

What will it take for a monetary policy shake up?

By John Walley

The New Zealand dollar has reached a post float high against the US dollar and has tracked up against almost all major currencies over the past few weeks. This has reinforced the need for Government policy reform, but there is still a reluctance to take action from the Government and the Reserve Bank.

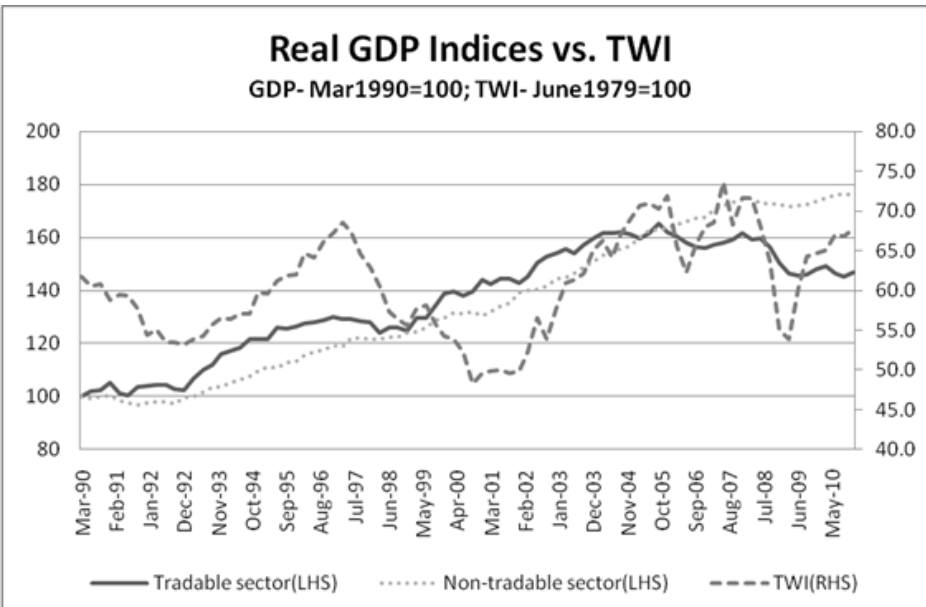
The correlation between the exchange rate and tradable sector performance is clear from the graph below. The tradable sector has notably fallen away from about 2003 as the exchange rate has remained persistently overvalued over that time.

The recent downturn in the Australian economy is evidence that relying on one market is inherently risky. The Bureau of Statistics reported that national gross domestic product in Australia had fallen by 1.2 percent in the first quarter of 2011, steeper even than the fall during the worst of the global financial crisis. There are also concerns about a collapse in the Australian housing market which would hurt consumer demand.

The other view promoted by the Government and officials is that high

June 2011

Commentary	1
Survey Release	2
What Takes a Lifetime to Build, But Only Seconds For an Employee to Destroy?	3
To Trial or Not to Trial	4
Innovation and Technology at SouthMACH 2011	5
Forums & Workshops	6
Workshops & Programmes	7
To Blog, Post or Tweet or Not to Blog, Post or Tweet?	8
To Blog, Post or Tweet or Not to Blog, Post or Tweet? Continued	9
Hubbing Trend Significant for Exporters Continued	10
MEAssist	11
What's On	12



For exporters outside of commodities, those adding value to commodity exports and those making differentiated products, these currency levels are completely unsustainable.

There seems to be a view that a favourable cross rate with Australia is enough, but simplifying export markets is hardly something to be promoting.

commodity prices lifting our terms of trade go some way to justifying a higher currency. This ignores the fact that capital flows speculating on the Kiwi dollar are 100s of times greater than bilateral trade flows – trade in the real economy is simply not material. Furthermore, an economy that barely missed a double-dip recession and has been hit by earthquakes does not justify a high currency.

The only reason currency pressures persist is that other countries are taking action to lower their exchange rates, whether through quantitative easing in the United States and the United Kingdom, capital controls in Canada and Brazil or direct currency management in China and Singapore, while our policy makers sit on their hands.

Without export growth New Zealand will borrow more, sell more assets and disinvest in the productive economy; all trends that reduce our capacity to sustain a trade surplus and erode our ability to service our international debt. Any credible plan to rebalance our economy must deal with those policies that persistently overvalue our currency.

John Walley



Record Dollar Level Stifles Growth

The latest New Zealand Manufacturers and Exporters Association (NZMEA) Survey of Business Conditions completed during May 2011, shows total sales in April 2011 decreased 3% (export sales increased by 11% with domestic sales decreasing 9%) on April 2010.

The NZMEA survey sample this month covered NZ\$395m in annualised sales, with an export content of 36%.

Net confidence rose to 13, up from the -10 result reported last month.

The current performance index (a combination of profitability and cash flow) is at 99.5, down from 100.5 in March, the change index (capacity utilisation, staff levels, orders and inventories) went down to 102.25 from 103.25 in the last survey, and the forecast index (investment, sales, profitability and staff) is at 103, up on March's result of 102. Anything less than 100 indicates a contraction.

Constraints reported were 37.5% markets, 25% production capacity, 25% skilled staff and 12.5% capital.

Staff numbers for April increased year on year by 0.3%.

"The exchange rate is at a record high against the US dollar and this is threatening the viability of some of our high end exporters," says NZMEA Chief Executive John Walley.

"It is vital that we see some action from the Government and the Reserve Bank on this to ease the pressure."

"It is irresponsible to paint this as just a US dollar story; our dollar has reached a three year high against the Trade Weighted Index. The cross rate with Australia is some good news but we should be looking to expand export markets not narrow them to the few countries which have viable cross rates."

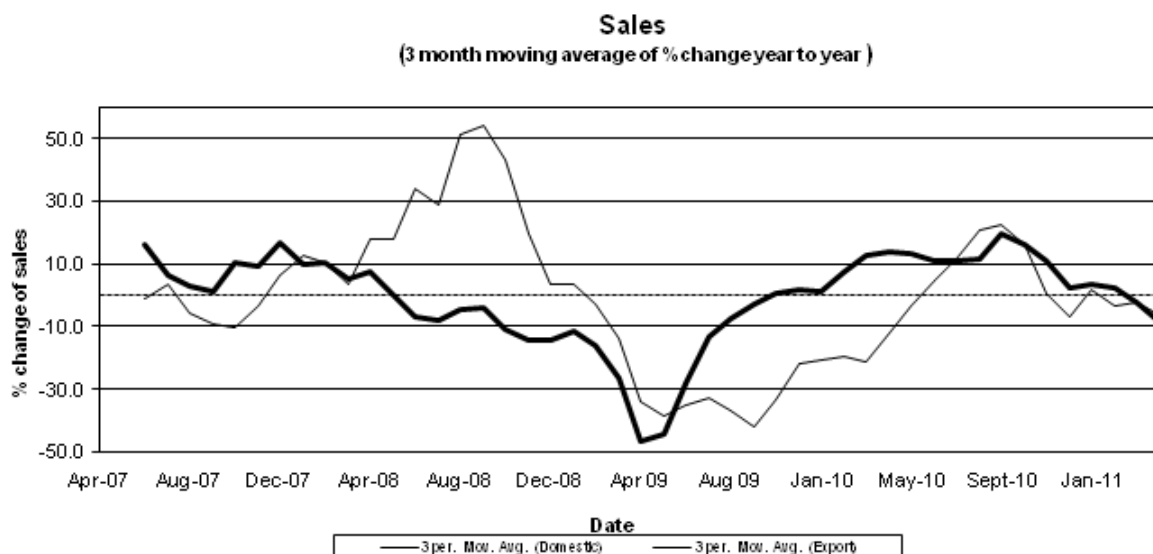
"Manufacturers exporting for Australian consumption are doing well but for those selling pass through intermediate products, volumes are falling as the high Australian cross with the USA is damaging Australian manufacturers."

"There has been a pick-up in confidence from the past few months indicating that there has been some improvement in trading conditions. It has also been noted that while large corporates are spending again there is less activity from smaller companies."

"There is still some distraction and disruption from the Canterbury earthquake. Feedback on slow action from insurance companies is beginning to show. Firms are struggling to get all of their material damage fixed before their Business Interruption Insurance runs out. There are also problems attracting staff with little interest in working in Christchurch and pressure on low wage jobs with unskilled labour getting paid higher wages in deconstruction projects."

"The overriding message from manufacturers and exporters is that the persistent overvaluation and volatility of the currency must be dealt with. We expect to see political parties detailing their policy approach to the currency problem in the next electoral term in the lead up to the election. The required rebalancing will never occur without the exchange rate being addressed."

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.



What Takes a Lifetime to Build, But Only Seconds For an Employee to Destroy?

To most employers, the public's perception of their company is extremely important and they work hard to generate good will and to foster a reputation that reflects positively on their company. It is little wonder then, that when an employee's conduct damages the company's reputation and brings the employer into disrepute that the matter is treated with the utmost seriousness.

A woman named Justine McDonald has lodged a personal grievance against her former employer in Nelson, Porse In-Home Childcare, after she had her employment terminated for serious misconduct after allegedly swearing at children and threatening to pour water over a man while she and her family were on a camping holiday. While the substantive hearing is yet to be heard, the Authority has made a decision regarding interim-reinstatement during which the following facts were revealed. Ms McDonald was staying with her children and friends at a camping ground in early January when she allegedly complained to another family camping next to her about the amount of noise the other family's children were making at night. Ms McDonald's complaining was met with disdain by the other family and several other campers and an argument ensued which turned verbally abusive.

At the time Ms McDonald probably did not think about the fact that she was using her company car which was emblazoned with the Porse logo in places. Several days after the incident Ms McDonald's employer received three written complaints about her behaviour.

The Authority gave its preliminary view that there were elements about the dispute that were at issue in relation to what had actually occurred and that a reasonable and fair employer would not have limited its investigation in the manner Porse had done, and that it should have resolved the dispute before dealing with the issue as one of misconduct. However, while finding that Ms McDonald had an arguable case for unjustified dismissal, the Authority considered her arguments for interim reinstatement to be less convincing. Noting that Porse could meet the cost of any compensation if it lost and fearing the Nelson-based Porse staff may leave, it determined that the balance of convenience and overall justice lay with declining Ms McDonald's application for interim reinstatement.

As this case demonstrates the concept of bringing one's employer into disrepute includes conduct that has taken place outside of the workplace and not during work time. As long as the behaviour of concern can be linked to the employee's job, then it could bring the employer into disrepute. That causal nexus will depend on the employee's public profile and the type, impact and the extent of publicity given to the employee's bad behaviour. Further, this case shows that the behaviour need not be illegal, but that it needs to be inconsistent with the employee's role or the expectations associated with their job.

While an employee's conduct may not severely affect the company's business interests, as long as the conduct is in some way connected to their employment the employer may be justified in taking disciplinary action against them. The Court of Appeal has said:

It is not so much a question of where the conduct occurs but rather its impact or potential impact on the company's business, whether that is because the business may be damaged in some way; because the conduct is incompatible with the proper discharge of the employee's duties; because it impacts upon the employer's obligations to other employees or for any other reason that undermines the trust and confidence necessary between employer and employee.

What is clear is that if you have concerns or have received a complaint about a employee's conduct outside of work which has or had the potential to negatively affect the company's reputation, it is crucial to establish what actually took place and to undertake a thorough investigation before reaching a finding based on all the evidence.

This article was provided by McPhail Gibson & Zwart Limited. If you require further information relating to this topic please contact us on email: nzmea@nzmea.org.nz or phone 0800 353 2540.



Monthly Survey of Business Conditions

The NZMEA would like to thank it's 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.

If you could like to participate please contact the Association on 0800 353 2540 or email nzmea@nzmea.org.nz.

To Trial or Not to Trial

Since 1 April 2011, a number of important employment law changes have come into force. In this article we take a closer look at section 67A of the Employment Relations Act 2000, which allows all employers to have a 90 day trial period in their employment agreements.

To Trial

A trial period will enable employers to offer a role to a person who they may have some doubts about, but they are willing to give them a go. This is beneficial for both the employer, in that they can obtain a potentially suitable employee when they may not necessarily have done so previously, and for the employee, as they get a shot at a job where they can prove themselves.

If employers do hire someone who turns out to be not the right fit for the business, then subject to acting in good faith and not discriminating, they may terminate this employee's employment in a manner that will be very difficult for them to pursue a personal grievance.

Given the obligations of good faith (and to a lesser extent discrimination) which still apply during this trial period, as an employer you will still be required to carry out good HR processes to ensure that you are satisfied that the employee is a good fit for the business.

Not to Trial

However, if an employer wishes to be an "employer of choice", then having a trial period in an employment agreement does not necessary fit with this philosophy.

With a trial period, HR Managers may feel a little bit more relaxed in the processes they are required to undertake with new employees, which may lead to inadequate recruitment practices and ultimately personal grievances.

Further, is three months really enough time to assess whether an employee is the right fit for any specific position within your business? Often it requires a longer period than three months to properly assess employees to see if they are going to make the grade.

What type of employees are going to be attracted to a role that has a three month trial position? If an employee is currently in a good role and an employer wants them to come over and work for its business, then they are going to find it difficult to leave their current role for a position with a three month trial period.

What to Do

Ultimately, employers need to look at the trial period on a case-by-case basis. If you are looking to attract an employee at a higher level within your business, then we would suggest that you do not place a trial period into the employment agreement. Generally employees at a higher level are harder to recruit and when you do, your pre-employment processes should assure you that you have got the right person.

If, however, you have a position at a lower level or one that attracts a lot of candidates, then you may have more flexibility in putting in a trial period. This is especially where you are not certain about whether an employee will fit within the organisation.

Whether you decide to put in a trial period for all or some new positions within your organisation, ensure that this is properly drafted into the employment agreement.

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

SOUTH MACH 11

17 – 18 August 2011
CBS Canterbury Arena
Wednesday 10am – 6pm
Thursday 10am – 5pm

FOCUSING ON INDUSTRY
The Engineering, Manufacturing and Machine Technology Show is Back!

SouthMACH 2011 and the associated onsite events are free to attend. Register online for quick entry on the day. Visit www.southmach.co.nz to register and view the latest seminar timetable.

In association with **mea** NZ Manufacturers and Exporters Association. The independent voice of manufacturers and exporters.

Official publication **Engineering News**

Organised by **HAYLEY MEDIA EXHIBITIONS**

Innovation and Technology at SouthMACH 2011

Visitors will be captivated by the range of innovative and new technology on display at New Zealand's largest engineering, manufacturing technology and machinery event for 2011. SouthMACH 2011, taking place on the 17th and 18th of August 2011 at the CBS Canterbury Arena in Christchurch, will bring together more than 75 machinery, equipment and manufacturing technology suppliers from all over New Zealand and Australia.

3D Printing Systems Ltd on stand 71A, are exhibiting a 3D printer that transforms your ideas into three-dimensional tough ABA plastic models, right from your desktop into your hands. Desktop rapid prototyping is now accessible to everyone in the architectural, engineering and manufacturing industry and will be demonstrated onsite at SouthMACH.

In today's competitive environment, getting the right outcome first time, every time is critical for a company to maintain its competitive advantage. Faulty assumptions, miscalculations and failure to correctly complete paper work can cost a company a significant amount of time and money, both in terms of the financial cost of rebuilds and missed job opportunities.

BVT Mechanical Engineering Consultants on stand 34 at SouthMACH are keen to meet with engineering companies that require the competitive edge when dealing with specialist certification or technical and legislative issues. BVT enables its clients to get on with what they do best and leave its problems for BVT to deal with.

Sales engineers from Carrel Electrade will be available on site at SouthMACH to assist visitors in their selection and implementation of equipment to solve application problems. Carrel Electrade is a well established New Zealand manufacturer and importer of industrial electrical control equipment. Visit their stand to view the latest equipment and technology.

Even though it may only take a few seconds to reach into a machine to clear a jam or to open a guard, it only takes a millisecond for the machine to cause serious injury if it starts up unexpectedly. View the latest machine lockout and tag out systems at SouthMACH and visit the team from FW Cave for your safety solutions.

National Instruments technologies and solutions transform the way engineers and scientists around the world design, prototype and deploy systems for monitoring, control, test and embedded design applications. See the latest open graphical programming software and modular hardware, on their stand at SouthMACH.

With a change in focus three years ago from a supplier of machine tools to a supplier able to provide a full range of engineering technology products to New Zealand engineers, Revolution Precision Machinery has grown steadily. RPM provides new quality machine tools for CNC systems and engineering based software. See them on stand 2, near the main entry doors at SouthMACH.

Prosol will be displaying a range of flow metering and data logging equipment, including a telemetry logger that can display data on a remote website. Prosol is pleased to announce that it has secured the Tranter heat exchange agency and is offering an exciting new range to visitors at SouthMACH.

More than a trade show

SouthMACH is not just a trade show but an industry event not to be missed. A new seminar area will deliver a high quality seminar programme called Focused on Industry. This seminar programme will provide invaluable and quality information to all those involved in engineering, manufacturing and related sectors in these dynamic and sometimes volatile times.

Show Organiser, Rachel Hobbs-Price says: "Trade shows like SouthMACH help raise the profile of manufacturing in New Zealand and aid companies to maintain and improve competitiveness.

Efficient and productive manufacturing relies on having reliable and up to date information about processes, machinery, tools, equipment, as well as keeping your finger on the pulse of the factors effecting national and international markets."

Register online to attend SouthMACH 2011 and associated seminars and workshops. Registration is free and visitors will go into the draw to win one of five Macpac jackets worth \$350 each.

For further information, a list of current exhibitors and to register to visit, go to www.southmach.co.nz

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



Don't forget to visit us on Twitter

Express your views on our Blog



Forums / 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.nzmea.org.nz, select **Events/Training** for the full list of events. Or you can contact us on 0800 353 2540 or email: nzmea@nzmea.org.nz.

Workshop: Develop Quick Changeover Procedures in a Competitive Manufacturing Organisation Wednesday, 15 June, 9:45am - Christchurch

Many companies spend more time changing over between products than actually making them – does this sound like your operations? Find out how to reduce your changeover times by 50% or more.

This workshop covers the knowledge and skills needed to develop/improve quick changeovers in a manufacturing environment. Speed and Safety are built into this process ensuring a rapid changeover that is right first time, every time.

Included is the application of skills associated with communication, problem solving, initiative, enterprise, planning and organising in order to analyse and determine changeover procedures. This workshop also covers aspects of self management and learning to ensure feedback and new learning is integrated into the development of procedures.

Places are limited so please register early.

Who should attend: Production and Operation Managers, Supervisors, Engineering and Maintenance personnel and Continuous Improvement Champions.

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

Workshop: Implement a Continuous Improvement System in a Competitive Manufacturing Organisation Wednesday, 6 July, 9:45am - Auckland

Discover how to accelerate the rate of change and continuous improvement in your workplace.

This workshop covers the introduction of continuous improvement as a manufacturing strategy across an enterprise. Continuous improvement strategies are sometimes also known as kaizen in different manufacturing systems. The continuous improvement (kaizen) strategy is usually undertaken through special improvement 'events' that cover the identification of improvement opportunities and the undertaking of the improvement in a single exercise.

Participants will learn how to plan and implement a Kaizen event, develop a Kaizen Culture (everyday incremental improvement) and sustain a strategy that can be built into any companies operational plan.

Places are limited so please register early.

Who should attend: Change Managers, Continuous Improvement Champions, Production and Operation Managers / Supervisors and Business Owners.

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

Auckland: NZMEA Council & CEO Forum Monday, 20 June, 5:00pm - Auckland

The President and Members of the Council and Executive of the NZMEA invite manufacturers and exporters to our next CEO Forum at Romfords, East Tamaki Yacht Club, Mission Bay, Auckland.

The guest speaker at this function will be Hon. Dr Wayne Mapp, National Party, Minister of Research, Science and Technology.

There will be time for a question and answer session after the presentation, as well as an opportunity for guests to meet with the governance of the NZMEA.

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

NZMEA Update

Mancan House is still experiencing difficulties with access. However, the NZMEA staff are all available to take your emails and calls, please use our free phone number 0800 353 2540 or 03 353 2540, or relevant email addresses. All our programmes are operating as normal. Details will continue to be posted on the events schedule.

For urgent issues please call John or email – johnwalley@clear.net.nz.

Workshops/Programmes

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.nzmea.org.nz, select **Events/Training** for the full list of events. Or you can contact us on 0800 353 2540 or email: nzmea@nzmea.org.nz.

Certified in Production & Inventory Management (CPIM): Detailed Scheduling and Planning (DSP) The 3rd CPIM Module for Supply Chain Professionals Starts Monday 17 October, Christchurch, 5 half days.

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

This module focuses on the various techniques for material and capacity scheduling. You will study detailed descriptions of Material Requirement Planning (MRP), Capacity Requirement Planning (CRP), inventory management practices, and procurement and supplier planning.

Who should attend: Supply chain professionals wanting to continue their CPIM studies, Master Planners and Schedulers, Operations Managers, Sales and Marketing Managers (because of the depth on demand planning).

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

Certified in Production & Inventory Management (CPIM): Basics of Supply Chain Management (BSCM) The 1st CPIM Module for Supply Chain Professionals Starts Thursday, 27 October, Christchurch, 5 half days.

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

This module is often taken on its own by employees of all functions. All employees, regardless of job title, can benefit from this course and gain a better understanding of manufacturing business processes.

You will explore the basic concepts in managing the flow of materials in a supply chain. In this programme, you get a complete overview of material flow from internal and external suppliers to and from your organisation.

Who should attend: Supply chain professionals wanting the CPIM qualification, Master Planners and Schedulers, Operations Managers, All other employees including managers and supervisors requiring an understanding of supply chains and their role in them.

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



Appointment of David Mohn



The NZMEA is pleased to welcome David Mohn to the team. David has taken over from John Rigby as the Executive Officer based in Auckland.

David brings an extensive understanding of warehousing, logistics and operations. He has worked for small businesses in developing strategies as well as process redevelopment in larger organisations in New Zealand and the United Kingdom.

David has a keen interest in making sure local businesses thrive and not just survive. David is currently completing his thesis for his MBA which is about operational excellence in the engineering service sector.



We appreciate the support of **printing.com** Riccarton Road

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To Blog, Post or Tweet or Not to Blog, Post or Tweet?

Social media is more than having a Facebook, LinkedIn or MSN account. It's more than uploading a clip onto YouTube and it's more than sending a 'Tweet' from your iPhone when you're on the move.

It's about communicating with people in a way that you have never communicated with them before, and, more importantly, they communicate back like never before.

With the ever-cumbersome number of social media avenues available on the internet, the choice can become daunting when figuring out the best way to connect and communicate your business online.

As in any form of marketing you need to ask the question 'where is your market and how do they consume their media'? Social media is no different to traditional media in that your audience can consume it in many different ways.

Your market may be into Facebook or Twitter, they may listen to Podcasts or video, they may prefer reading your blog or a regular newsletter that's interesting and points back to your website and social media for further details. No matter which social media path you choose, it's important to keep your content relevant, engaging, accurate and interesting.

The variety of media channels to connect with your target audience is growing and becoming more confusing, but one thing is guaranteed and that is - 'content is king'.

Once you've asked the question about where your market is, the next job is to choose one or several of the media channels. Like with any form of communication your content has to connect and engage and importantly warrant people's time to read, view or listen to what you have to say.

It's not enough to open a Facebook page or throw a video on YouTube, because if the content doesn't engage and connect, you'll lose the fantastic online marketing opportunities these new media channels have created.

The first thing to remember in producing content is it must be regular, consistent and done for a period of time to build the community. As with our own viewing habits care need to be made with the content in that the quality reflects your brand, e.g. your nephew might be able to make a cheap video and put it onto You Tube, but does the quality or lack of ideas accurately reflect your business?

A content plan should be established that outlines how often, what content and who will produce it.

Next appoint someone in your communications or marketing team who acts as the content manager. It's their job to follow your content plan and produce the appropriate content for each new media channel you've set up. They would also act as the moderator in feedback, establish discussions and conversations and help resolve issues that arise. A commitment in time and money is required from the business, the same commitment you give to other marketing. So where to get the budget?

Advertising dollars are now being shifted away from traditional marketing avenues to creating conversations online.

For example, with all the bad press Telecom's XT Network had recently, they've been keeping their communication lines open by using social media. XT updates its customers through Twitter as to whether there is an outage, what areas it's affecting and how long it might last for.

Air New Zealand has employed staff to communicate with customers through social media. It uses Twitter as a forum to get instant feedback from its customers and a channel for it to share brand messages. They also use You Tube and Facebook along with direct marketing and online advertising through Google and Facebook ads. These channels all help push its new and existing communities and clients through to its retail site.

These new media channels are also used for customer endorsements though comment and sharing into their channels such as Facebook, or linking to a new video Air New Zealand have produced.

The holy Mecca of social media is the 'viral' video where tens of thousands of viewers will share the link with their friends. Air New Zealand work hard at this with all of the video marketing they do. We've all seen videos that friends have sent us and often passed them on to our friends; this endorsement from one friend to another is, as it's always been, the most powerful form of marketing that money can't buy.

Recently the Christchurch City Council set up a massive community consultation weekend at the CBS Arena. Share An Idea wanted residents to add their thoughts and ideas on the rebuild of Christchurch. Tandem Studios set up the video booth with all suggestions filmed and posted to the Council's You Tube channel. These ideas joined all the other suggestions made across the weekend. They are available to view on the website the Council have built for the consultation. Importantly the videos have meant that visitors can link their videoed suggestion into their own social networks.

Continued on page 9

To Blog, Post or Tweet or Not to Blog, Post or Tweet?

Continued from page 8.

This week working with the Council and their advertising agency Strategy, Tandem edited together the children's thoughts for the future from the weekend into a two minute video. After just one day it's been picked up by the New Zealand Herald front page, linked to through other sites and several Facebook pages. This illustrates that if you create the right content that makes a connection, your community will endorse it and pass it on. This is powerful marketing and communication.

Social Media and new media channels such as Twitter require thought and care but don't cost a fortune to create and once established will become as much a part of your business as any other.

Soon everyone in business will be using social media. The key point is start how you mean to continue. Get some guidance in establishing your new and dynamic communications and then dive into the brave new world of instant and two way connections.

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

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 3: 27 October, 3, 10, 17 & 24 November
Module 3	Detailed Scheduling & Planning (DSP) Term 3: 17 & 31 October 7, 14 & 21 November
Module 5	Strategic Management of Resources (SMR) 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



Membership Benefits

Awareness and Development: We arrange our programmes to expose as many new ideas, and repeat a lot of the old ones, quickly and clearly. This enables members to decide what ideas are most appropriate or useful for their business.

Representation: Your views have a platform, face to face with politicians, documented in submissions and discussed in any number of different gatherings.

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



Hubbing Trend Significant for Exporters

Recent steady growth in the number of containers transhipped domestically between larger and smaller ports is a clear sign of an emerging cargo hubbing trend around the coast.

This trend is significant for exporters because it signals a long term logistical change in the way freight is moved to meet the requirements of international shipping lines.

Key to this is the evolution of a hub-and-spoke sea freight network, influenced by overseas shipping interests which are routinely rationalising their New Zealand ports of call.

The process has resulted in a steady increase of containers requiring transshipment between smaller provincial ports and larger hub ports such as Tauranga and Auckland.

It is anticipated that international services will continue to consolidate their services and the need for timely, reliable transshipment connections within New Zealand will continue to grow.

For export consignments this means that more freight will need to be consolidated in one region and shipped to another location serviced by major overseas shipping operators.

Recent studies have projected that the country's transshipment cargo volumes will grow three to four times faster than total freight volumes over the next decade or so.

Most South Island regions and some in the North Island, such as Taranaki and Hawke's Bay, will experience the strongest demand for cargo transshipment services linking to major hub ports.

In this scenario manufacturers and producers will undoubtedly seek to minimise the cost of inter-island and inter-regional movements, while retaining the ability to meet supply chain timelines.

What is developing in response to this is an efficient and cost-effective way to shift ever-rising volumes of cargo transshipments for the benefit of users.

As has been proven in Europe and Asia, a hub-and-spoke short sea shipping network regularly connecting hub ports with smaller ones is the most practical and economically viable option.

New Zealand is no exception and indeed, the growing number and frequency of transshipment services around the coastline is proof of this principle.

Transport issues such as container imbalances, road congestion, air pollution and urban bottlenecks can largely be overcome through direct, reliable links by sea.

For exporters to remain competitive on global markets, it is imperative their cargo is moved domestically in the most economically and environmentally sustainable manner.

Achieving this goal will go a long way to help ensure New Zealand's continued growth and to stimulate long-term economic recovery.

This article was provided by Pacifica Shipping (1985) Ltd. If you require further information relating to this topic please contact us on email: nzmea@nzmea.org.nz or phone 0800 353 2540.

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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

Certificates of Origin: Contact the NZMEA if you need a Certificate of Origin. We are now also authorised issuers under the China and ASEAN Free Trade Agreements.

Have your say: By attending our regular meetings with officials, politicians and other leaders you can discuss issues with those who have influence in New Zealand.

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



Events and Training

www.nzmea.org.nz/events.aspx

Monday	Tuesday	Wednesday	Thursday	Friday
		1 Programme: CPIM - Master Planning of Resources (Christchurch)	2 Forum: Changes to the Employment Relations Act 2000 and Holidays Act 2003 (Christchurch) Programme: CPIM - Execution and Control of Operations (Christchurch)	3 Canterbury Furniture Manufacturers Trade Group Meeting
		June		
6	7	8 Forum: Determine and Improve Process Capability for a Competitive Manufacturing Organisation (Auckland)	9 Programme: CPIM - Execution and Control of Operations (Christchurch)	10
13 Programme: CPIM - Strategic Management of Resources (Christchurch)	14 Workshop: Value Added Negotiation (Christchurch)	15 Workshop: Develop Quick Changeover Procedures in a Competitive Manufacturing Organisation (Christchurch) Programme: CPIM - Master Planning of Resources (Christchurch)	16	17
20 Programme: CPIM - Strategic Management of Resources (Christchurch) NZMEA Council and CEO Forum (Auckland)	21	22	23	24
27 Programme: CPIM - Strategic Management of Resources (Christchurch)	28	29 Programme: CPIM - Master Planning of Resources (Christchurch)	30 Programme: CPIM - Execution and Control of Operations (Christchurch)	1 July
4	5	6 Workshop: Determine and Improve Process Capability for a Competitive Manufacturing Environment (Christchurch) Workshop: Implement a Continuous Improvement System in a Competitive Manufacturing Organisation (Auckland)	7	8
11	12 Workshop: Business Ethics (Christchurch)	13	14	15
18	19	20	21 Forum: How Safe is Your Machine Guarding, Will it Prevent a Death or Serious Injury (Christchurch)	22
25	26	27	28	29 Furniture Trade Group Meeting

New Zealand Manufacturers and Exporters Association



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