March	2 Workshop: Manage a 5S System in a Competitive Manufacturing Organisation (Christchurch) Programme: NDCM (Ivl 5) (Auckland and Christchurch) Programme: CPIM - DSP (Christchurch)	3 Programme: CPIM - SMR Christchurch Forum: Employment Medical Testing (Christchurch) Forum: Credit Management Health Check (Auckland)	4
7	8 Workshop: Telephone Selling (Christchurch) Forum: Revisiting Your Business Fundamentals (Auckland)	9 Forum: Employment Relations Act 2000 Amendments (Christchurch)	10 Programme: CPIM - SMR Christchurch)	11
14	15 Programme: CPIM - BSCM (Christchurch)	16 Programme: CPIM - DSP (Christchurch)	17 Programme: CPIM - SMR Christchurch)	18
21 NZMEA Council Meeting (Christchurch)	22	23 Workshop: HSNO Approved Handler Training (Christchurch)	24	25 Site Visit: Pacifica Shipping Vessel the "Spirit of Resolution" (Auckland)
28	29 Programme: CPIM - BSCM (Christchurch) Engineers Industry Group Meeting (Christchurch)	30 Programme: CPIM - DSP (Christchurch)	31 Programme: CPIM - SMR Christchurch)	