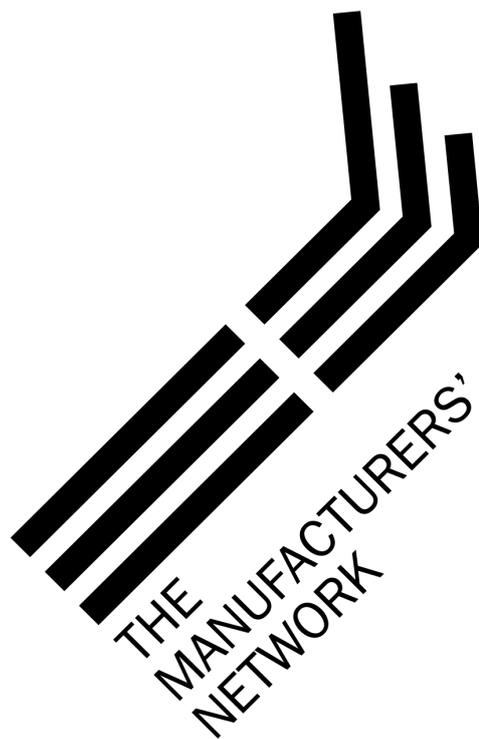
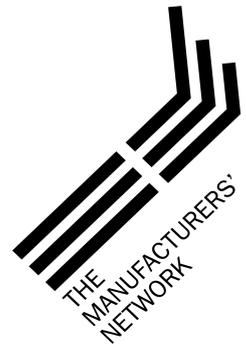


THE MANUFACTURERS' NETWORK NEWSLETTER

Your news for December 2018



The Manufacturers' Network News Highlights



Factory visit—The Christchurch Engine Centre

On 7 November, the Christchurch Engine Centre kindly hosted The Manufacturers' Network members for a workshop on electronic work instructions. Attendees were given a tour of their impressive facility, and were able to see it in action, as well as their use of electronic work instructions on the factory floor and how they use these to assist in their complex day to day activities which include detailed instructions, compliance and work monitoring.

Some key points taken away were the necessity for patience when transitioning to an electronic system. Initially productivity will suffer while people get used to the change, so the benefits will not be immediate. Benefits will be noticed in time with constant review and enhancement. A good place to start would be to look at what you want to achieve in your current paper based system, and adjust your processes so you can use technology to make them better.



Skills Shortage breakfast

Our skills shortage breakfast, held on 13 November in Auckland, was a great opportunity for members and non-members alike to come together to discuss issues their businesses are experiencing around skills shortages, and to share strategies to overcome this problem.

Starting with a light breakfast, the session was facilitated by The Manufacturers' Network CE Dieter Adam, with Nicola Pohlen of Pohlen Partners, on hand to offer advice. The group discussed ways to ensure a competitive advantage for their businesses by securing the best talent.

Women in Manufacturing

The second meeting of The Manufacturers' Network Women in Manufacturing group was held on 13 November and kindly hosted by Hellers of Kaiapoi. Attendees enjoyed a tour of Heller's facilities and a presentation from guest speaker Eve Johnson.

Eve discussed the way we act and interact with others using the concept of "red or blue", and explained the difference in being in a blue (masculine) or red (feminine) state of mind. Whilst we all operate in both states, an understanding of the different traits of each was gained, along with how and when to utilise this to allow harmony both at work and home.



CEO COMMENTARY

Higher Apprenticeships - The way forward to meet the demands of the future

Apprenticeships are one of the most important methods for up-skilling our people and building talent in our businesses, especially in the practical and trades-focused areas which are often missed by the tertiary sector. We are starting to see more work around the world in creating Higher Apprenticeships – those with more advanced pathways to build skills and achieve higher qualifications than are offered in most apprenticeships.

Higher Apprenticeships also offer an opportunity to build skills in new areas that were previously not serviced, such as networked manufacturing and wider advanced manufacturing technology. During a recent trip overseas, I had the opportunity to familiarise myself with recent efforts to establish these apprenticeships in Australia and the UK.

In the UK, Higher Apprenticeships are still a relatively new concept (launched in 2007/8), but are experiencing a slow but solid growth in popularity. They use a qualifications framework similar to the NZQF, but with a much higher level of differentiation. The UK *Institute For Apprenticeships* has been working with employers over a number of years now to develop an extensive catalogue across a range of trades – from Abattoir Worker to Youth Worker, and pretty much everything in between, and with skills requirements defined to a high level of detail. Qualification levels go from 2 for said abattoir worker, typically taking 16 months of training, to postgraduate engineer at Level 7, comparable to a Masters degree here. The neat thing is that the pathways to even the highest levels are fully integrated – you can get there either through the ‘traditional’ path, high school (to A-Levels) and then university, or you can work your way up through a series of apprenticeship programmes, with universities increasingly becoming involved in offering apprenticeship programmes as well.

At the same time the UK has introduced an interesting funding model, based on an apprenticeship levy, set at 0.5% of the total annual wages and salary costs for companies where such costs exceed £3m. Rather than this levy funding a wider pool where any company can draw on regardless of contribution, however, the levy gets paid into an employer’s individual account and can be drawn upon to fund the cost of apprenticeships in their business. There are, however, still questions around the acceptance of this model, with a recent fall in apprenticeship numbers being linked to the introduction of the levy.

There is no consistent picture of the split between ‘time at school’ and ‘time at work’, except for the first year of apprenticeships, which is entirely school (College)-based. Beyond that, however, there seems to be a strong emphasis on “as much time as possible at the place of work” - in many cases 4 out of 5 days per week are spent in the workplace (‘day release’), critically gaining practical experience on the shop floor.

One major difference between the UK and NZ is the age at which young people enter their apprenticeships. For the latest available data (2017/18), 31% were younger than 19; the equivalent number in NZ is 4%. In other words, the UK system is far better in capturing apprentices straight out of school – same situation as in Germany, for example.

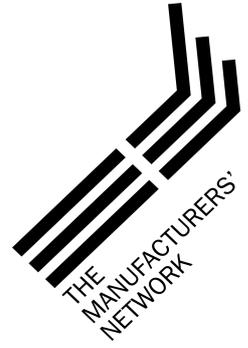
We have also been in discussion for some time now with those in Australia who are working on implementing higher apprenticeships – the Australian *Industry 4.0 Higher Apprenticeships model*. This is managed by the Ai Group (Australia’s foremost business organisation for manufacturers) and has just seen the first 25 graduates completing their 2-year training at Swinburne University and Siemens Australia – these graduates are being welcomed with open arms by industry. Based on this successful pilot, the programme is now being rolled out on a wider basis and in other states, starting with South Australia. Moreover, the Ai group have had feedback from companies in response who are now also asking for more short-duration targeted training modules delivered without undue interruption of their operational requirements (what we call ‘micro-credentials’) and as an add-on to existing apprenticeship programmes.

In New Zealand, there is definitely a gap in available education which a similar higher apprenticeship model could effectively fill. We can have the benefit of learning from this overseas experience and adapting it to our own situation. This is an area we will continue to investigate and work with our members, government and training providers to see how such a model could help benefit kiwi companies and workers gain the skills we need to grow into the future.

Apart from Higher Apprenticeships, we also need to look at our existing apprenticeship programme. We increasingly hear complaints from our members that the current offer does not cover skills that are becoming more important in modern manufacturing – operating a laser cutter or a tube bending machine, for example.

Member Events Coming up

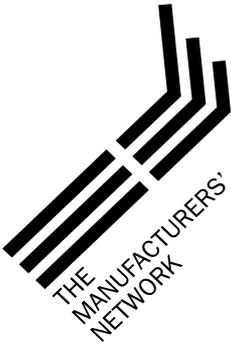
Register on our events page at:
www.themanufacturersnetwork.org.nz



Change to the Final Leaders' Network— Christmas Drinks & Nibbles

Our final Leaders' Network for 2018 will now be a chance to network and enjoy a few Christmas drinks and nibbles. Monday 17 December, Christchurch, 5:00pm. See you there!

The Manufacturers' Network team wish all our members a very Merry Christmas and a safe holiday. Our office closes on Friday 21 December and re-opens on Monday 7 January 2019.



Advanced Manufacturing Initiative Update

During a recent visit to Germany, among others I visited two of the Centres of Competency for Industry 4.0 in SMEs in Hanover and Augsburg. These centres are spread over Germany and play a key role in their government's substantial initiative to support the introduction of digital technologies in (manufacturing) SMEs (*Mittelstand Digital*). Both of the centres I visited have, among other things, a mobile technology showcase facility (in a bus / truck) that they use to demonstrate what these new technologies are all about, and what they are (and aren't) useful for. They use these primarily to reach out to (smaller) manufacturers in their region, but also target secondary schools and apprentice training institutes – something we are looking at replicating in New Zealand. Another key function of these centres is to act as a 'connector' between manufacturing SMEs and universities and other government-funded research organisations that are active in the area of *Industry 4.0*.

I also met up again with Eberhard Klotz, the head of the Industry 4.0 campaign at *Festo*. Two things stand out among the many topics we covered: (i) even with their size and the strength of their 'employer brand', *Festo* is struggling to attract all the talent they need from outside and have engaged in a systematic effort to identify and develop talent among their current workforce. And (ii), encouraging SMEs in Europe to get their head around and adopt *Industry 4.0* technologies is still hard work, in spite of the concerted efforts by the German government (see above) and major vendors such as Siemens and many others, *Festo* among them. Apart from that, it was fascinating to see Eberhard conducting the *Festo Company Choir* one evening in a concert dedicated to film music over the past 80 years – the man's got many talents!

Here at home we are putting together the programme of our *Industry 4.0 in Action* factory visits for the first half of 2019. I'll be approaching more of you individually, but if anyone is happy to volunteer to host such a visit, please don't hesitate to get in touch. We're also well down the track for organising a two-day visit to the Sydney area in the first quarter of next year, so watch this space ...

In the meantime, I hope you'll get the chance for a decent break and re-charging your batteries over the summer!



Manufacturing Industry Alliance Update

There is a strong focus among different manufacturing organisations, including ourselves, to ensure that the current system of aligned standards between Australia and New Zealand is not allowed to disintegrate (any further). The initiative is co-ordinated by Catherine Beard from *BusinessNZ* and has been going for a while now, putting pressure on the current government to reverse previous governments' decisions to stop funding our part of the maintenance of joint standards between Australia and New Zealand. Standards Australia is an independent not-for-profit organisation that receives the majority of its income from a AUD\$275m 'nest egg' they've had for a long time, meaning charges to the beneficiaries of standardisation – manufacturers prominently among them – can be kept low.

Contrast that with the situation in New Zealand. "Standards New Zealand is a self-funded, independent body that is cost neutral. We support our work by securing industry funding for the development and maintenance of standards, and through the sales of developed standards." says their website. All fine and good – but it doesn't work. Even the (relatively) simple process of updating a NZ standard to keep in line with developments in Australian standards, for example, can cost up to \$30,000. And who is supposed to pay without creating a free-loader problem? This is not a case of "Industry doesn't want to pay and wants the taxpayer to stump up"! There simply isn't an equitable and effective mechanism to 'make industry pay' in the absence of industry organisations (with a few exceptions) being able to raise levies, or big companies stepping into the breach. And given the overall negative impact of de-jointed standards on our export economy, there is arguably sufficient public interest for government to step in to support the cost. There is no indication so far that MBIE (who have taken Standards NZ under their wings) are willing to come to the party, and we are now pushing the issue with the Minister responsible, Kris Faafoi (Commerce). We need to keep putting pressure on the government to come to the party, lest we want to stand by and watch New Zealand standards becoming increasingly irrelevant for anybody involved in manufacturing for export.

Lean Administration Workshop

The recent Lean Administration workshop, entitled “Let’s move to the left” and run by Many Caps Consulting, focused on using lean principles in the non-production parts of the business. At this workshop participants worked together on a dummy company to try and resolve some of the issues that had been identified by the participants prior to the session, using the concepts and tools that had been discussed. Participants had an introduction into value stream mapping to show where things were spending the majority of time and then what actions could be taken to improve this. One of the key take-aways from the session was that you don’t need to make large changes to make a difference. Sometimes small low cost/no cost solutions can provide big gains. One good example of this is the use of Microsoft shortcut keys. Saving one second every minute doing this gives you savings of one week every year!

We plan to continue these type of workshops next year, but going into more detail around the individual aspects of the processes. If you are interested in attending, or have a particular aspect you would like to have covered in a workshop, please contact us at info@themanufacturersnetwork.org.nz. A copy of the slides from the above workshop are available on our website –www.themanufacturersnetwork.org.nz.



Visa Income Threshold Changes Effective 26 November 2018

The remuneration thresholds for people applying for an Essential Skills work visa will change as follows:

Remuneration	ANZSCO 1-3	ANZSCO 4-5
\$37.50+ per hour	Higher-skilled	Higher-skilled
\$21.25 - \$37.49 per hour	Mid-skilled	Lower-skilled
Less than \$21.25 per hour	Lower-skilled	Lower-skilled

These changes do not affect current visa holders. For more information visit the Immigration NZ website: www.immigration.govt.nz.

Bringing Managers Back to Work

Sooner or later, every technological revolution gives rise to an organisational revolution. To realise the potential of new technologies, companies devise new ways of working; those that fail to adapt end up losing in the marketplace. The steam engine was fully exploited only with the development of the early factory system, the process technologies of the late 19th and early 20th centuries with the development of scientific management.

Now, manufacturers are using digital technologies and advanced analytics to achieve step-function improvements in customer focus, productivity, flexibility, and speed. Parallel to this digital transformation is an organisational revolution-in-the-making, transforming not just what companies do, but how they do it.

A recent example of this is *Agile*, originally an approach to software development in the IT industry that is rapidly spreading to other industries. The term is shorthand for a variety of approaches to organising work that emphasise small, self-managed, multidisciplinary teams with end-to-end control of product development, service delivery, and other business tasks. It involves close contact with the customer(s) through-out and rapid cycles of activity known as sprints; and a test-and-iterate approach to performing work.

Agile is only the most recent example of work innovations emphasising autonomous, self-managed teams. In New Zealand, changes in management methods and practices introduced, for example, by Air New Zealand and KiwiRail under the banner of *High-Performance-High-Engagement* follow a similar philosophy.

But in this organisational revolution-in-the-making, a critical piece is missing. Companies lack a compelling model for the role of management.

Some agile champions seem to assume that the approach makes management irrelevant or even obsolete. “Why Do Managers Hate *Agile*?” reads the title of a commentary in *Forbes* by an *Agile* consultant. His answer: because agile inevitably (and rightly) undermines their status, power, and control. In a world of self-organising, autonomous teams, a lot of what passes for traditional management is no longer necessary. Do we still need managers in the world of *Agile*?

Such perspectives circle around the right question: how do managers create value in the new work environment? But I think they have the answer exactly backwards. They embrace a traditional concept of management only to declare it irrelevant to the new way of working.

The challenge of *Agile* and other new approaches is not that they make management somehow irrelevant or obsolete. Quite the opposite: they make management more important than ever before. But they also transform what managers—from the very top of the organisation to the frontline of the business—have to do and how they need to work. In some cases, they even redefine who needs to be a manager.

Developing the new managerial model will require a shift in how managers conceive of their role. Put simply, they need to stop thinking of themselves as the master designers of hardwired organisational structures, processes, rules, and procedures. Instead, they need to become the everyday orchestrators of a flexible and dynamic behavioral system, one that unleashes employees’ autonomy and initiative, and puts it in the service of more effective cooperation to achieve the organisation’s goals.

Let’s call this shift “bringing managers back to work.”

This item is based on an article published by the Boston Consulting Group in October 2018.

Santa stretches time like a rubber band, in order to deliver all the gifts in one night

According to the United Nations Children’s Fund (UNICEF), there are 2,106 million children under age 18 in the world. If we assume that each household has in average 2.5 children, Santa would have to make 842 million stops on Christmas Eve, traveling 221 million miles. Given the different time zones, Santa has 36 hours to deliver gifts, therefore his average speed would be approximately 650 miles per second. It is less than the speed of light (therefore, it’s, theoretically, doable but still quite hard for a chubby old man). Larry Silverberg, a professor of mechanical and aerospace engineering at North Carolina State University, suggests that Santa uses relativity clouds to get the work done. Relativity clouds, based on relative physics, allow Santa to stretch time like a rubber band which gives him months to deliver gifts, while only a few minutes pass for the rest of us.

lane neave.

An Expensive Bag of Chips

The case of *Gillan v Birchleigh Management Services Ltd [2018] NZERA Christchurch 142* highlights a rest home worker who was awarded nearly \$19,000 in compensation after being instantly dismissed. The Employment Relations Authority (ERA) deemed the employer as “unnecessarily severe” when they dismissed a long-serving employee who was employed as a caregiver with them for over 12 years. Four months prior to her dismissal, she had a favourable performance review.

On 17 June 2016, the employee took a small bag of potato chips from a cupboard where the employer kept refreshments for residents of the rest home. She ate a chip, did not enjoy the stale taste and threw away the rest of the packet.

She was invited to a meeting where she denied dishonest intent but accepted taking the chips. The employer had strict policies with regard to the security of residents’ property. With this in mind they dismissed her for serious misconduct. The ERA concluded that as a fair and reasonable employer the taking of the chips amounted to serious misconduct, even if she lacked any intention to steal them. This was in line with the Care Centre rules which referred to unauthorized possession of property belonging to residents as being serious misconduct.

In addition, a dismissal for serious misconduct must show the employee has significantly damaged the foundation of the employment relationship, one of trust and confidence. The ERA found that this threshold had not been reached; there was a significant difference between the employee taking a small bag of chips and any risk of her taking resident’s personal possessions or money.

The Authority highlighted the issue was with the severity of escalating a finding of serious misconduct to a dismissal, without first carrying out a proper investigation of the incident. All the circumstances needed to be weighed up before an informed decision could be made. The ERA considered that Birchleigh had taken a zero-tolerance approach, meaning a dismissal was the only option. The ERA held that this indicated a pre-determination of the outcome.

The ERA awarded the employee \$18,750 compensation for humiliation, loss of dignity and injury to feelings, after a reduction of 25 per cent for her contribution to the incident. She was also awarded three months’ lost wages.

The employee is also considering whether to appeal since the ERA did not make a finding on bullying issues she raised, which happened prior to the chips incident. The employee claimed that the stress of the bullying, coupled with her dismissal has had a severe affect on her mental health.



Scale-Up New Zealand

Callaghan Innovation are developing a new initiative called Scale-Up NZ. This is a free online platform that will make it faster and easier for companies to find and connect with the people and resources they need to successfully innovate and grow. It will profile innovative companies, along with the funders, incubators, accelerators, multinationals and others who support or partner with them.

To be first in line to be part of Scale-Up NZ register online at: www.callaghaninnovation.govt.nz/scaleup-nz or email: scaleup@callaghaninnovation.govt.nz.

Wind Industry Suppliers: How to Save Costs in a Round Factory

Heger Ferrit produces castings primarily for wind turbines in a factory where conventional production principles are turned upside down.

The Heger Group from Enkenbach-Alsenborn in Western Palatinate in Germany is a long-established family business in the foundry sector that stands with a special innovation: assembly line production of mega-sized cast parts. Heger was founded in 1902; in the early years castings were mainly produced for stoves and ovens, later for engines. Around the turn of the millennium, the company started manufacturing castings for the wind energy industry. Heger Ferrit GmbH was founded for this purpose.

The company employs about 170 people and produces more than 1000 rotor hubs and about 700 other castings per year. "This puts Heger Ferrit GmbH in the top position in Europe," says Managing Director Uwe Bergheimer.

A special innovation is the production hall in Sembach, where Heger Ferrit has been manufacturing huge cast components for wind turbines since 2009. An exclusive five-year contract with the Aurich-based plant manufacturer Enercon secured most of the investment in the new production facility. After the initial contract expired in 2014, the company broadened its customer base with the manufacturers Vestas, Siemens and MHI Vestas Offshore Wind, reports Bergheimer.

Free yourself from everything

"For the planning phase, the guiding principle was you have to free yourself from everything that has ever existed before", says Bergheimer during a tour of the plant. The result is a "circular factory" in which previous production principles are turned upside down. The processes, says Bergheimer, are unique not only in Germany.

In conventional foundries for large parts, the employees used to come to the casting for each work step. Because all work steps then took place in parallel or closely one after the other in one workshop, the process was often disrupted.

At Heger Ferrit, on the other hand, the workpiece comes to the worker. This is made possible by the ring-shaped production hall, which is pierced by four halls.

"Each hall is placed where it has to go in terms of operating procedures. In this way, the individual processes cannot interfere with each other, no workstation is blocked and the production figures can be varied flexibly," explains Bergheimer. The moulds, which weigh up to 180 tons, would only be moved between the halls in one direction with transport tables on rails. "In five to a maximum of seven days, a casting usually has passed through the circle and is then ready for shipment."

Significantly lower wage costs

The greatest advantage of the "circular factory" is not the increase in quantities, but the fact that the work steps no longer interfere with each other. As a result, Heger Ferrit was able to significantly reduce production costs. "A foundry in Germany has personnel costs of between 30 and 35 percent. Heger Ferrit is about half that," says Bergheimer. "Normally one reckons with twenty working hours per ton of casting, at Heger Ferrit it is only ten. The Achilles' heel of German foundries is wage costs."

In 2013 and 2014, another important innovation followed. Due to the rapid development towards ever larger wind turbines, Heger Ferrit had to adjust its production capacities. Initially, it was only possible to manufacture parts up to 15 tons, but the company managed to double the maximum weight to 30 tons through new model and moulding box concepts and the maximum possible utilisation of crane capacities.

This new concept led to a tripling of output. "Whereas around 11,000 tonnes of castings were produced in 2013, the year 2017 brought a result of around 31,500 tonnes. As a result, Heger Ferrit's sales increased to around 60 million euros last year. In 2013 it was still 21.5 million euros," reports Bergheimer.

Heger-Ferrit circular foundry in Germany

Santa's Lean Workshop

I've been to Toyota, Caterpillar, John Deere, Standard Aero, Wal-Mart and many other industries to study their streamlined processes, also known as their lean manufacturing processes, but the one factory I'd love to see as the pinnacle of lean operations is Santa's workshop in the North Pole.

We don't know much about Santa's workshop, but what we do know tells us it has to be the leanest, most efficient place of manufacturing in the world. Given the suspected number of elves working for Santa, you may question the assertion that the factory is truly lean. However, there are a number of indications that point to a truly phenomenal lean process.

First, large numbers of employees is not a disqualifier of lean processes. Wal-Mart employs about 1.4 million Americans to service a population of about 320 million. Most of us would have no trouble declaring Wal-Mart processes to be lean, so they are a fair model to use. There are about 1.9 billion children in the world, so if we used the same ratio of Wal-Mart employees to Americans, then that would mean Santa would employ 8.3 million elves.

Most of our accounts of his workshop put the elf count in the thousands, not millions. Even considering the children on the naughty list don't get toys, there is still a lot of product for a few thousand elves to produce in just one year. Without perfectly lean processes he would never get done in time. Santa's operation must be far leaner than Wal-Mart.

Next, we know that most of Santa's product is hand-made. Hand manufacturing has been on the way out of our processes since the beginning of the industrial revolution. His tools, first time pass rate, takt time and flow must be absolutely perfect for hand manufacturing to meet the required demand. There just isn't enough time in the year to re-work anything.

We have it on good authority that there are about seven or eight misfit toys each year that don't quite meet quality standards. That's about one defect per 125 million toys. Wow!

One of the most important processes in our world, the safe travel of passengers on an airline, produces 2.6 defects per million takeoffs and landings. Even considering that Santa's statistics are estimated, it looks like the odds of getting a defect-free toy from Santa exceed one of our best and safest processes of airline passenger travel.

We also have to admire the efficiency of the product delivery process. Seemingly a one-person operation aided by draft animal power, covering all customers in a single 48-hour period by taking advantage of the Earth's time zones and the international date line is impressive. If that's not lean, nothing is.

Finally, one of the best hallmarks of lean processes is an empowered and happy workforce. There can be no doubt that the elves populating Santa's workshop are the most cheerful and happiest employees in any company. Every account pictures rows of elves making toys and happily singing away. In fact, there is only one account of a disgruntled elf that wanted to do something other than make toys.

It will be a long time before we have the capability and efficiency in our processes to be as lean those of Santa Claus, but it can't stop of us from dreaming.

After all, the pursuit of perfection is another distinguishing characteristic of a lean operation, and if Santa's operation doesn't fit the ideal perfect manufacturing operation, then nothing does. We can all learn something about continuous process improvement by studying the best processes available.

This article was first published at www.kaiserslauternamerican.com

Your profile to success!

Exhibit at SouthMACH, the South Island's largest Trade Exhibition for the Manufacturing, Engineering, Machinery & Electronics industries.

Despite the digital world we're living in, and some say exactly because of it, decision makers are more interested to get face to face to their existing and prospective suppliers. Being part of a Trade Exhibition such as SouthMACH therefore provides you with an opportunity to sow the seed of a long term relationship.

Nobody says exhibiting and actively engaging with prospects is an easy way of advertising your products and services. However, when you do it right and are prepared to put in the hard yards, it has been proven to be the most cost effective way of building a pipeline of genuine prospects! We are keen to share the 'ins and outs' of how to be successful at Tradeshows. Get in touch!

SouthMACH 2019 will attract international and local exhibiting companies showcasing the very latest technologies that are shaping your industry. With an estimated attendance of 2,000+ industry professionals and key decision makers, SouthMACH is an opportunity for every business to showcase their latest products and services, educate their customers on leading edge innovations and sell directly to a targeted and qualified audience.

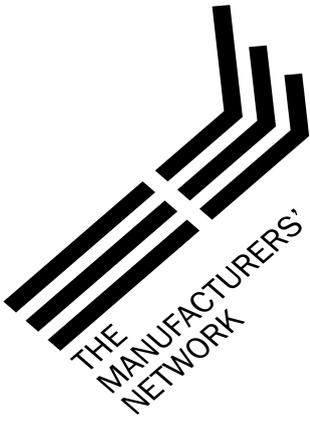
SouthMACH 2019 is supported by key industry associations and professional bodies such as; The Manufacturers' Network, Maintenance Engineers Society of New Zealand and local organisation such as the Canterbury Employers Chamber of Commerce, Christchurch NZ and Canterbury University. They all will bring their specific expertise to SouthMACH and are there to support the industry through sharing their knowledge and expertise.

SouthMACH 2019 is well on track to deliver a record number of exhibitors showcasing products and services that reach across the current themes within the technology sector such as robotics, A.I., industrial automation, 3D printing, energy efficiency and industry 4.0. A full seminar program over the two days will touch on these themes and provide a forum for education, discussion and the sharing of knowledge and expertise, critical in the sustainability and growth of the industry.

SouthMACH 2019 is the feature event in Christchurch during national Techweek 2019. Expect to see the latest innovative applications in technology presented at The Innovation Quarter, including an Entrepreneurs Development section as well as a dedicated area for tech start-ups; The Lab.

SouthMACH 2019 will provide an effective, engaging and dynamic forum allowing those in the industry to connect and grow, and in doing so, foster the growth and development of many of the South Islands and New Zealand's manufacturing, engineering and technology associated businesses.

To be part of this event and get the best return on your investment, enquire today at www.southmach.co.nz or call or email Exhibition Sales & Event Manager, Aad van der Poel on 021 314 199, aad@xpo.co.nz



The Manufacturers' Network Member's Page

Send in your questions, thoughts & successes to:
info@themanufacturersnetwork.org.nz

Member's Corner

Welcome to our new Associate member:
Caliber Design

Caliber provides a high quality, cost effective engineering design service that will quickly increase your capacity and expertise. We call it Caliber Seconded Engineering, where we place engineers in your premises to work as part of your team. Our engineers are qualified, experienced, great communicators, and highly engaged; ready to inject fresh ideas, design thinking into projects when and where they are needed. www.caliberdesign.co.nz

We would also like to acknowledge the continued support of **all** our members who have recently renewed. In particular Cox Industries have reached their **fifteen** year membership milestone.



Project Link

Connect your business to prequalified opportunities in Australia using ProjectLink. This online subscription service, run by New Zealand Trade and Enterprise, links businesses with the key decision makers at an early stage in the project development and tendering process.

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Disclaimer: *The content of the articles in this publication are general in nature and not intended as a substitute for specific professional advice on any matter and should not be relied upon for that purpose.*



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