

Standards update

Removal of conflict with latest national standards AS/NZS 5131 & NZS3404.1.

NZ fabricated steel

How it aligns well with 'Shaping the future of Construction.'

Achieving growth

Implementing an innovation policy to ensure your business survival.

MetalBase

September 2018

Contents

Notices@HERA

Withdrawal of steel standard	4
HERA FY18 Annual Report now released	6

ThinkTank@HERA

Shaping the future of construction	6
Reflections on InnovationREADY Day 3	8

LatestNews@HERA

#InstaGrid September member project profiling	10
Why Māori language is important for business	12
#SocialStreamSeptember	14
Video: NZ metals industry 4 capitals report	16

H&S + Environment

A new take on SOPs: innovation policies	18
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Cover:

The orchestra of Auckland CBD construction in the light of the early morning sunrise! A snapshot captured by our CEO on her way to speak at the Women in Infrastructure Breakfast Panel this month.

Overleaf:

| 1 | More shots from the Women In Infrastructure Breakfast Panel which featured not only our CEO Troy Coyle, but Fletcher Building CE Construction Division Michele Kernahan and Aurecon & Survey Institute President of NZ Rebecca Strang | 2 & 3 | Grayson Engineering stock yard and Managing Director David Moore in the workshop | 4 | Our Former Director Wolfgang Scholz and wife Rosie showing us the what 'retired life' looks like in Europe! | 5 | Our Welding team attending the Ullrich plant opening in Hamilton | 6 | A lovely photo of Jean Smith - who was recently interviewed as part of our works to capture the history of our NZ metals industry.



From our CEO, Troy Coyle

September was our month to reflect.

I'm pleased to advise that at our AGM, we were able to update our HERA Rules to make them more readable to a diverse audience (i.e. not gender specific). The HERA Executive also plans a review of these in more detail over the coming 12 months so it's likely we'll seek revisions at the 2019 AGM as well.

We also elected Mike Lehan (Page & Macrae), Matthew Kidson (Kernohan Engineering), Jennifer Hart (Beca), and Darren O'Riley (SCNZ) to the HERA Executive. Prof. Thomas Neitzert (AUT) and Paul Bryant (formerly Steel & Tube) stood down. Both have made a significant contribution to HERA Governance over a long period of time, particularly Thomas. Thomas has thankfully agreed to remain Chair of the Financial Audit and Risk Committee for another quarter. At the AGM, we also tabled our Annual Report - which has been prepared in electronic format for the first time.

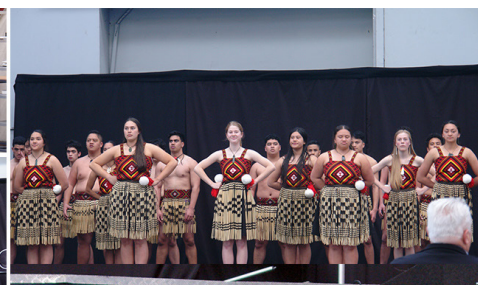
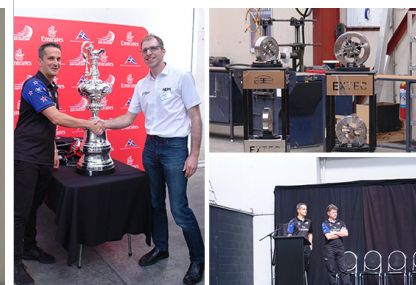
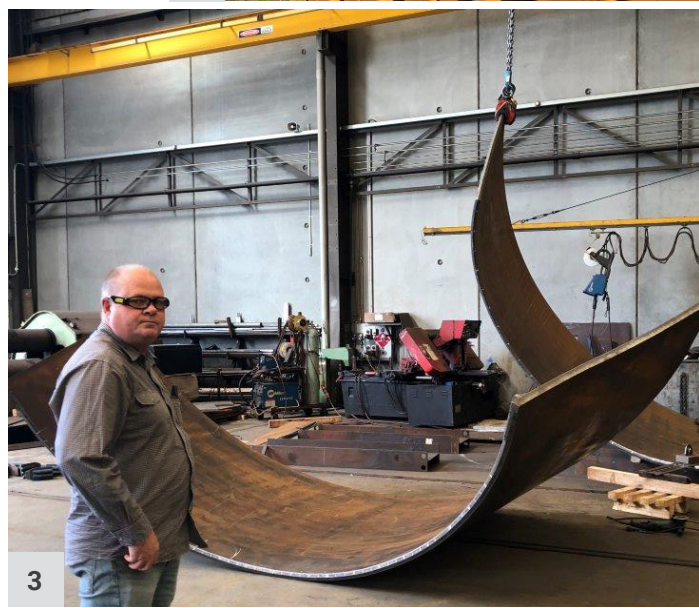
Immediately following our AGM, we also launched "New Zealand Metals Industry- a strong contributor to living standards". This was a report commissioned by HERA and undertaken by BERL using Treasury's new Living

Standards Framework to assess the metal industry's contribution to NZ society. As far as we're aware, we are the first industry to do so.

We ran the 4th session of the Innovation READY program, which was focused on innovation metrics. Ross Pearce from Callaghan Innovation gave an insightful presentation on the Ten Types of Innovation. He used NZ case studies to create a sense of urgency for companies to consider the potential disruptive outcomes of exponential technologies.

We also celebrated Te Wiki o te Reo Māori and shared many learnings around how to incorporate te reo Māori into our work lives.

We also ran a feasibility trial of welding productivity and automation assessments - with seven Auckland and Hamilton-based members involved. We hosted Prof. Chris Cook and Prof. John Norrish from the University of Wollongong's Facility for Intelligent Fabrication to assist us to develop and undertake these assessments. We're now planning to roll out the welding productivity assessments and develop our capability in automation assessment. This will include establishing a network of members who are interested in automation innovations. Let us know if you are keen to join this group!



Connect to your industry, clients and stakeholders via social media!

It's a step in the right direction to market your capabilities, share major milestones and news and promote your projects. And the best part is, it's completely free!

We've been working hard to do just that - so, follow us today!



Author

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Update – removal of conflict with latest national standards including AS/NZS 5131 & NZS 3404.1

Working with the Building System Performance (BSP) branch of MBIE, the New Zealand Standards Approval Board has revoked NZS 3404.1:2009.

This development will eliminate the conflict that has existed with other standards and provide a clear signal about which version of NZS 3404.1 should be used to support regulatory compliance.

It's important that designers, building officials and fabricators make themselves aware of this – as it'll affect your day to day work. Particularly in demonstrating how steel structures comply with the Building Code.

Breaking down NZS 3404.1:2009

NZS 3404.1: 2009 provided rules for materials, fabrication and construction and was the first of seven parts that were intended to replace NZS 3404.1: 1997.

Unfortunately, work on Parts 2 to 7 was never completed. Also, NZS 3404.1: 2009 isn't cited in the New Zealand Building Code system. The current primary reference document in B1/VM1 for steel design is NZS 3404.1: 1997. Because of this, use of a method within NZS 3404.1: 2009 is deemed an 'alternative solution.'

Other standards development activities have overtaken the original plans. Where, AS/NZS 5131 (structural steelwork – fabrication and erection) and SNZ TS 3404 (durability requirements for

steel structures and components) now replace the majority of content developed and published in NZS 3404.1:2009. AS/NZS 5131 is now cited in B1/VM1, and [consultation is underway](#) to have both AS/NZS 2327 and NZS TS 3404 cited through an amendment to B1/VM1 and B2/AS1.

In some places, NZS 3404.1: 2009 is in conflict with AS/NZS 5131, AS/NZS 2327 and NZS TS 3404. And, contents in NZS 3404.1: 2009 have sometimes mistakenly been considered to be 'acceptable solutions.'

What does this mean for you?

At HERA we believe that the co-existence of NZS 3404.1: 2009 and NZS 3404.1: 1997 has created confusion to users and occasionally led to unintended outcomes. We felt that a clear signal was needed around which version of NZS 3404.1 should be used to support regulatory compliance.

To fix this, we worked closely with the BSP Building System Performance branch of MBIE. Putting forward a proposal to Standards New Zealand for NZS 3404.1: 2009 to be withdrawn – personally presenting this to their Approval Board on 5 September 2018.

As a result, [its now been decided to revoke NZS 3404.1:2009](#).

Key information you need to know!

- NZS 3404.1: 2009 has now been withdrawn, which removes any rules that are in conflict with AS/NZS 5131. A consultation is currently underway to have AS/NZS 2327 and NZS TS 3404 cited in B1/VM1 and B2/AS1. This will be deemed as acceptable solutions.
- NZS 3404.1: 2009 isn't cited in the New Zealand Building Code system. The current primary reference document in B1/VM1 for steel design is NZS 3404.1: 1997. This means the use of a method within NZS 3404.1: 2009 would be

deemed an alternative solution.

- A withdrawn standard can still be purchased for reference. But, the 'withdrawn' designation is a clear signal about which version should be used to support regulatory compliance. In the absence of any other method, parts of NZS 3404.1:2009 could be used, and would be deemed as an alternative solution (i.e. the status quo is maintained).
- One of the areas that might be affected by the withdrawal of NZS 3404.1: 2009 are the rules on brittle fracture. Over the last 18 months we've been working on a new design procedure for brittle fracture design aligned to international best practice. It's currently under an international peer-review but this procedure has already successfully been used on a project in the Antarctic.

What now?

Moving forward this work will remove conflict with the latest national standards, including AS/NZS 5131 (which is the basis for the SFC scheme), and make it clearer for our industry on what standards are required for regulatory compliance. We recommend everyone makes themselves familiar with this, as it will affect how you carry out your day to day work in steel construction and fabrication.

We also plan to publish our brittle fracture design procedure in the next six months.

Want to know more?

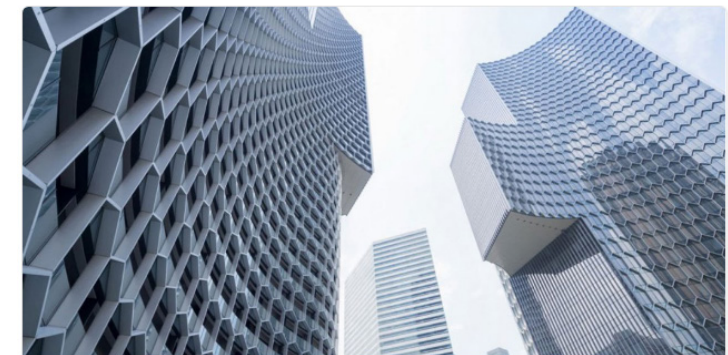
We're happy to be approached to provide further assistance.

To do so, contact our General Manager Structural Systems [Dr. Stephen Hicks](#) today.



NZHERA @NZHERA · Sep 4

So proud to see the Duo feature in the #StructuralAwards2018 shortlist for the tall & slender building category. While our Structural Systems team only contributed their expertise to a small part of the project, we're still excited to have been part of it! bit.ly/2weliiv



NZHERA @NZHERA · Sep 20

So proud to have our GM Structural Systems @shicks0 featured in the latest #BuildersContractorsMagazine (pg 42). It's a chance to shine a light on #steel as an important #construction #material & our work to ensure we meet world class steel standards. bit.ly/2NPiBMv



Annual Report 2018
Disrupt or be disrupted

Our FY18 Annual Report has been released publicly.

After 40 years serving the metals industry - this was our chance to reflect on our Founders vision of a thriving metals engineering sector for New Zealand.

Our annual report covers our role as a catalyst for innovation in the key areas of:

- **Research and development** – pioneering new thinking.
- **Education** – fostering career pathways for our future engineers.
- **Technical excellence** – developing the right industry skills.
- **Quality** – developing, meeting and maintaining industry standards.
- **H,S+E** – our commitment to keep our industry safe by leading by example.
- **Success** - in local and offshore markets
- **Connection** – through collaboration and knowledge sharing.

Shaping the Future of Construction: Insights to Redesign the Industry is a white paper released by the World Economic Forum in 2017.

This paper identified six challenges to the future of construction.

- **Project Delivery** – creating certainty to deliver on time and on budget, and improving the productivity, quality and safety of the construction sector.
- **Lifecycle performance** – reducing the lifecycle costs of assets and designing for re-use.
- **Sustainability** – achieving carbon neutral assets and reducing waste during construction.
- **Affordability** – creating high-quality, affordable infrastructure and housing.
- **Disaster resilience** – making infrastructure and buildings resilient against climate change and natural disasters.
- **Flexibility / liveability / well-being** – creating infrastructure and buildings that improve the well-being of end-users.

Steel has a strong value proposition

Particularly in addressing the above challenges. And, at HERA we're focused on assisting our members to maximise these benefits.

01 Project delivery

HERA and HERA Certifications play a key role in developing, meeting and maintaining high quality industry standards. We're also about to launch a service to assist our members to improve their productivity through welding and automation assessments – with an initial trial running in September with seven pilot assessments. We'll then run seminars regionally later in the year.

02 Lifecycle performance

Steel is very adaptable for re-fit and re-configuration.

03 Sustainability

Steel is more environmentally sustainable than most people realise. It's highly recyclable, highly adaptable and highly resilient – ensuring it is a sustainable choice over the lifecycle of a building.

04 Affordability

Steel is a surprisingly cost-competitive choice over the building's entire lifespan.

05 Disaster resilience

NZ-fabricated steel products are amongst the safest seismic building materials. For example, refer to our study on [steel's performance in the Kaikoura earthquake](#).

06 Flexibility / liveability / wellbeing

Check out our new [Instagram account](#) for examples of just how beautiful and diverse steel construction is!

Want to know more?

We're very pleased to see that the use of steel. And, in particular, NZ fabricated steel – shows itself as a solution to the construction challenges identified in this report. It demonstrates that steel aligns well with the future of construction.

It also provides guidance on where we need to assist our members to focus – which is in innovation and technology adoption. It's something we're proud to say we've already started to develop specific support for!

To find out more, contact our General Manager Industry Development [Dr Boaz Habib](#).

NZHERA @NZHERA · Sep 5

Not a bad way to start the day - a trip into town past NZICC construction before attending the @Infra_NZ WIN Female First Breakfast! Made especially brilliant as our @DrTroyCoyle was on the panel with CE Michele Kernahan #FletcherConstruction & #NZsurveyInstitute Rebecca Strang!



NZHERA @NZHERA · Sep 21

Thanks @LiquidLearning for the opportunity to have our CEO @DrTroyCoyle & Mgr MarComms @nugent_kim speak at the Women in Leadership for Construction, Infrastructure & Engineering event this week! A great chance to connect with the people that make these industries so rich! 🙌



NZHERA @NZHERA · Sep 25

This month our CEO @DrTroyCoyle & Member Services & Support Manager #BrianLow attended the Australasian Society of Association Exec 2019 LINC Conference to learn about #innovations that might serve our members such as @Soulmachines #AI works & Founder of Co-lab @ROBETT #yestosuccess



Use of NZ fabricated steel aligns well with 'Shaping the Future of Construction'.

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An action packed Day 3 of Innovation READY!

We had the amazing Founder of Teaching Entrepreneurship Justin Wilcox fly over from the US to talk about customer discovery. He gave us insight into how we can get closer to our customers through a simple line of questioning.

This was a fantastic opportunity, which ended in our team having the chance to put this theory into practice by interviewing our members. From here we were challenged to design Minimum Viable Product's (MVPs) to solve their problems! All in just under an hour!

How it all worked on the day...

Day 3 started off in the morning with two parallel sessions.

One with our staff, the other with our members attending the Innovation READY program. Both sessions of course, had very different agenda's!

For our staff, our day started off by being prepared by Justin to ask our customers (our members sitting right next door to us) about their problems. Our task in the afternoon to come up with solutions for their challenges and present them for feedback. We were challenged to design PowerPoints or highly interactive websites to support our pitch for our MVPs. An exercise that proved you don't need years to build a MVP, and also the value of getting customer feedback straight away before you've invested a lot into your product or service innovation.

It also was a great way to allow our members to see first hand innovation in action!

The customer discovery interview process presented by Justin was practical, but also packed with information.

Many of the interviewers felt awkward about doing

this, as the assumption was that their customer would find it a waste of time or not want to share their problems. The reality we discovered was that this couldn't be further from the truth! Customers felt really good about being interviewed and sharing their challenges. Justin called it a free therapy session!

The feedback from our members was that they found the day highly practical and engaging for their own innovation development.

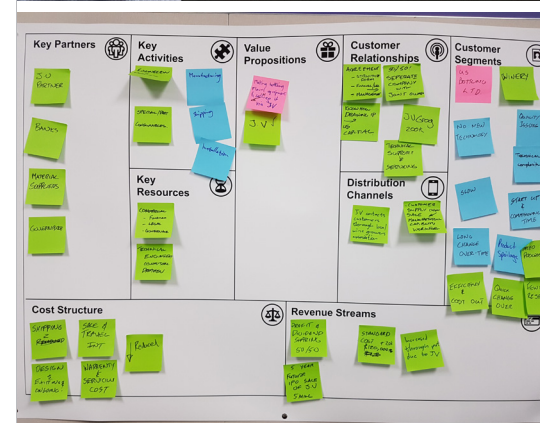
The day ended with a networking session with Callaghan Innovation and Regional Business Partnership Network (RBPB) representatives. It was a great opportunity for our attendees to hear how these organisations can help them in their innovation work.

Push back is key!

The Innovation READY program is proving to be a very helpful training for our members wishing to develop an innovation culture in their organisation. A goal that requires a mindset shift not only with themselves as a leader, but also within their teams and potential clients.

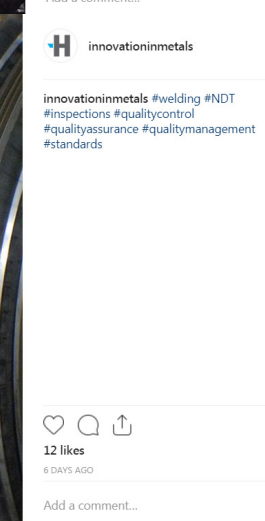
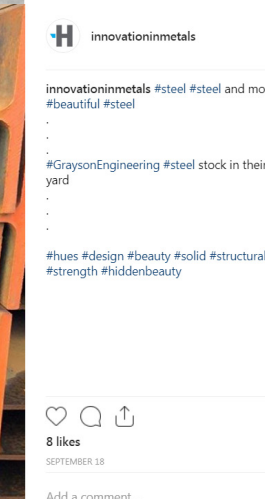
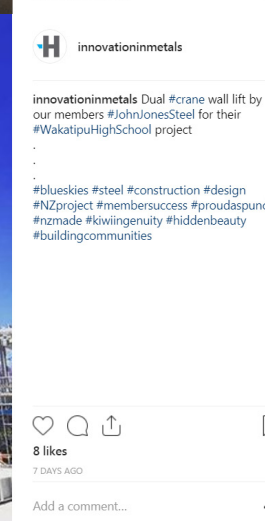
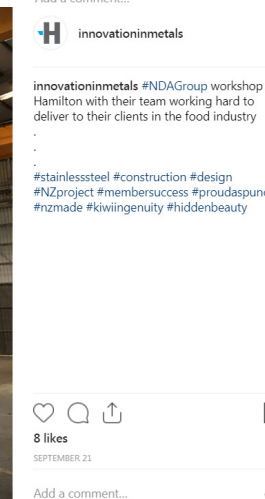
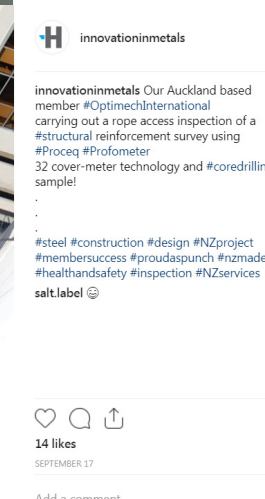
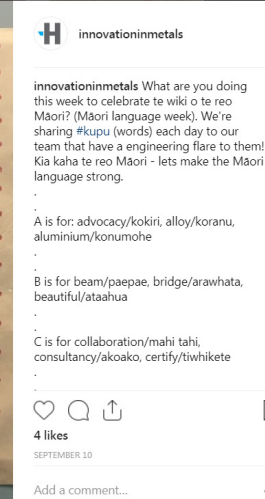
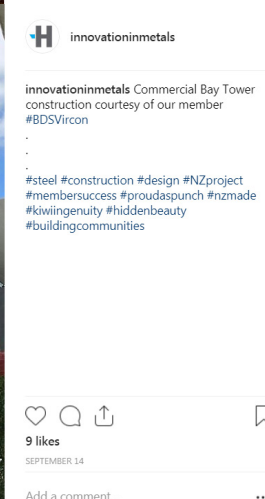
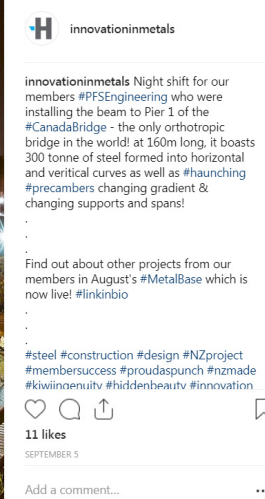
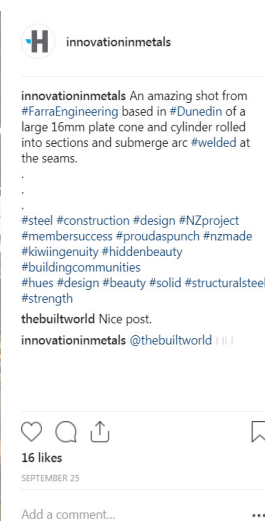
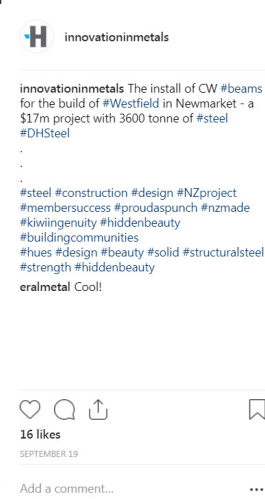
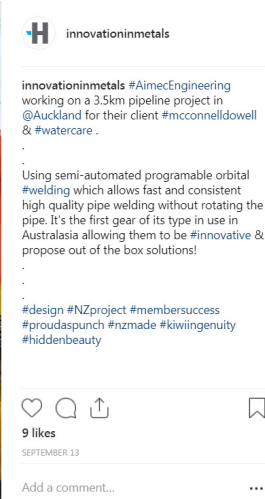
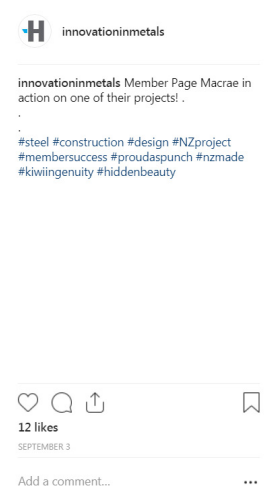
One thing for certain is that the road is not easy and there will always be push back. It's exactly for these reasons that Innovation READY is designed for.

Push back on the push back by signing up to join our waitlist for the next intake of Innovation READY in 2019. Or, if you'd just like to discuss your problems with us, feel free to get in touch with our GM Industry Development Boaz Habib to enjoy a free therapy session today!



A peek into InnovationREADY Day 4 focused on innovation metrics.





Why should our engineering industry celebrate Māori Language Week | Te Wiki o te Reo Māori?

Many people believe they have no role to play in supporting the revitalisation of Māori.

But the truth is, every New Zealander can help strengthen Māori language – even our metals industry!

Don't believe me? Then grab a cup of tea and settle down. And let me argue my case!

Māori and business

"The Māori economy has grown steadily as its asset base has expanded and the businesses built around those assets have been nurtured. That growth has continued to the point where today, the value of the Māori asset base is estimated at over \$50 billion, and contributes more than \$12 billion to New Zealand's annual GDP." NZ Story Group.

It's success is surrounded by an ethos of manaakitanga (the process of showing respect, generosity and care for others).

"He aha te mea nui o te ao, maku e ki atu? He tangata, he tangata, he tangata. What is the most important thing in the world? I will tell you, It is the people. It is the people. It is the people."

Maori whakatauki/proverb

People are treated like family. They're able to create a connection with their customers that our metals industry should be jealous of! And, their employees enjoy a firm grounding and clear motivation to come to work every day.

Through manaakitanga they're able to win more work for their pipeline and foster employee retention. Food for thought for our metals industry – who state these as two of the biggest challenges they're facing.

One of our members Longveld recognise this strongly. Their tagline 'wairua – our binding spirit' is part of their core values. They clearly state they recognise



Māori as tāngata whenua, or "the people of the land" and acknowledge their local iwi (tribes) of the Waikato region openly in their community statement. They embrace diversity, and being wholehearted is an important value for them where they want their team to be able to bring all of themselves to work, and interact authentically with others.

Māori and innovation

You may be surprised to hear that many Māori businesses embrace technology to drive innovation. Technology has been a core driver and point of difference for their success.

Ian Taylor of Animation Research, says "I'm inspired by my Māori ancestors, who were true innovators and amongst the greatest designers, engineers, astrologers and scientists of their time. They came to New Zealand well before Captain Cook, sailing across a third of the planet in waka designed to carry 100 people."

"Similarly, the technology that's allowing us to take New Zealand to the world today is the Internet." NZ Story Group.

This is an approach our own industry can learn from. We're strongly perceived as 'traditional and behind the times'.

I recently interviewed four students from the University of Auckland who said they weren't interested working for our industry because they thought it was boring, 'unsexy' and too competitive for the very few jobs available. Embracing technology and working on exciting projects with an innovation approach would help right some of these perception. And, it would

certainly be a long term strategy to address the industry skills gap we're experiencing.

Māori and identity

At the heart of Māori business is a strong sense of identity – of where they've come from and where they're going. This same identity is weaved into our NZ society. We see it when the haka is performed by our sports team, on the road signs around Aotearoa and the stories we tell.

The FernMarkTM is a means that many of our metals industry can use to take on some of this mana/influence. It's program is another way to help communicate the care, excellence and authenticity of our NZ made products. Attributes that are important to convey to customers. It also allows businesses to be able to leverage being part of a professional New Zealand story and brand program.

"We have learnt from our customers that there is demand for our story. We get a lot of feedback from our customers who have spent time with us, and stay with us, they want to share their experience and tell our story. We don't just have a story – we are the story".

Bobby from Mana Kai

This is another lesson we need to learn from Māori. Our industry is not good at telling our 'heart' story. Our competitors in the timber industry are doing a much better job of this. Telling their story clearly, passionately, and loudly. It's no doubt a crucial reason why they won support with labour through the 'Wood First' Policy.

Māori and funding for research

MBIE understands that Māori success is New Zealand's success. And, that unlocking the science and innovation potential of Māori knowledge, people and resources will benefit New Zealand. For this reason they've embedded their Vision Mātauranga policy across all priority investment areas with this thinking.

It's purpose being to:

- Use the science and innovation system to unlock the potential of Māori knowledge,
- Recognise Māori as important partners as guardians, knowledge providers and owners/managers of commercial assets,
- Build the capability of Māori individuals, business and other stakeholders to engage with science and innovation, and
- To maximise the quality of the relationship between Māori and the crown as part of the Treaty of Waitangi

For a business in our metals industry to successfully seek funding under this mechanism, a grasp of Māori business approach and language is fundamental. Trust me, you can't fake manaakitanga. You have to live and breathe it.

So what now?

There are small steps you can take to start incorporating Māori into your business.

- Consider starting off your emails with 'Tena koe' or 'Kia ora.' Or signing off with 'Nga mihi' or 'Ma te wa.'
- Have a look at your workforce. Could you employ more Māori into your team?
- Connect with your local iwi and see how you can work together on community projects
- Challenge yourself to insert one Māori word into your conversation each day.

kōrero
speak

#SocialStreamSeptember

NZHERA @NZHERA · Sep 5

State highway capital expenditure is down \$630m (18%) on the previous 3 yrs, & government policy will see capital investment halved by 2025 - its a major shift in transport funding! Our members servicing this space must rethink their future focus @Infra_NZ bit.ly/2PBF1BW

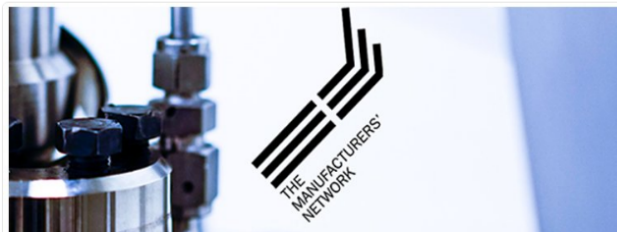


Media Statement
31 August 2018

National Land Transport Programme gives with one hand but takes with the other

NZHERA @NZHERA · Sep 18

Whats driving value in your business & whats your succession plan? Come & listen to experts who'll give you a better idea on how to ensure that the value you see in your business can be communicated to an interested buyer, if sale is the plan! @Infra_NZ bit.ly/2MH6HUB



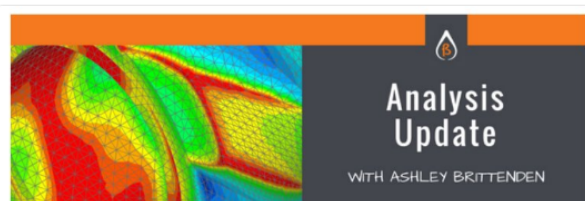
What is driving value in your business? - An investor's perspective

Christchurch

There are many reasons for wanting to get out of your business, but one day the desire will come to retire and get someone else to take the business you have built onto the next step. And to an even higher level. And.

NZHERA @NZHERA · Sep 27

So great to get a mention by #AshleyBrittenden in his Analysis update for #CaliberDesign's newsletter this month! They've become a member as part of their commitment to their #analysis clients & we certainly look forward to helping them deliver more! 😊 bit.ly/2QEb3OY



Useful Resources

This month, as part of our commitment to the analysis industry, we became a part of the Heavy Engineering Research Association (HERA) who are "a non-profit research organisation dedicated to serving the needs of our metal-based industries in New Zealand". HERA provide a fantastic range of

NZHERA @NZHERA · Sep 6

Be sure to catch the latest #MolyReview magazing from @IMOA_molybdenum which covers the ways you can use #molybdenum - this issue covering PHS, new moly-99 sources, IMOA news & project applications. Update shared due to our association with #LesBoulton bit.ly/2NpNWW9



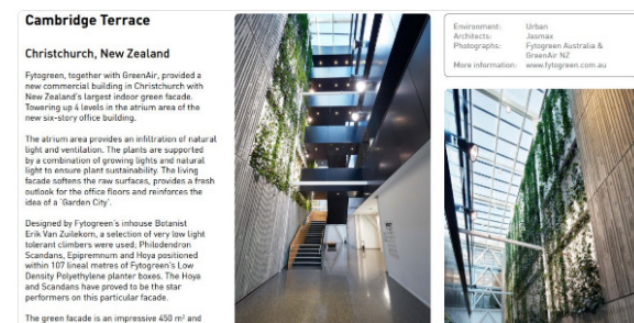
NZHERA @NZHERA · Sep 18

Great to have our #productivity #audits underway in collaboration with @UOW Facility for Intelligent Fabrication. This work will go a long way to help our members embrace #automation & other tech to operate more efficiently in the future! #GraysonEngineering #PageMacrae #progress



NZHERA @NZHERA · Sep 27

One of the milestone achievements since the Millennium has been the amazing growth of the development of #stainlesssteel as an "art meets function" tool in the architectural sector. Great to see a NZ example of this make the latest @ISSF1 brochure too! bit.ly/2D2rAtc



NZHERA @NZHERA · Sep 11

A @BecaGroup sponsored poll of infrastructure leaders at the @Infra_NZ Building Nations Symposium shows confidence is growing that NZ can meet its infrastructure challenges, but that greater detail of plans are needed to be shared with industry & community bit.ly/2Mllkvc



Media Statement
30 August 2018

NZ infrastructure expected to improve next 5 years, but action called for in Auckland

A Beca-sponsored poll of infrastructure leaders at the recent Infrastructure New Zealand Building Nations Symposium indicates confidence is growing that New Zealand can meet

NZHERA @NZHERA · Sep 25

As you may be aware, we had the fantastic opportunity to collaborate with @UOW Facility for Intelligent Fabrication last week. Heading to Hamilton & Tauranga to carry out productivity audits at member businesses to understand how they could embrace #automation #Steltech #NDAGroup



NZHERA @NZHERA · Sep 28

Congrats to Sarah Lang - founder of @Infra_NZ #WIN for winning the #CETANZ #diversity award at the Women of Influence Awards in #AKL this month! We're so proud to see such a great female role model recognised! #WomenInLeadership #progress #womenonboards bit.ly/2Dra4Pt

New Zealand's Women's Infrastructure Network (WIN) founder Sarah Lang was winner of the CETANZ Diversity category award at this week's Women of Influence Awards in Auckland.

"We are delighted that Sarah has been recognised for her outstanding leadership in the sector having established the Women's Infrastructure Network in late 2016 and led its growth to seven chapters nationwide with over 1000 members today", said Infrastructure New Zealand chief executive Stephen Selwood.

The award also recognised the contribution that Sarah has made to establishing many Maori employment initiatives including the Iwi Business Consortium, the Maori Graduate Placement Programme, Ngati Whatawha Iwi Industry Employment Programme and Ti Hiku Employment Initiatives.



Sarah Lang

#MemberSuccess

NZHERA @NZHERA · Sep 27

A great shot of our member #GraysonEngineering Jacobs Ladder sculpture from a distance at Gibbs Farm! #steelisbeautiful



NZHERA @NZHERA · Sep 4

Big congratulations to our member #StaffordEngineering in Hamilton who are extending their reach & opening offices in #Australia this October! A massive #milestone that shows the growth of our metals industry! #equipment #food #dairy #packaging #engineers bit.ly/2PJJsA2



NZHERA @NZHERA · Sep 18

Great to have our Research Engineer #HolgerHeinzel & Welding Centre Intern #JurgenInkoferer represent us at our member #UllrichAluminium's Hamilton plant opening yesterday. It was a chance to catch up with Gilbert and his team - as well as talk to industry about what we do!



HS+E - Standard operating procedures. Floating the idea of an innovation policy as part of your business strategy & operations.

How valuable is your business to you? And, what are you willing to do to achieve business growth?

We hope a lot, and that you're willing to do anything! Because growth is a critical key metric for any organisation to survive.

Yet, time and time again, we see our members not giving the 'time' needed to focus on this in their day to day work. A likely reason being that growth and survival are directly linked to the importance placed on an innovative mindset within a firm. Something that our member surveys showed 50% of our industry isn't prioritising or even thinking about!

A recent report by the New Zealand Productivity Commission [1] showed that innovating firms grew (in terms of size) at a faster rate than firms that didn't. Where the average output growth of innovating firms in their first year was almost 5% faster than the non-innovating firms – rising to 8.5% after three years. Similarly, these firms had higher survival probabilities with more pronounced differences after three years.

Create an innovation policy

Our communication focus is 'policy' this month. And while many of us associate this word with government, governance, or a statement of intent to align expectations and standards of work – I thought differently.

I thought (and those with a growth mindset likely think) – policy translates to a growth agenda for an organisation. An 'innovation policy.'

Organisations need rules and systems to operate effectively. So why not add innovation as an extra dimension to these rules and systems? If you value your company and want business growth, it seems a no brainer. It encourages freedom of thought, and the sharing of ideas – which ultimately impacts your performance for the better.

And, when linked to strategy, is a powerful tool that provides a road map on how to implement and execute those innovative ideas. It also signals to your team that innovation is important so you can effectively build a culture around it.

What is innovation?

Innovation isn't just about building new products or services (although that's important). It's also about new ways of customer service, incorporating technology into business models, new management techniques and ways of organising and motivating staff.

Consumers trust innovative companies because it tells them you're listening to them and delivering solutions that solve their problems.

Innovation helps your brand image. And, an effective innovation strategy keeps your company relevant!

A lack of responsibility and time, or listening to the nay-sayers is a recipe for disaster. We must tackle this head on. Innovation isn't a buzzword. It's a survival kit for your business.

The most innovative companies don't have the best ideas, they have the tenacity and dedication to get ideas out there.

Top tips to overcome a lack of innovation in your business

At HERA, we've introduced our Innovation READY, SET, GO! program to help our members develop innovation strategies. Take advantage of this offer and develop one for your own organisation too.

Or, work through the below points to create 'rules' towards a working innovation policy:

- Consciously create a sense of crisis to urge action.
- Set more ambitious in-market deadlines.
- Get closer to your customer.

- Don't commit to just one innovative idea.
- Make prototypes and test early to assess their potential.
- Trust the small ideas.
- Identify the nay-sayers early and protect innovations from them.
- Minimise use of the word 'no'.
- Put innovation in everyone's job description.

At the end of the day, adding innovation to your policy matrix will be the best decision you make for the sustainability of your organisation. So, start preparing that innovation policy and make it more than just a buzzword in your business!

If you'd like to know more about how this can be done, get in touch with our General Manager Industry Development Dr Boaz Habib.

ng the NZ metals industry against the living standards framework



This months video: Assessing the NZ metals industry against the living standards framework.

We're proud to report that our NZ metals industry is an early adopter of the living standards framework.

This is In terms of assessing where we sit across the

four capitals of human, social, natural and physical/ financial.

HERA commissioned Business and Economic Research Limited (BERL) to prepare this report – because it's important to understand how we can best align with Treasury and our Government moving forward.

The results show that we're a strong contributor to the economic performance and wellbeing.

Join BERL Chief Economist Ganesh Nana as he explains further by clicking on the video image!

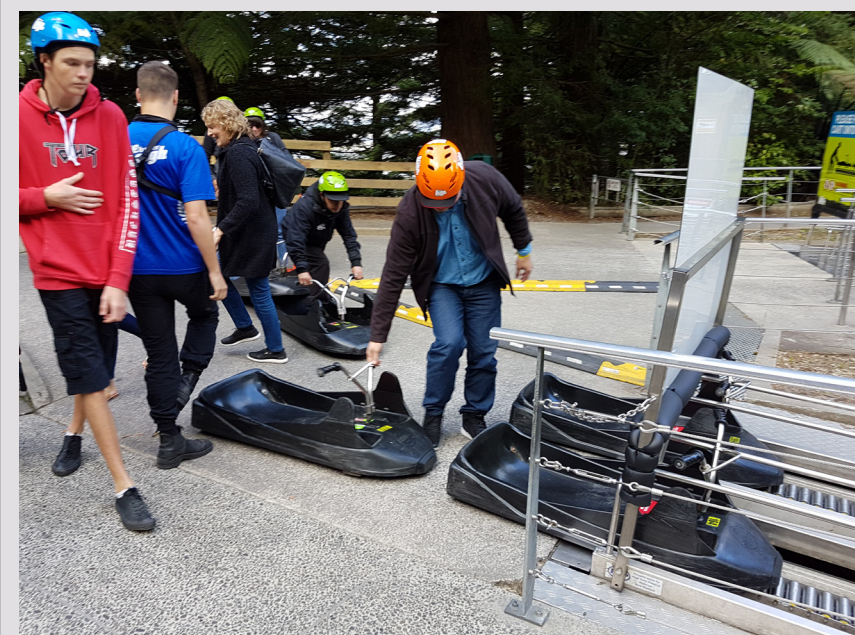


NZHERA @NZHERA · Sep 25
We wanted to let our members know about the recent ruling for a forklift incident which resulted in a fatality. This shows why #health & #safety practices in your organisation is so important - & why exclusion zones around forklifts should be enforced! bit.ly/2PKv05w



#healthandsafety #HSE 17

#OutAndAboutSeptember



#Info #News #Notices



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