

NEW ZEALAND TRADE AND ENTERPRISE: BRIEFING TO INCOMING MINISTERS, 2011

1. PURPOSE

This briefing covers:

- The key challenges facing New Zealand and internationalising New Zealand businesses
- NZTE's purpose and role
- NZTE current strategy

2. EXECUTIVE SUMMARY

NZTE is an operational delivery agency. Our role is to give effect to the government's economic development strategy (the Economic Growth Agenda) by growing New Zealand companies internationally, both individually and in groups.

We do this by providing services to New Zealand companies and groups of companies both in New Zealand and offshore. We also act as a catalyst and provide access to international commercial networks.

Our value to New Zealand business and government resides in our organisation's characteristics, which are also reflected in our intervention logic:

1. We have domestic capability and international reach
2. We have the Government's Imprimatur (mandate, reputation, authority)
3. We can join up companies to overcome disadvantages of scale and distance
4. We are commercially neutral and operate for the benefit of New Zealand overall
5. We are able to leverage the business community for the benefit of New Zealand

Our current strategic focus is on delivering a three-year performance improvement programme – "Playing to Win". This programme has been designed to deliver on the Economic Growth Agenda, as minuted in cabinet decision [CAB EGI Min (11) 11/19].

However, this is the current agenda only, and in the event of a shift in direction or emphasis, the work programme and prioritisation can be changed accordingly. We look forward to the Ministers' advice and guidance on these matters.

The current programme is structured around 10 challenges:

10 Challenges	The focus on this area is ...
1. Focus 500	Putting our customers at the centre of what we do, focusing on 500 companies with high growth potential, and light touch servicing of an additional 1,500.
2. High-impact projects	Focusing resources on 10 high impact, multi-customer projects.
3. An integrated service suite	Services delivered both in New Zealand and in-market, to support customers on their international journey.
4. Maximum international value	Leveraging and aligning our global network to grow our customers, and implementing NZ Inc. country plans.
5. Growth capital	Sourcing capital to support company growth.
6. Collaboration	Working with NZ Inc to deliver government priorities.
7. Tell the story	Telling New Zealand's story and developing the country brand internationally.
8. Our people	Realising the potential of our people.
9. The NZTE way	Improving performance and increasing consistently.
10. Resource the challenge	Allocating current resources to reflect strategic priorities.

3. NEXT 100 DAYS – CHALLENGES AND THINGS THE MINISTERS NEED TO KNOW

Over the next 100 days our focus will be on continuing to deliver our current three-year performance improvement programme and our commitments under our 2011/12 Output Agreement.

Key deliverables in the 100 days until 31 March 2012 that you should be aware of:

- A restructuring of Tier 3 of the organisation (Tier 2 recently completed).
- Communicating to the business community our strategic focus on 500 companies (with a lighter touch on a further 1,500).
- Implementation of a new focus for NZTE's capital and investment function.
- Agreeing and delivering a specific practical work programme between NZTE and the other "Tight 5" agencies (NZTE, MED, MFAT, MSI, MAF).
- First draft of telling the New Zealand story internationally.
- Re-location of Auckland team to co-locate with ATEED and MFAT.

Key challenges for NZTE that you should be aware of:

- NZTE can only deliver effectively as part of the cluster of Economic Development Ministries. We therefore look forward to the continued reshaping of an integrated NZ Inc Economic Growth Agenda across the portfolios.

4. CHALLENGES FACING NEW ZEALAND AND NEW ZEALAND BUSINESSES

New Zealand's challenges of scale, distance, isolation are well rehearsed, and do not need to be repeated here. However, there are some specific challenges we would like to draw your attention to:

- We need more, bigger companies. In our view there is a surplus of international opportunities, but we need more companies with the scale to compete internationally.
- We have a shortage of entrepreneurial capital, with a specific capital gap between \$2-10m for early stage companies.
- We need to push further into international supply chains, through the development of products that have brand and design value, as well as gaining greater control of distribution and marketing channels in international markets. We are currently leaving a lot of value on the table.
- There is premium available to be leveraged from a safe, green, trustworthy New Zealand story.
- We need greater strategic intent and alignment across our economic development strategies, with significant goodwill and opportunities to deliver an integrated approach.

5. NZTE'S ROLE¹

Growing and developing New Zealand companies that can successfully compete internationally is core to the Government's mission.

NZTE is an operational delivery agency. Our role is to support export led growth and business internationalization through actioning the Government's Economic Growth Agenda [CAB EGI Min (11) 11/19]. Our recently restated purpose is to *"unleash the international potential of New Zealand businesses to build the nation's lasting prosperity"*.

We are a catalyst for our customers to achieve international success. We do this by connecting government, New Zealand business and key players in international markets, providing access to international knowledge, advice and expertise, growing capability, and developing industry groupings and networks.

Our ability to deliver value to business and government resides in our organisation's unique characteristics. This is our intervention logic.

- We have the Government's Imprimatur [reputation/mandate] which can be used to open doors, provide credibility and a New Zealand government voice for New Zealand businesses engaging in international markets.
- We can reduce transaction costs and replicate the benefits of a large firm to overcome disadvantages of scale and distance, particularly for small businesses (a "virtual MNC").
- We are commercially neutral and operate for the benefit of New Zealand so can offer access to services to a broader range of businesses without being limited by a profit driver – "public goods".

¹ Refer to Appendix 1 for factual information about NZTE's structure and operating model.

- We are able to leverage the goodwill of the business community for the benefit of NZ Inc. An example is the Beachhead programme, which attracts international experts who volunteer their effort altruistically to help New Zealand businesses.

When we invest, we test that our contribution delivers additional net benefit.

This intervention logic has been agreed with MED, MFAT, MSI, Treasury, Minister Groser and Minister Carter. Minister English has also been briefed.

NZTE works with partners across New Zealand's economic development landscape. Our catch cry is "we work for a cause and not an institution". The cause is the development of our economy and our country, and it is our firm belief that only a joined up effort will deliver real impact over time.

6. GOVERNANCE AND ACCOUNTABILITY

NZTE is a Crown agent – it exists to deliver services at the direction of its Ministers. We are funded and administered as part of the Economic Development portfolio.

NZTE is intended to act as an interface between business and Government, and to improve the effectiveness of policy interventions by ensuring they are well informed by the needs of business.

Accountability and reporting obligations are set out under the New Zealand Trade and Enterprise Act 2003 and the Crown Entities Act 2004.

NZTE is governed by a Board of seven members that is accountable to the Minister of Economic Development and the Minister of Trade. The make-up of the NZTE's Board ensures NZTE's strategy is tested and shaped by people with deep commercial and business experience. The current Chair of the Board is Jon Mayson. Profiles of the Board members are included in Appendix A1.3.

The Chief Executives of MFAT and MED are special advisors to assist the Board in aligning strategy and activities with Government policy. The Board appoints the Chief Executive who is accountable for the operation of the agency. In turn, the Chief Executive has regular liaison with the accountable Ministers.

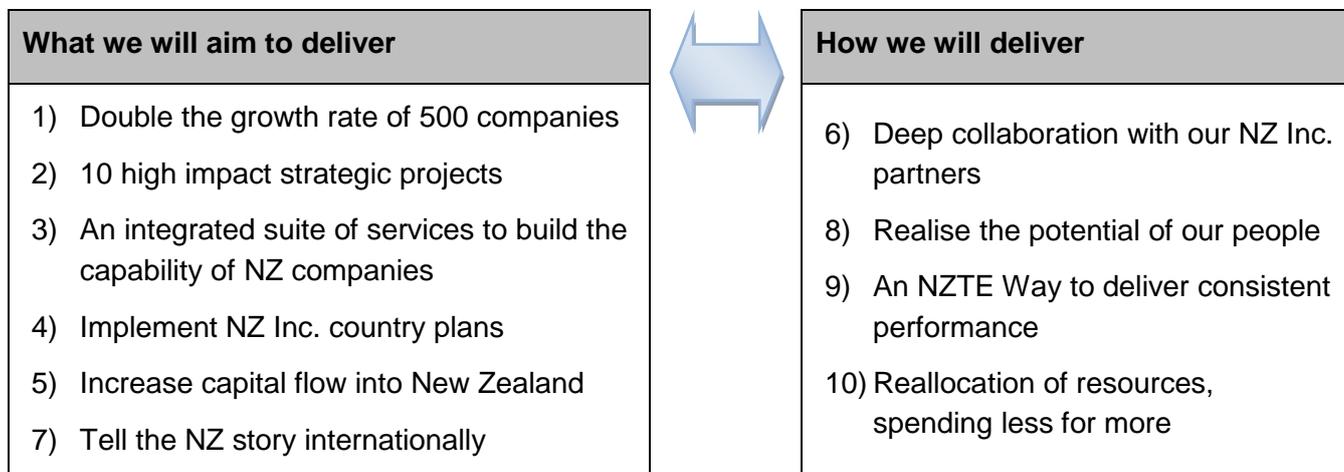
7. NZTE'S STRATEGIC PRIORITIES

Our current strategic focus is on delivering a three-year performance improvement programme – "Playing to Win". This arose from a strategic review process we undertook in early 2011, including a "PIF" review², as well as being designed to meet the current Economic Growth Agenda [CAB EGI Min (11) 11/19]. These strategic priorities can be changed to reflect shifts in Ministerial direction.

Within the current Economic Growth Agenda there is a strategic emphasis on four areas of the economy, including knowledge intensive manufacturing and services, adding value to food and beverage, high value tourism, and minerals and petroleum. While NZTE is involved across all four areas, our primary focus is currently on the first two. This reflects the underlying strategy to not only develop the primary commodity part of the economy, but also to focus on the growth of value added non-commodity activities.

² Refer to Appendix 2.1 for the conclusions of the strategic reviews.

Our performance improvement programme is built around 10 challenges and is designed to raise NZTE’s performance and improve our contribution to the government’s economic development goals. We are six months into the programme.



In thematic terms our changes can be described as follows:

From	→	To
<u>External</u>		
Commodity	→	Commodity + value add
Exporting	→	Export + Internationalisation
Cooperation	→	Collaboration
Spread thin	→	Make more impact, bigger hits
<u>Within NZTE</u>		
Confusion	→	Alignment
Focus on Compliance	→	Focus on customers
Process focused	→	Performance focus
Silos	→	Seamless
Inconsistent practices	→	The “NZTE Way”

Measuring our performance

Measuring NZTE’s efforts is challenging, as it is for any economic development agency. The current suite of measures is laid out in our Statement of Intent, with the key operational metrics summarised in an organisation wide ‘dashboard’, included in Appendix 3. Note that this is a work in progress for one of our most complex issues, and we are currently testing different measures, methods of data collection and reporting.

Challenge 1 Focus 500 – putting our customers at the centre of what we do

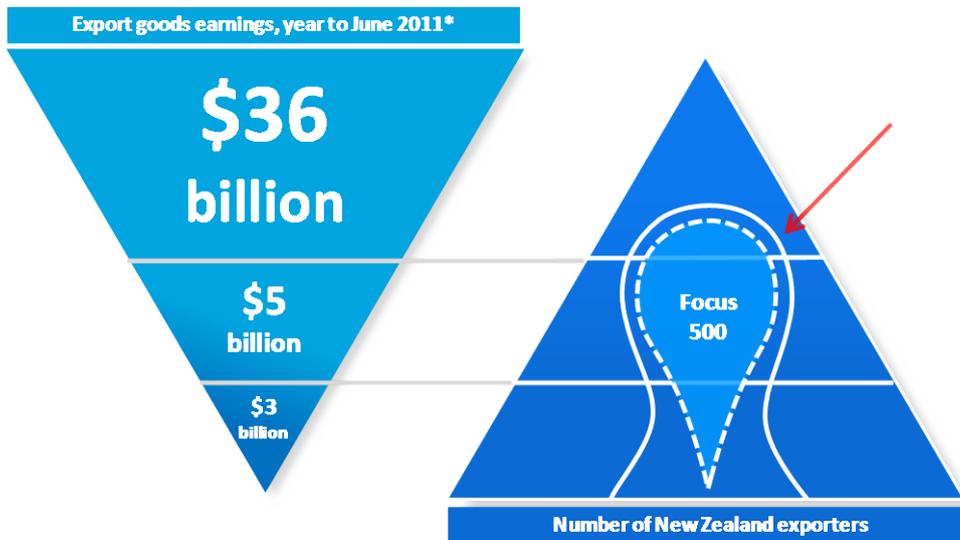
NZTE works with New Zealand businesses that are committed to significant international growth. We have an active customer portfolio of around 2,000 businesses with a specific intense focus on a group of 500 high growth potential companies, which are further segmented into 'key account' customers and 'pipeline' customers.

Most, but not all, of these 500 companies are in the \$3 - \$150m revenue range, and already have some experience and scale in exporting, but are not so big as to be self sufficient. We believe this is where we will deliver the best return for New Zealand. A sample of these customers is included in Appendix A2.2.

We also support provision of services to our other 1500 customers, through a range of delivery mechanisms including a NZTE 'light touch' business services team and 20% of the NZTE international capacity.

In addition to our 2,000 core customers, NZTE also funds website support, Business Mentors, a 0800-biz help line, 8 Incubators and 14 Regional Partners which provided business capability building services.

We are currently refining our customer engagement model and processes to improve the value we deliver to our customers and achieve greater effectiveness and efficiency.



[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 2 High-impact programmes – focusing resources on high impact, multi-customer programmes

NZTE has identified 10 high impact multi-customer programmes which deliver on the government’s economic development priorities. These are areas where there is a ‘coalition of willing’ companies who want to collaborate together to develop their international business, and where this is consistent with the Economic Growth Agenda and our intervention logic. These programmes bring together our customers, industry associations, investors, offshore agencies and our international network, with a common focus and clear deliverables. A description of these programmes is provided in Appendix A2.3.

This programme portfolio will evolve over time to reflect changes in government priorities and our potential to make a significant contribution or impact. We work closely with our NZ Inc partners to coordinate and align our activity in these current and future areas of priority.

Priority Market	Knowledge Intensive Manufacturing & Services	Added Value Food & Beverage	Major Events
1. China	2. Aviation 3. Marine 4. Health 5. Global Agribusiness 6. Geothermal (scoping) 7. Emerging Technologies	8. Aquaculture (scoping) 9. Wine	10. America’s Cup

It is also important that this project approach has sufficient flexibility to deal with emergent opportunities and shifting priorities. For example, in response to the Christchurch earthquake, we invested \$4m to help 260 Christchurch businesses reassure their international supply chains that they were viable and operating.

[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 3 An integrated service suite – to support customers on their internationalisation journey

NZTE delivers a range of services, either directly or through third parties, to support New Zealand businesses on their internationalisation journey. There are two broad service families:

- Better Business – services designed to improve businesses capability (delivered predominantly in New Zealand).
- Global Reach – services to support business within international markets (delivered predominantly in market).

We are currently working on refreshing and integrating our service suite to deliver greater value to our customers. Over the next three years this will involve designing new services and delivering more services in international markets. Our immediate focus is to determine which of our services we should retain and evolve and which should be transitioned to another agency or exited from.



[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

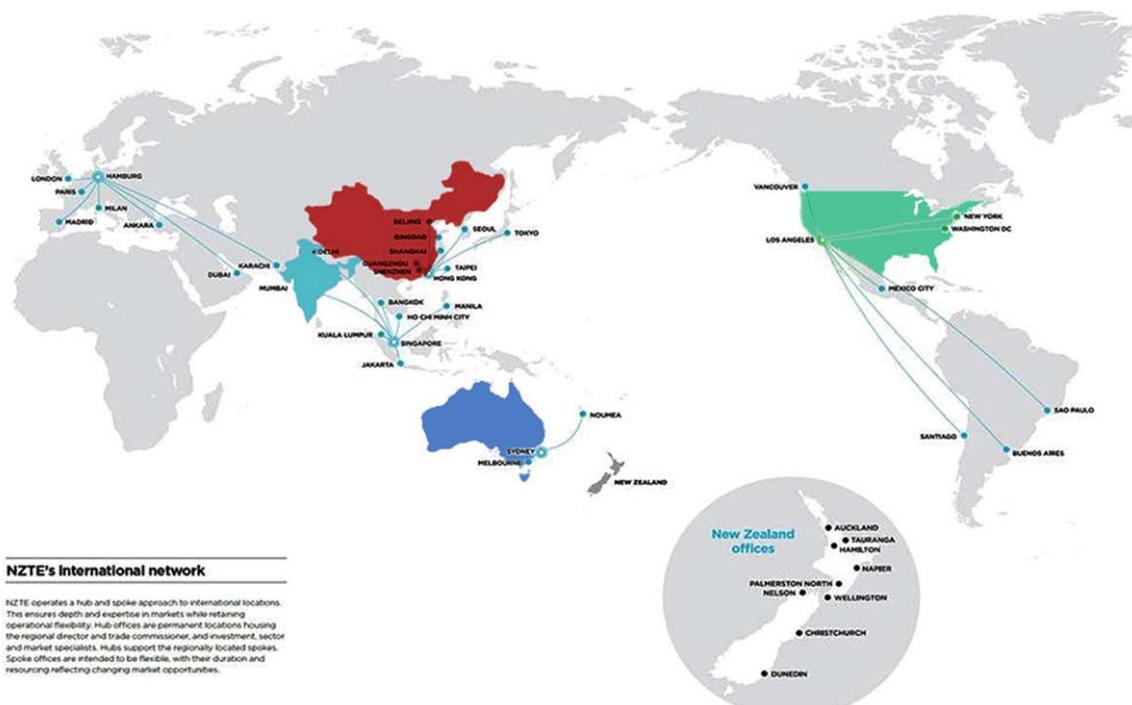
Challenge 4 Maximum international value – by leveraging and aligning our global network

NZTE's international network of 36 offices is core to our value proposition. Our government imprimatur is a key asset for opening doors for New Zealand business. With this, we are able to help New Zealand businesses to identify and address the barriers of geographical isolation and scale. We do this by providing access to our in market relationships, networks and sharing knowledge.

NZTE works very closely with customers, international business and NZ Inc partners to position New Zealand business capability internationally.

NZTE is committed to implement NZ Inc. country plans in India, China, USA, Australia, ASEAN and other markets as they emerge.

The current Economic Growth Agenda calls for a prioritisation of the Chinese and Australian markets, which has an implication for resource allocations, especially in respect to China.

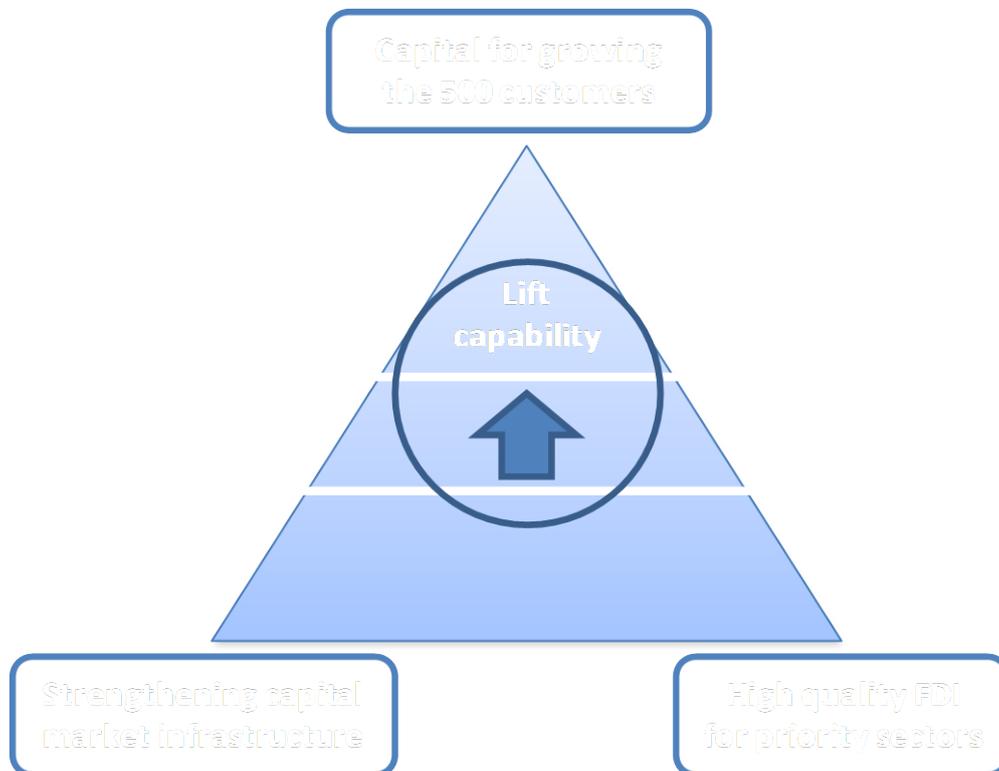


[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 5 Growth capital – sourcing capital to support company growth

New Zealand needs capital for innovation, growth and internationalization. The NZTE capital function's role is to work within NZ Inc to:

- Use its government imprimatur and networks to attract and retain smart greenfield and brownfield capital into government priority sectors, as outlined in the Economic Growth Agenda.
- Identify the capital needs of our focus 500 (F500) group of companies, and attract and retain capital market intermediaries, and where needed build capital raising capability.
- Work in partnership with capital market stakeholders to complement their market development activities, focused on plugging the \$2-10m capital gap.



[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

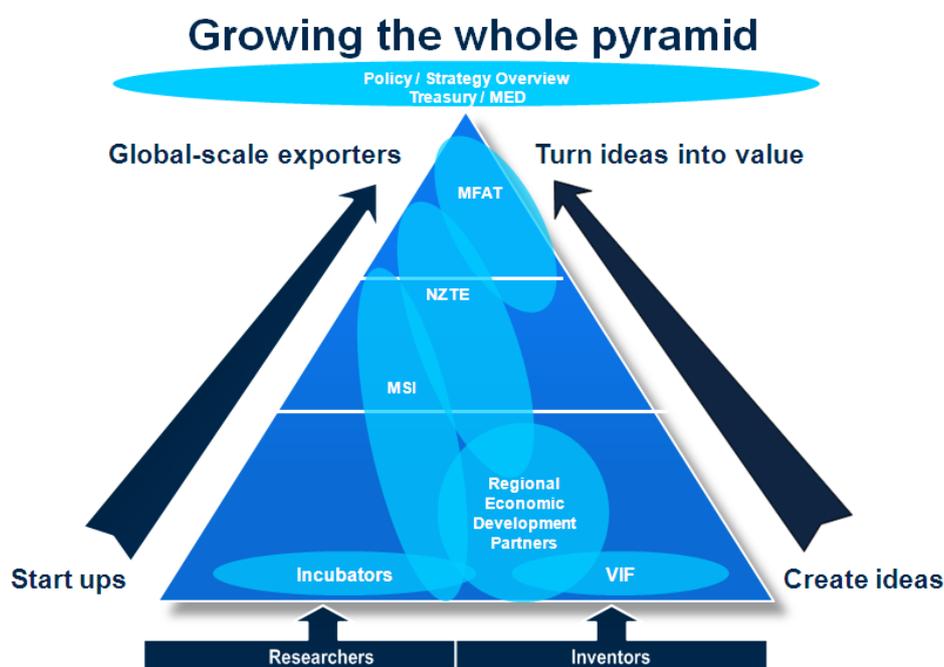
Challenge 6 Collaboration – working with NZ Inc to deliver the government’s economic development priorities

Collaboration with our NZ Inc partners, both within government and in the business community is central to NZTE’s purpose and beliefs. We also have a key role in building international networks for the benefit of New Zealand, including the diaspora of New Zealanders offshore.

MED, MFAT, MSI and MAF are the four main agencies we work the most closely with and together we make up the “Tight 5”. We have been working to identify the areas of collaboration with each of these agencies, and agree a joint work programme. Current areas of strong cross agency focus include NZ Inc country strategies, innovation, EGA implementation (high value food & beverage and knowledge intensive manufacturing & services), green growth and investment. We are also looking at where we can provide a more seamless interface and better co-ordinate our engagement with business.

We are now looking at identifying collaboration priorities with other partners.

A key collaboration effort is between NZTE and MSI, where we have jointly agreed that MSI take the leadership role to enhance the innovation ecosystem. We are collectively developing the key pipeline from pure science to commercialisation to internationalisation, with NZTE focusing on the middle and latter stages. The development of New Zealand’s innovation ecosystem, and our related entrepreneurial ecosystem, are mission critical for economic growth.



[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 7 Tell the story – of New Zealand internationally (country branding)

“Tell the story” has a number of strands. The most important focuses on perception and awareness of New Zealand in international markets, specifically in a business context.

We are putting greater emphasis on our role as a story teller for New Zealand in the global marketplace, which has been highlighted by businesses as an area where they need additional support. We will not be doing this alone.

Key partners in the story telling are Tourism New Zealand, Education New Zealand, MFAT, NZTE and private sector companies, associations and individuals. This is a current and active work programme.

[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 8 Our people – realising the potential

The performance of our people is at the heart of NZTE's ability to contribute effectively to the Government's economic development agenda. We need to lift our game.

We want to actively grow leadership management and management skills, and improve business acumen and capability. We want to build clear career paths and talent management opportunities that include our customers and NZ Inc partners, and ensure that we have the right people in the right jobs.

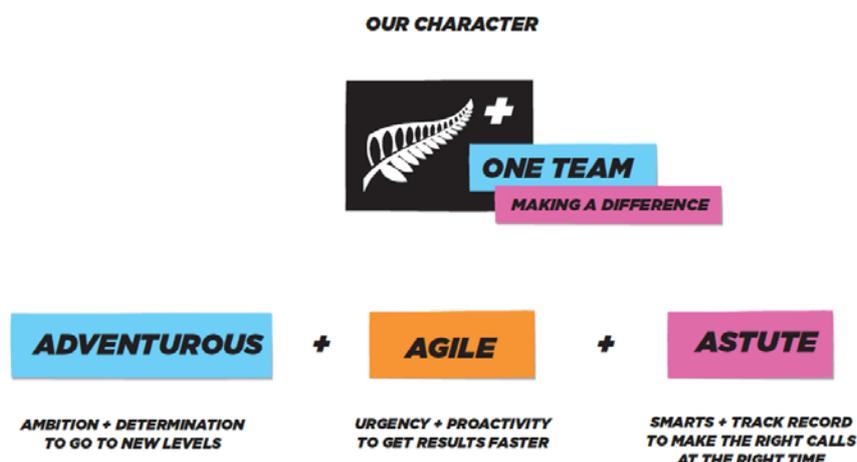
[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

Challenge 9 The NZTE way – consistently improved performance

The NZTE Way is about establishing simple systems, processes and common ways of working across the entire global organisation.

Core principles will include simplicity, agility, and consistency. We have developed new performance metrics and introduced an automated performance dashboard so that we have real time visibility of how we are tracking. We are ensuring that our technology and tools enable us to collaborate and communicate with our customers, our partners, and our people.

This description of our “character” (below) is designed as an internal motivation and guide for how employees should behave. The “one-team” emphasis is relevant to the core value proposition of delivering a coherent and aligned set of services both in New Zealand and offshore. The other characters are designed as a ‘circuit breaker’ to increase our level of speed, risk taking and commercial focus.



[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

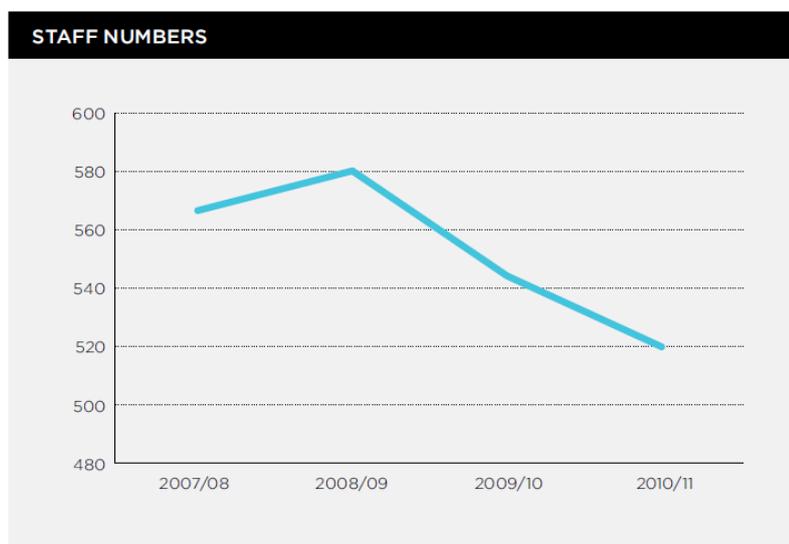
Challenge 10 Resource the challenge – allocating resources to reflect strategic priorities

NZTE is contracted to deliver on three output classes, with a total operational investment of \$151.8m and a total grant allocation of \$33m (outlined in Appendix 1.2).

As a matter of principle we are determined to live within our means, and deliver greater value for the government's investment. Financial pressures are being felt through offshore wage inflation, an increased level of project ambition, and heavy demand on the main funding mechanism – the International Growth Fund (IGF).

We will, however, be reallocating funds between cost codes and between output classes to achieve agreed goals. Any reallocations are only carried out with the full agreement of MED. Over the last three years we have allocated back to the Crown \$18m (11%) in cost savings, and \$30m (50%) in grant funding.

Over this period there have been significant changes in the human resource allocations within NZTE. The main changes are a reduction in staff numbers from 580 in 2008, to 496 November 2011 (14% decrease), an increase in the proportion of staff located in international markets, and an increase in the proportion of staff in client facing (verses back office) roles. These changes are outlined in the annual report, and illustrated below³:



NZTE ended the year with 518 full-time equivalent (FTE) staff – a reduction of 25 FTEs or 4.6 percent compared to last year.

³ Note: the figures in the graphs differ slightly from those referred to in the text as they are as at 30 June 2011, rather than November 2011.

STAFF DISTRIBUTION



At 30 June 2011, NZTE employed 220 FTEs overseas and 298 FTEs (permanent and fixed term) in New Zealand. In 2010/11 we reduced the numbers of New Zealand-based staff by 55 FTEs (17 percent), and increased our international staff by 25 FTEs (13 percent).

CLIENT-FACING / BACK OFFICE STAFF



NZTE is focused on our customers and delivering value for money. Over the past year, internal efficiencies, sharing back-office resources with the NZ Inc network, and greater use of technology have all contributed to a higher proportion of NZTE staff being client-facing.

[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

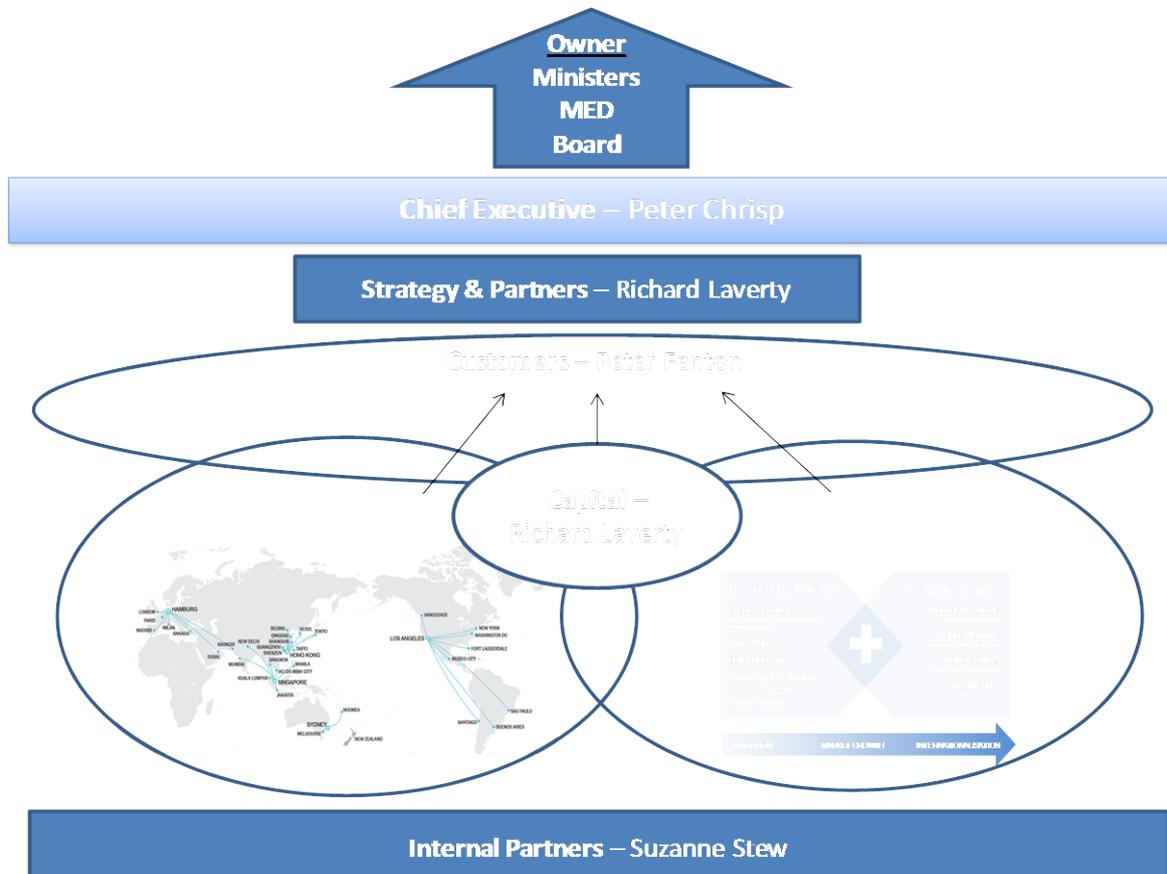
APPENDIX 1 –NZTE’s GOVERNANCE AND STRUCTURE

A1.1 Organisational Structure

Our basic set up is that the Minister, the Board and MED are the ‘Owner’ and NZ private sector export companies and groups of companies are the ‘customer’.

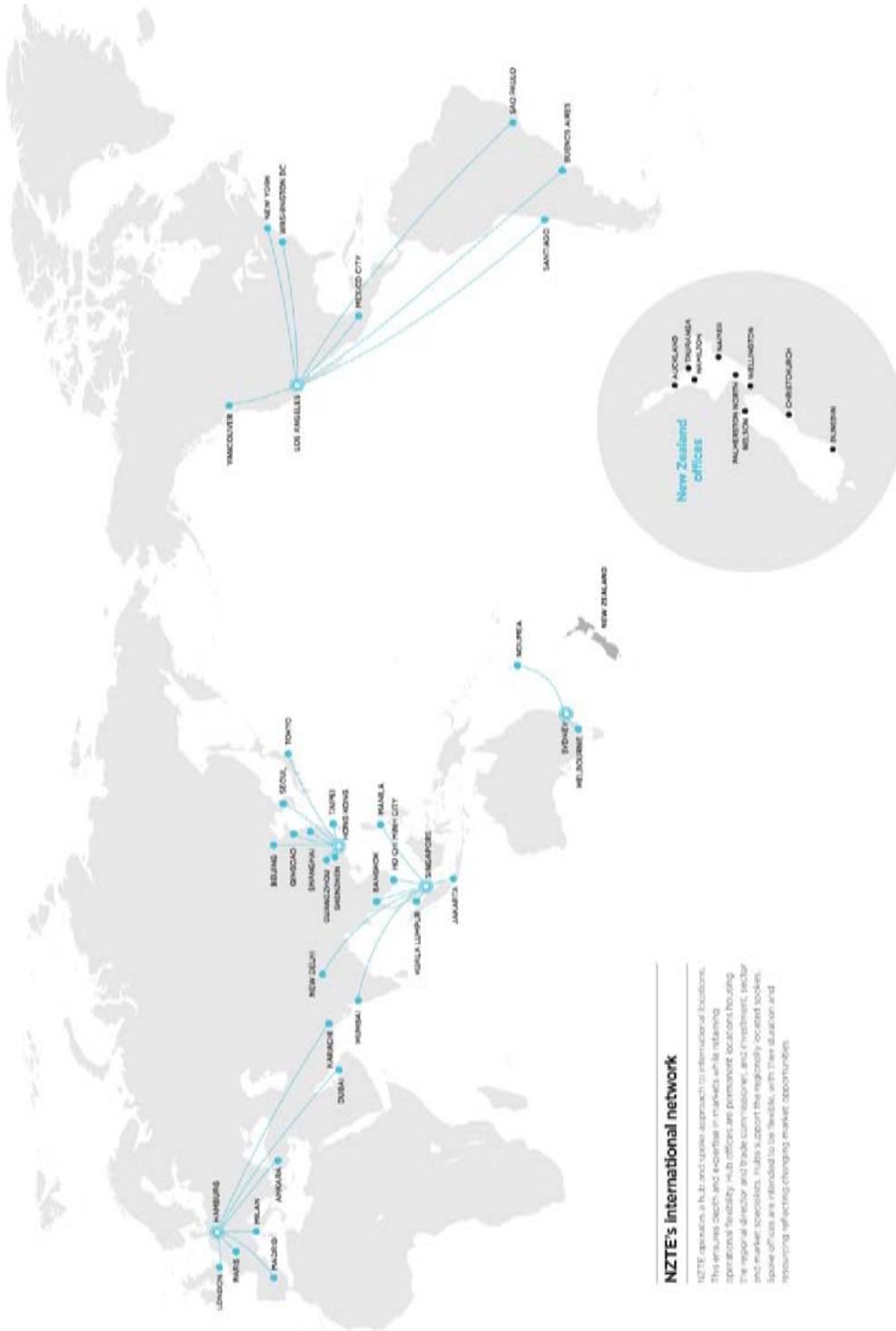
The Chief Executive is supported by a Lead Team made up of five senior General Managers. The Lead Team is responsible for implementing the strategy as agreed by the Board, MED and Ministers.

NZTE Organisational Structure and Lead Team Responsibilities



Most NZTE staff are recruited from the private sector, and all New Zealand based employees are on individual employment agreements. The vast majority of international staff are locally employed.

We take a hub and spoke approach to the configuration of our international offices to ensure depth and expertise in markets while retaining operational flexibility. Five regional hubs are permanent locations housing regional directors and trade commissioners, investment, sector and market specialists (Los Angeles, Hamburg, Singapore, Hong Kong and Auckland). Spoke offices are intended to be flexible; with their duration and resources reflecting changing market opportunity.



NZTE's international network

NZTE operates a hub and spoke approach to international locations. The various cities across the world are linked via a central approach of director and trade partner and investment, sector and market specialists. It also supports the rapidly located bodies. Some offices are intended to be flexible, with their duration and resources reflecting changing market opportunities.

A1.2 Budget and Operating Agreement with Ministers

NZTE delivers outputs for government under three Output Classes, the most significant of these being “International Business Growth” as detailed below. NZTE agrees an Output Agreement with Ministers every year, and reports to Ministers on performance every three months. MED manages an annual evaluation process, which reviews our performance in delivering programmes.

	Output Class One Develop Business Capability	Output Class Two International Business Growth	Output Class Three Support Sector Development and Special Events
Total 2011/12 Appropriation	\$16.7m (11%)	\$104.2m (69%) reducing to \$102m in outyears	\$30.9m (20%) reducing to \$26.9m in outyears
Objective – to generate economic benefits for New Zealand by	Developing business and management capability to improve individual businesses and wider business performance	Assisting businesses to develop and grow their international business and exports	Supporting key sector initiatives and special events
Desired Impact	Number of businesses that have made changes to improve their business	<ul style="list-style-type: none"> - Increased international revenue - Increase in the number of businesses that internationalise 	<ul style="list-style-type: none"> - Increased international revenue from projects - Increased economic benefits from major events
Scope	Building and enhancing business and management capability through providing access to effective assessment, advice, training, mentoring and information	Helping businesses export and internationalise: <ul style="list-style-type: none"> - Identify and exploit market and investment opportunities - Overcome internationalisation barriers - Provide customised advice and support - Enable access to international business networks 	Securing and capitalising on significant economic development opportunities for New Zealand, with a focus on sectors and special events
2011/12 Output Agreement Performance Targets (subset only)	<ul style="list-style-type: none"> - 7,000 businesses receiving business development services - \$1,900 average cost per business receiving support - 85% of businesses that rate services as excellent, very good or good 	<ul style="list-style-type: none"> - 2,500 businesses assisted along the internationalisation path - 85% of businesses that rate NZTE services or programmes as excellent, very good or good - 85% of businesses that agree or strongly agree that NZTE has added value to their business - \$220m of investment deals committed within the financial year - \$525m of estimated direct economic impact that arises from investment deals committed within the financial year 	<ul style="list-style-type: none"> - 500 businesses and partners participating in strategic initiatives and projects - 85% of milestones achieved for strategic initiatives and projects - 200 new offshore business contacts established through Rugby World Cup 2011 (RWC) activities – 200 - 50 leads established through RWC activities

In addition, \$33m is appropriated in 2011/12 for grant programmes. The most significant of these is the International Growth Fund at \$30m, which supports high growth businesses to undertake additional market development and business capability activities required for growth in new markets.

A1.3 BOARD MEMBER – PROFILES

Chair – Jon Mayson

Jon Mayson was the CEO of the Port of Tauranga Limited from 1997 to 2005 and concurrently CEO of Northport Ltd from 2001 to 2004, as well as serving as a director of associated companies in logistics and port related industries. Since 2006 he has been a professional director and consultant and currently chairs the boards of several private companies involved in manufactured exports and logistics. His consultancy work in New Zealand and offshore has been focused around port privatisation and transport logistics.

Jon is a past president of Export New Zealand, a Fellow of the Institute of Management and a member of the Institute of Directors. He has an MBA in International Management and an Honorary Doctorate from the University of Waikato. He was made a Companion of the New Zealand Order of Merit (CNZM) in the 2006 New Year Honours list.

Jon joined the NZTE Board in February 2008 and became Chair in April 2008.

Julie Christie

Julie Christie is the founder and CEO of Eyeworks New Zealand and Australia, formerly known as Touchdown Productions. The company's formats have been licensed to 30 countries including the United States, the United Kingdom, France, and Germany. Julie also owns Sky's Living and Food channels and two restaurants.

Julie is the recipient of the 2004 Women in Film and Television Award for International Achievement, the 2006 SPADA Independent Producer of the Year, the 2008 Veuve Clicquot Businesswoman of The Year, and was made an Officer of The New Zealand Order of Merit for Services to Film and Television.

Peter Conway

Peter Conway (MA Hons, BCA) is Secretary with the New Zealand Council of Trade Unions. He was previously CTU Economist and Director of Policy. He has been involved in a number of trade areas including the Doha round and union submissions on FTAs. Other relevant areas of work include productivity, innovation, economic development, industry training, and industry strategies.

Karen Fistonich

Karen Fistonich is the Chairperson of the Villa Maria Estate Board and has served on the Board of Directors for more 15 years, following a successful career in international banking with ANZ. She has a Bachelor of Arts Degree (Psychology) from The University of Auckland.

Karen is also a member of the New Zealand Global Women network, which encourages women into senior and leadership roles.

Charles Finny

Charles Finny is a Wellington based business consultant. He was formerly CEO of the Wellington Regional Chamber of Commerce (5 and a half years). Prior to that he had 22 years experience in the Ministry of Foreign Affairs and Trade, the Department of Trade and Industry and the Prime Minister's Department. He has worked in Singapore, Beijing and Taipei.

Charles is the Chair of the Education New Zealand Board and on the Boards of the New Zealand Film Commission and Kawarau Estate Limited. He is also on the Council of Victoria University of Wellington.

Robin Hapi

Robin Hapi has extensive experience in the fisheries industry and has held the roles of Chairman of Aotearoa Fisheries Ltd and Board Chair of Sealord Group since 2007. He was previously CEO of AFL for three years and CEO of the former Treaty of Waitangi Fisheries Commission for thirteen years.

He is currently Chair of BERL, a Commissioner for the Tertiary Education Commission, Deputy Chair of the Council of Te Wananga-o-Raukawa and an Adjunct Professor in the School of Business at Massey University.

Robin is of Ngati Kahungunu descent. He has a degree of Master of Business Administration (MBA) with Distinction from Massey University. He was also awarded a Massey Medal in 2002 as one of their distinguished alumni celebrating Massey University's 75th Anniversary.

Peter Townsend

Peter Townsend is the Chief Executive of the Canterbury Employers' Chamber of Commerce and has held that position since 1996. The Employers' Chamber has over 3000 members. Peter's career has centred around exporting and international trade. Peter holds several corporate directorships and is a Board member of the Ministry of Science and Innovation (MSI) Innovation Board. He is chair of the Territorial Force Employer Support Council. Peter is involved in a range of community groups in Canterbury that are in harmony with the objectives of the Employers' Chamber.

Peter is the Honorary Consul for Chile for the South Island, a Fellow of the Institute of Directors and a Fellow of the Institute of Management. Peter has a BSc (Hons) and a post Graduate Diploma in Business.

APPENDIX 2 – SUPPLEMENTARY INFORMATION

A2.1 Conclusions of 2011 Strategic Reviews

NZTE undertook two reviews in early 2011, which included:

- The State Services Commission Performance Improvement Review
- A “Design 360” review (delivered by NZTE to our customers under Better by Design), which is a diagnostic tool used to identify capability gaps and opportunities to improve an organisation’s fit between emerging market needs and service offerings.

These reviews were fairly consistent in their findings:

NZTE’s strengths	How NZTE needs to improve
<ul style="list-style-type: none"> • Our cause is inspiring and motivating • We have the mandate, people, network and ability to achieve our goals • The functions and building blocks are in place to deliver [PIF] • There is general support for change [PIF] 	<ul style="list-style-type: none"> • Clarify our purpose and role • Leadership which delegates, empowers, works as one team • Better alignment with our purpose – cross-team working and knowledge sharing • More customer-centric – an integrated offering focused on customer need to internationalize • Improved and consistent service design and delivery • Better people management around consequences [PIF] • Build on existing good relationships with other agencies [PIF] • Well-managed risk-taking and innovation [PIF]

The main response to these reviews was to:

- Change leadership team (80% change)
- Develop a new high level strategy
- Put in place a detailed three year “Plan to Win”

A2.2 NZTE’s Focus 500 Customers

[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

A2.3 Descriptions of NZTE's High Impact Programmes, 2011/12

[Withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]

APPENDIX 3 – NZTE’s PERFORMANCE DASHBOARD

[Table withheld under Section 9(2) (f) (iv) of the Official Information Act 1982]