

Election Year Must Deliver Policy Change, Not Handouts

By John Walley

This years' election can deliver a change in our economic framework and address an already significant debt problem. Elections over the past couple of decades have tended to be contests of who can give the largest handouts rather than a legitimate policy contest. This one must be different.

There has been no significant action to address our debt problem. Politically difficult issues such as the entitlement age for national superannuation, and any meaningful monetary, fiscal or welfare reform have been conspicuous by their absence.

Simply increasing debt is unsustainable and hoping for growth to save us is very risky. The optimistic debt path built into the last budget depends on significant growth in the face of a long run contraction in the real economy. A more conservative debt path is needed to accommodate the likely setbacks as the global crisis plays out.

In spite of a changing world, and some helpful advice from working groups, we have seen little policy response from Government.

When looking at policy change it is useful to think about what sort of activity in the real economy New Zealand needs.

The table below shows there are differences in the impact of different activities. It also shows the resource dependence, and obvious expansion limitations of primary production – jobs and growth beyond that constraint depend on the ability of our economy to add value to what we have be it primary production or a good idea.

Draw your own conclusions but jobs flow mostly from the 'added value' sector – to get more of that activity requires more investment. The contraction of this sector of the economy since 2004 demonstrates a long run disinvestment. To reverse this run down in the real economy policy should be targeted at a realistic and stable exchange rate (one we earn not borrow).

The solution is not one single thing, but monetary policy reform targeted at controlling inflation in the domestic economy and lower borrowing is the start of the reform process.

September 2011

Commentary	1
Survey Release	2
Privately Owned Business Sector Planning Growth	3
Attracting Engineering Students is More Essential Than Ever	4
Notice of Meeting & Agenda - NZMEA 132nd Annual General Meeting	5
Forums & Workshops	6
Workshops & Programmes	7
Inland Revenue Commences Savvy Data Collection for Outbound New Zealand Groups	8
Ensuring Your Idea has Value	9
Getting Over it and Moving On	10
MEAssist	11
What's On	12

We have already seen some movement from political parties with Labour proposing changes to the tax system and making a commitment to rewriting the Reserve Bank Act.

We look forward to further announcements and as always we will be pushing for better deal for the tradable sector.

	General Manufacture	Dairy Farm	Software Company
Sales	\$10,000,000	\$850,000	\$1,500,000
Capital Employed	\$3,000,000	\$4,500,000	\$50,000
R&D Spend	\$1,000,000	\$0	\$300,000
Jobs	80	2.6	6
Associated Jobs	5 times	5 times	Not many
Exports	50% - 90%	90% +	95%
Natural Hedge	20% - 50%	Some	Little
Volume Growth 2011	10%	2.6%	17%
Revenue Growth	Negative	~18%	7%
Footprint	500m2	1,350,000m2	100m2



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Export Sales Recover

The latest New Zealand Manufacturers and Exporters Association (NZMEA) Survey of Business Conditions completed during August 2011, shows total sales in July 2011 increased 13.5% (export sales increased by 16.4% with domestic sales increasing 11.2%) on July 2010.

The NZMEA survey sample this month covered NZ\$439m in annualised sales, with an export content of 46%.

Net confidence rose to -22, up from the -38 result reported last month.

The current performance index (a combination of profitability and cash flow) is at 96, up from 93 in June, the change index (capacity utilisation, staff levels, orders and inventories) went down to 99 from 102 in the last survey, and the forecast index (investment, sales, profitability and staff) is at 103, up on June's result of 99.75. Anything less than 100 indicates a contraction.

Constraints reported were 78% markets, 11% staff and 11% production capacity.

Staff numbers for July increased year on year by 2.8%.

"Export sales have recovered this month although continuing currency pressures will reduce returns," says NZMEA Chief Executive John Walley. "Favourable conditions remain for those exporting to Australia and Asia driving the sales expansion."

"The indexes and confidence measures are still a concern with the performance index in particular showing the loss of profitability and the confidence rating remaining in negative territory where it has been for six of the seven months surveyed so far this year. The number of pessimists has strong grown strongly as the no change group has contracted."

"Overall the demand for New Zealand's exports is holding up for the moment, but with the global outlook very uncertain this could change quickly."

"Comments from the survey covered reduced margins due to the high New Zealand dollar and concerns over whether demand from overseas markets will hold up. Christchurch respondents also noted that ongoing impacts from the earthquakes were upsetting staff and worrying customers."

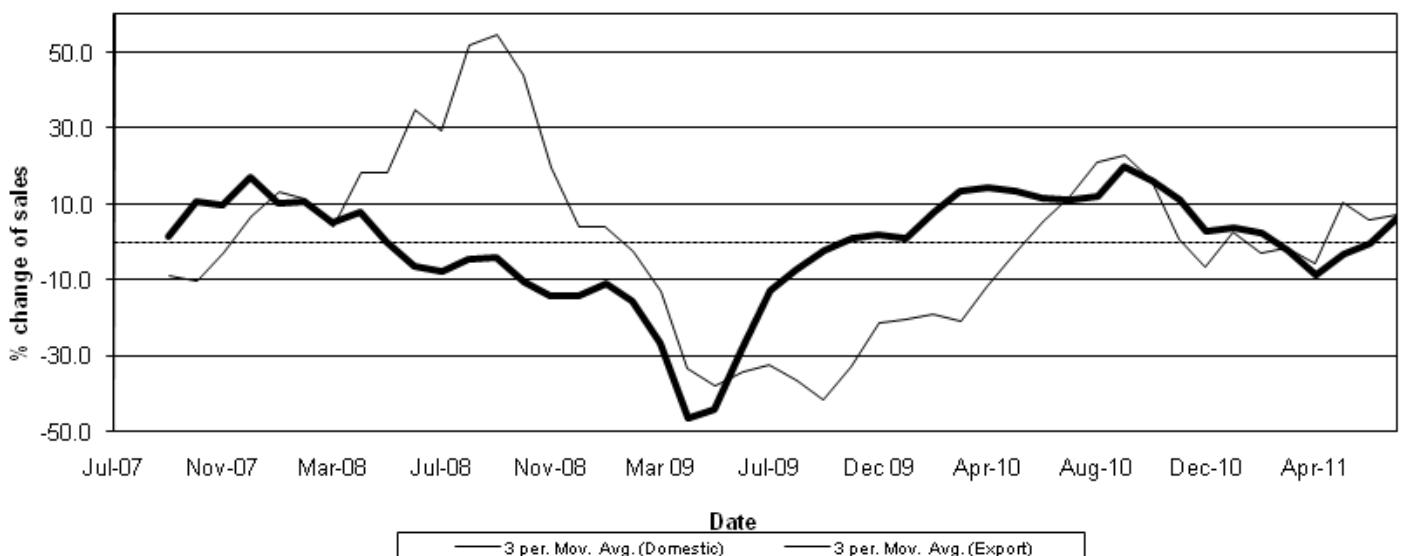
"With the issues in the United States and Europe it is likely that exchange rate pressures will worsen over the next few months. This will continue to threaten the viability of exports to those areas."

"A response to the actions of other countries who seek to weaken their currencies should be a priority for the Government and the Reserve Bank. The exchange rate as it stands is a punitive tax on exporters and encourages spending overseas; hardly what is needed to rebalance the economy."

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)





Privately Owned Business Sector Planning Growth

The 2011 ANZ Privately-Owned Business Barometer found that 90 percent of business owners expect positive growth in their businesses this year.

These results are encouraging and demonstrate the resilience of New Zealand business owners through the recession and the Christchurch earthquakes.

As the ANZ Barometer shows, stiff competition for households' disposable dollar remains a concern for businesses all along the supply chain. As a result, managing costs, actively engaging customers and actively managing debtors and cash flow will continue to dominate the business environment. We expect the Canterbury rebuild and influx of international visitors for Rugby World Cup 2011 will also give businesses a boost.

For the most part, business owners are optimistic - 90% of business owners are expecting positive growth in the next year, while 85% expect growth of 5% or more in the next three years. However, the recovery is not impacting evenly across the sector. While most are driving for growth, around one in ten anticipate negative growth in the next 12 months.

Key points of the ANZ Privately-Owned Business Barometer 2011

- Growth forecasts are increasing: 90% of business owners are expecting positive growth in the next year, and 85% expect growth of at least 5 % in the next three years.
- Skills shortages are emerging: This is the second biggest issue facing business owners after competition with 37% indicating availability of people and skills as being a main concern (34% in 2010).
- The strain is showing: About half of all business owners want to spend less time in their business and 22% of business owners say balancing family and business is an issue (up from 10% in 2010).
- International expansion is planned: 34% are operating internationally and another 12% aspire to expand offshore. About 29% have sales to China and 60% of them expect this to increase in the next three years.

Key results for the manufacturing sector

- Sixteen percent of respondents were from the manufacturing sector, the largest sector represented in the survey. Their results are broadly consistent with the wider sample with some differences:
- Fifty nine percent of manufacturers are operating internationally, compared to 34 percent of total businesses.

- This high level of international exposure is reflected in the issues of most concern to the business, with a higher than average percentage of owners indicating that exchange rate movement and international competition are the key issues for their business.
- Key factors contributing to the performance of businesses in the manufacturing sector are plant/equipment investment, international expansion and investment in research and development.
- When it comes to getting advice, owners of manufacturing businesses are less likely to use a lawyer for advice and are more likely to seek an adviser who can provide international expertise and strategic planning skills. They are also less likely to be operating without a plan.

The shifting powerbase to Asia brings with it growth opportunities that surpass traditional English speaking export markets. It's promising to see that New Zealand businesses are turning their attention to these markets - about 29% have sales to China and 60% of them expect this to increase in the next three years.

Based on ANZ's experience in helping our New Zealand customers to tap into growth opportunities offshore and Asia in particular, when considering international expansion business owners would do well to talk to business owners who have been there before; consider collaborating with competitors, and ensure they are well-capitalised.

The full ANZ-Privately Owned Business Barometer Key Insights is available on anzbarometer.co.nz.

This article was provided by ANZ Bank. 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.

Attracting Engineering Students is More Essential Than Ever

Engineers have topped the New Zealand skills shortage list again – and that was before the Christchurch earthquakes. Head of Engineering at Christchurch Polytechnic Institute of Technology, Dr Paul Elmes, looks at how many and what sort of graduates the country needs to meet the demand.

The 2011 global Manpower Group survey included 652 New Zealand employers: engineer was at the top of the New Zealand skills shortage list for the second year running. This shortage is also reflected globally. The Manpower Group surveyed nearly 40,000 employers across 39 countries during the first quarter of 2011, to gauge the impact of talent shortages on the global labour market. The annual survey was first conducted in 2006 and over the last six years engineer has remained in the top five of the global skills shortage list.

So what can tertiary providers do to attract and train more engineering graduates?

The National Engineering Education Plan (NEEP), a collaborative research and development venture between the New Zealand tertiary education sector and industry, was recently published by the Institute of Professional Engineers New Zealand (IPENZ). The aim of the project, funded by the Tertiary Education Commission (TEC), was to develop a national plan to “produce the right number of the right types of engineering graduates to meet New Zealand’s needs”. A copy of the report can be found on the IPENZ website.

The report’s forecast about the future demand for engineering graduates in New Zealand is a call to action for a sector. Essentially, if New Zealand is to become an “innovation-led economy” the country needs to almost double the number of engineering graduates. Furthermore, not only are we not producing enough engineering graduates, we are not producing the right mix. According to the study, significantly more technicians and technologists are needed “to alleviate the severe shortages on infrastructure projects that industry has experienced in recent years”.

It is important to mention here that the study was concluded prior to September 2010 – nobody was expecting a series of devastating earthquakes to strike the Canterbury region. The magnitude 6.3 earthquake that struck Christchurch on 22 February destroyed vital services and infrastructure within the CBD and surrounding suburbs. Over the next decade at least, there will be an increasing demand for engineers in Christchurch, at all levels, as the rebuild progresses.

So, if New Zealand was struggling to meet demand before the Canterbury earthquakes, where are the additional engineering graduates going to come from?

It is a sad fact that engineering has suffered in the popularity stakes somewhat in the eyes of Secondary School leavers. An engineering degree now has to compete with a proliferation of newer degrees, such as media studies or graphic design, which have been introduced over the last ten years or so. The maths and physics entry criteria for entry into an engineering degree is also often cited as a reason for its unpopularity.

So what can engineering educators do to re-engage students with what is a worthwhile and fulfilling career option? When I ask my colleagues this question, I’m often met with the same advice - that we need to get into the schools. This is often taken to mean that we should embark on a series of road shows around the local secondary schools selling engineering to year 12 and 13 students. But is this enough – can we inspire a love of engineering with a 30 minute powerpoint presentation?

Way back in the 20th century, students applying to an engineering school would have wired a plug for mains electricity, made a kitset model aeroplane or tinkered with the family car under the supervision of their father. Times have changed and such opportunities for a contextual experience of engineering are far more limited. Today’s students are equipped with reasonable keyboard skills and know how to configure a computer for internet access. There is little to be gained from exposing the internal workings of an ipod or looking under the bonnet of a modern family car because the working or moving parts are not easily visible – all the engineering, both clever and mundane, is hidden within a ‘black-box’.

Educators must address this issue. One way to attract candidates is through bringing industry and potential engineering students together. A recent engineering expo at CPIT showcased national companies across the electrical, mechanical and civil engineering disciplines, along with local innovators such as Yike Bike and Martin Jetpack.

If we as a sector are to seriously address the shortage of engineers in New Zealand, it has to be the business of all those with a love of engineering to motivate and inspire young people to engage with the profession.

This article was provided by CPIT. 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.



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1 September 2011

132nd ANNUAL GENERAL MEETING Notice of Meeting & Agenda

The 132nd Annual General Meeting of the
New Zealand Manufacturers and Exporters Association (NZMEA) will be held:

Time: 5.00pm.
Date: Monday 19 September 2011.
Venue: Hinton's 750a Wairakei Road, Christchurch
(corner of Johns Road and Wairakei Road)

AGENDA

1. To confirm the Minutes of the Annual General Meeting held on Monday 13 September 2010.
2. To receive and adopt the Annual Report and Financial Statement for the year ended 31 March 2011.
3. To elect Officers and Council.
4. General Business.

GUEST SPEAKER

Roger Sutton, CEO of Canterbury Earthquake Recovery Authority

CERA's role is to lead and coordinate the recovery effort from September and February's earthquakes. Before he was appointed to his position at CERA, Mr Sutton was the Chief Executive Officer of Orion New Zealand Limited, a position he held for eight years. He was also chairman of the Energy Efficiency Conservation Authority.

NOMINATIONS FOR OFFICERS AND COUNCIL

An invitation is extended to ordinary member companies to nominate, as required by Rule 3.4, either their Chief Executive or equivalent, or a Director of the member company, to take an active part in the Association's affairs, by putting forward a nomination for Council. A nomination and proxy form is enclosed.

In accordance with Rule 5.1 (d) (iii), the completed nomination form must arrive at the Association's office ten clear days before the Annual General Meeting. Nominations will be acknowledged when they are received.



John Walley
Chief Executive

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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: Customer Service **Wednesday, 14 September, 8:30am - Christchurch** **Wednesday, 21 September, 8:30am - Auckland**

This workshop is an experiential, interactive, and fast-paced one-day workshop to make your customer service staff "customer service stars." With an emphasis on customer-focus and adding value, this is a "must" for today's customer service professionals. Customised role plays make the learning experience practical, and make it easy for participants to transfer skills to the workplace.

Topics to be covered:

- What do customers really want? Your critical role in professional customer service.
- The language of customer care - do's and don'ts. Six phrases to NEVER use (and what to substitute for them).
- 10 Commandments of active listening.
- Demonstrating professional telephone etiquette.
- Optimising your voice and demeanour.
- Greeting the customer.
- Identifying the reason for the call.
- Asking probing questions.
- Handling difficult customers.
- Solving problems and offering solutions.
- Testing customer satisfaction.

Advantages of the programme offered include:

- Highly interactive, learner-centred training experience.
- Practical, tactical training with "next day applicability".
- Total learning systems help institutionalise and reinforce new skills and behaviours in the field.

Who should attend: This workshop is designed for newly appointed customer service representatives or those currently active needing a refresher.

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

Forum: Keeping up with the Changes **Wednesday, 14 September, 4:00pm - Auckland**

2011 has seen a host of changes in employment law and it is vital to ensure that your organisation and its documentation are up to date and compliant with the changes. From changes to the Employment Relations Act 2000 to changes to the Holidays Act 2003 – you need to make sure you know what the correct law is and that it is being correctly implemented and applied in your workplace and with respect to your employees.

This Forum will give an overview on the following:

- The right of all employers to include a 90 day period and key issues to be aware of.
- What is required to be included in a compliant employment agreement?
- The new test for a justified dismissal or action – would it, or could it make a difference in your decision making.
- Changes to union rights and access in the workplace.
- Changes to the Holidays Act 2003 including the ability to apply to cash up one weeks' annual leave, transferring the observance of public holidays and changes to medical certificate requirements.

Who should attend: Anyone concerned with employment law.

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 Competitive Manufacturing **Wednesday, 14 September, 10:00am - Christchurch**

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.

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.

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.



NZMEA Update

We now have access to Mancan House but the building is being assessed and we are still not able to occupy it. 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 updates visit our website, www.nzmea.org.nz.



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Inland Revenue Commences Savvy Data Collection for Outbound New Zealand Groups

New Zealand outbound groups generally benefit from the recent revamp of the rules for New Zealand based Controlled Foreign Corporations (“CFC”), however, this has placed a greater reliance on the transfer pricing rules as the Inland Revenue seeks to protect the New Zealand tax base. We outline the type of information that will be collected and the possible implications for the New Zealand Group in this article.

The income tax rules regarding CFC’s can be complex and will be largely dependent upon the degree of shareholding the New Zealand company has in the overseas subsidiary (less than 20%, between 20% and 50% and those with interests of 50% or greater shareholding). The focus of this discussion is those New Zealand companies with controlling interests of 50% or more in the overseas subsidiaries.

Broadly, a New Zealand company with a 50% or more shareholding in a foreign company will have an income interest in a CFC. With an income interest in a CFC, your immediate thoughts are likely to turn to whether or not you will have to return the income in New Zealand earned by the CFC on an unrealised basis. It’s important not to stop there, as irrespective of whether any income is captured by the New Zealand tax net, you are now required to make additional online disclosures in the prescribed form to Inland Revenue at the same time as the paper copy of the tax return is submitted.

Do not be fooled into thinking it is merely just another form filling exercise; the CFC disclosures provides a powerful tool for Inland Revenue to use as a basis of future transfer pricing reviews, which is ready to be analysed upon submission. To recap, transfer pricing legislation seeks to enforce an arm’s length rate (a market value) to transactions between associated persons (such as the shareholder and the CFC) operating cross-border. A loss position, or high profitability (in any part of the Group) can indicate non-arm’s length pricing.

For every CFC the following needs to be disclosed in particular: name of CFC, balance date, the CFC’s primary activity (see discussion below on this), the jurisdiction from which it operates, various financial information (including sales and EBIT), number of employees...you get the picture.

The new CFC disclosure form must be completed online for the 2010 income year for all entities with balance dates between 30 June and 30 September (inclusive) and from the 2011 income year for all other entities. This link will get you to both the disclosure form and the page for electronic lodgment: <http://www.ird.govt.nz/online-services/keyword/income-tax-business/ir458-online-cfc-disclosure-form.html>

The primary activity is important and is preset as available options (with an “other” category). These options relate directly to terms in the transfer pricing world and will set a profitability expectation for the Inland Revenue’s International Audit team. For a distributor, the choice of a retail, wholesale or limited risk distributor is potentially confusing, but important as it can dictate the expected profit level. If you are operating outside of expected parameters, then expect a closer look from Inland Revenue (it makes sense).

The moral of the story is clear; review your transfer pricing policies before you submit the form and especially so if you haven’t reviewed over the last three years (the world has moved on and what was arm’s length yesterday, isn’t necessarily the case today). Are you sure that you are reporting arm’s length profits in respective jurisdictions, i.e. are you comfortable with the transfer prices you are currently using? And do you have the necessary documentation to prove this if asked; if you have considered documentation available, the onus of proof shifts to Inland Revenue to prove that what you are basing transfer prices on is wrong.

It’s sophisticated enquiry by the Inland Revenue. The real beauty of it is that you do the work for them and they don’t even have to ask; you are compelled to provide it.

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

Ensuring Your Idea has Value

You've got an idea for a great new product. Is it a good idea? How valuable is it? The answer to these questions are not straight forward.

There are two ways to ensure that the idea you are working on is a good one.

- There is a real need. You have observed people's frustrations, hopes, aspirations and have validated that your idea can lead to a positive improvement on the current state.
- You have something unique that is capable of protection i.e. it can be converted into intellectual property.

It is not enough to hear people saying – "that is a great idea". You need to observe how people are meeting their desired outcome at present and be confident that your idea is delivering a better outcome, or the same outcome but in an easier way.

It might not be worthwhile patenting your idea because the tests of both novelty and non-obviousness can be difficult to pass and commercially useful patents are rare. However, there are many things you can do to strengthen the idea:

- You can find a patent that combines well with your idea, license it in and bundle it together to make the whole greater than the sum of the parts.
- You can create a brand around the unique components of your idea and protect the idea through trademarks.

- You can continually introduce modifications and improvements to your idea so that you always retain the first mover advantage.

Many of you will have ideas that represent a part or component of a bigger idea. Before you settle on your idea it will pay to understand all of the other parts and components. Who owns them? How important are they? Is a patent involved? The opportunity for the original idea might be less attractive once you understand the technology landscape. You might be encouraged to re-position your idea into a more lucrative area.

Finally, a valuable idea still might not sell. You need to design it, package it and brand it to meet all the psychological and emotional needs that the target audience cares about.

This article was provided by Everedge IP. 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.



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.





Getting Over it and Moving On

Many of us are hearing from family, friends, colleagues and acquaintances from outside of Canterbury that it is time we 'got over it' and 'moved on'. This is of course in reference to our earthquakes, and of course it stems from a complete misunderstanding about the events that have been taking place in Canterbury since September 4th last year.

What many outside of Canterbury don't grasp is that:

- We have had more than 7,800 earthquakes and aftershocks in the last 12 months, and that it is a very unusual day when we do not get one or two.
- We will lose up to 1,000 commercial buildings from our CBD and suburbs.
- Up to 10,000 homes could need to be replaced and another 100,000 need repairs.
- We have lost a great deal of our entertainment and recreational infrastructure.
- We face massive economic, social and psychological challenge over the next 10 or more years, and
- things will simply never be the same again.

However, because of this, we are also on the brink of a lengthy period of regional prosperity and economic growth that will abound with opportunity for us all and will be the envy of the rest of New Zealand.

Right now though, things look a bit grim. We have a good picture of the problems but are still to discover many of the solutions. Our patience and personal resilience are being tested as we wait for some clarity and certainty about how the recovery will unfold. For many of us both our personal and business assets are compromised and we are seeking solutions on these two fronts.

Being Cantabrians we **will** get over it and we **will** move on – but we will do it in our time and in our way. Our key challenge as a region is how to achieve the best social and economic outcomes within a sustainable timeframe and budget. That gets down to visionary leadership, a culture of inclusion and collaboration, and sound planning, resourcing and implementation.

Visionary leadership isn't just for our civic and business leaders; it is something we all need to engage in – constantly telling ourselves and others a positive story about the bright future we are all working towards. Not a story about fixing broken buildings, but one about creating a new region.

Inclusion and collaboration are new habits we all have to learn. It is a time for consulting widely, and sharing ideas, information and resources. It is also a time to yield - give way to someone else's idea rather than dig in, as a personal contribution to the common good. Forget about positional bargaining and moved to principled negotiation and mutual outcomes.

We need a lot of friends to help us – government, investors, insurers, banks, social support agencies, and many more. We have to come up with realistic plans and expectations in order to get our friends on board. We have to achieve milestones and meet deadlines in order to maintain our friends' commitment, and to be able to turn to them when things inevitably go wrong along the way.

The Organisation Development Institute is committed to realising the new vision for Canterbury. We can help you to develop your own visionary leadership, to develop new habits for this new time, to develop plans and strategies, and to hit your project milestones and deadlines. And while you are waiting for all of that to fall into place, we can help build your personal resilience to cope with what lies ahead.

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

MEAssist

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

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

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

Support: We offer support from our HR Advisors and other members, MEAssist, regular service calls to members, and our qualified list of Associate Members. The Association can also help with business improvement planning through the NZMEA's business diagnostic tool 'M measure' or a "Solutions for Progress" session.

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.

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 September	2
5	6	7	8	9
12	13 Forum: Virtual Darwinism: Where Social Media Meets Employment Law (Christchurch) Workshop: Proactive Selling (Christchurch)	14 Programme: Implement a Continuous Improvement System (Christchurch) Workshop: Customer Service (Christchurch) Forum: Keeping up with the Changes (Auckland)	15	16
19 132nd Annual General Meeting (Christchurch)	20	21 Workshop: Customer Service (Auckland)	22	23
26	27	28	29 Forum: "The Goal" How to Ramp Your Business in 2011 and Beyond (Christchurch)	30
3 October	4 Programme: CPIM - Strategic Management of Resources (Christchurch)	5 Workshop: HSNO Approved Handler Training (Christchurch) Forum: Holidays - Demystifying the Employment Issues (Auckland)	6 Workshop: Value Added Negotiating (Christchurch)	7
10	11	12	13	14
17 Programme: CPIM - Detailed Scheduling and Planning (Christchurch)	18 Programme: CPIM - Strategic Management of Resources (Christchurch)	19 Workshop: Proactive Selling (Auckland)	20	21
24	25	26	27 Programme: CPIM - Basics in Supply Chain Management (Christchurch)	28
31 Programme: CPIM - Detailed Scheduling and Planning (Christchurch)				

New Zealand Manufacturers and Exporters Association

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