

# Review of World Class New Zealanders

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# Contents

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<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
PURPOSE .....	2
WORLD CLASS NEW ZEALANDERS .....	2
FINDINGS.....	2
CONCLUSION.....	3
RECOMMENDATIONS.....	4
<b>PART ONE: POLICY RATIONALE AND OBJECTIVES .....</b>	<b>6</b>
WORLD CLASS NEW ZEALANDERS .....	6
POLICY OBJECTIVES .....	6
<b>PART TWO: IMPLEMENTATION.....</b>	<b>8</b>
BACKGROUND .....	8
ENVISAGED FUTURE PROGRAMME DESIGN .....	8
<b>PART THREE: DELIVERY .....</b>	<b>10</b>
OPERATIONAL COSTS OF DELIVERY .....	10
ACTIVE ENGAGEMENTS .....	10
SUPPORT FOR CONNECT NZ .....	10
RECORD KEEPING .....	11
<b>PART FOUR: OUTCOMES.....</b>	<b>12</b>
METHODOLOGY.....	12
OVERALL .....	12
CASE STUDIES .....	12
BUILDING 'CONNECTEDNESS': A FORUM FOR MAINTAINING RELATIONSHIPS .....	15
WCNZ AWARDS .....	15
<b>PART FIVE: CONCLUSIONS.....</b>	<b>16</b>
FINDINGS.....	16
CONCLUSION.....	17
RECOMMENDATIONS.....	17

# Executive Summary

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## Purpose

1. In accordance with EDC Min (03) 7/3, the Ministry of Economic Development has conducted an evaluation of the World Class New Zealanders programme (WCNZ). This evaluation was completed as part of the review of Sector Facilitation undertaken by the Ministry of Economic Development.
2. The focus of the evaluation was to examine:
  - programme implementation
  - programme delivery
  - programme outcomes

and conclude whether the programme should continue, continue unchanged, or with changes.

## World Class New Zealanders

3. The WCNZ programme was established in December 2001 (DEV (01) 69 refers). The objectives are to develop business enterprise skills, leadership capacities and to contribute to the economic growth of New Zealand through partnerships with the wider New Zealand international community. It has an annual budget of \$1.228m p.a. (GST exclusive).
4. WCNZ currently undertakes 3 streams of activities:
  - The facilitation of active engagements of experts (typically inward visits by international business leaders and specialists)
  - Establishing a network of experts and the provision of a forum for maintaining these relationships
  - Provision of an annual award scheme

## Findings

### Implementation

5. To date the WCNZ programme has largely been utilised by NZTE to finance bringing an expert into New Zealand to meet with NZTE and New Zealand businesses. These individuals are being accessed on an issue-specific basis and are identified by NZTE's sector teams. Although the visits are producing some tangible results for businesses, there is little evidence that these 'active engagements' are part of an ongoing effort to establish a long-term relationship with the experts, or to establish a network of international experts for NZTE to call on – as intended in policy.
6. In August 2005, a paper was submitted to NZTE's Senior Executive Team proposing to refocus the programme. This new strategy puts emphasis on NZTE developing

long-term relationships with international experts to inform NZTE's sector strategies, provide information about market opportunities and assist in the delivery of NZTE's sector strategies. This recognition of the need to focus more on developing relationships with these experts (including following up their visits to NZ) is more in line with the original policy intent of the programme.

## **Delivery**

7. NZTE's record keeping for WCNZ has been unsatisfactory. Records existed as paper files only. For many engagements there was very little information, and for some, no information at all. NZTE has been unable to satisfactorily account for how the annual budget for the programme has been allocated prior to 2005/06. This has affected MED's ability to make judgments about the effectiveness of the programme.

## **Outcomes**

8. The evaluation indicates that there is merit in NZTE continuing to facilitate contact between New Zealand businesses and international experts. As would be expected from such a programme, there have not always been consistent results and some active engagements have produced much better leads than others.
9. Only a few of the 23 firms spoken to had remained in contact with the main guest(s) of the engagement. However, eight out of 23 firms acknowledged that the engagement had translated into revenue gains, improved management capability or easier offshore access.
10. WCNZ was designed to improve the global connections of New Zealand businesses by developing a senior network of expatriates or New Zealand sympathetic business people. NZTE has invested in a web-portal, as part of Kea New Zealand's infrastructure, through which it will be able to invite clients and international experts to collaborate and receive targeted communications (this portal has yet to go 'live'). The WCNZ awards have also been widely recognised as a success in engaging those high-profile individuals who have made significant contributions to New Zealand. Engaging New Zealand's significant offshore pool of talent is a long-term process and this networking activity needs renewed emphasis.

## **Conclusion**

11. New Zealand's distance from key markets is an impediment to many New Zealand firms accessing key international leaders in their field. Facilitating face-to-face meetings and bringing international experts to New Zealand to understand the country's business offerings is a vital step in connecting New Zealand to the world. NZTE should continue such activities and ensure that such visits are co-ordinated within NZTE to derive maximum benefits and increase the likelihood of ongoing relationship building.
12. WCNZ should continue as a high-profile programme for facilitating networking with international experts. However, the programme should no longer be responsible for funding the inward and outward missions of experts. Such visits should continue, but as they are driven by NZTE's sector teams it would be more appropriate for them to be funded from NZTE's sector budget, under Output Class 1.1. This will ensure that

visits are assessed and prioritised against all other possible types of sector activity and are aligned with the needs of NZTE's sector projects.

13. Although no longer funding inward and outward missions, WCNZ will continue to establish and maintain high-value, long term relationships with key local and offshore experts, and will continue the annual award scheme. As well as attracting members to the WCNZ network, NZTE will work to integrate the WCNZ activities within the overall framework of programmes delivered by NZTE, including Beachheads, Export Year 2007 and New Zealand New Thinking. It is expected that NZTE will continue to brand future visits under the WCNZ banner to ensure the high profile of the programme.

## Recommendations

### Policy

14. WCNZ should continue to seek to establish a senior network of international experts that can assist New Zealand companies improve their global connections.
15. WCNZ should no longer fund the active engagement of experts. Although the WCNZ programme manager will need to play an important role in building relationships between relevant experts, NZTE and NZ businesses, any future missions to and from New Zealand should be sourced from NZTE's sector budget.
16. To ensure that NZTE is not unduly restricted from engaging international experts, NZTE should reprioritise \$0.500m p.a. from the WCNZ budget within the existing appropriation for *Enabling Services – Facilitating the Development and Implementation of Sector and Regional Strategies*.

### Operations

17. The remaining activities of the WCNZ programme should be focused on supporting the development and management of a network of international experts who can provide valuable knowledge and contacts for NZTE and New Zealand businesses. As part of this activity, NZTE should continue to support the annual WCNZ award scheme as a means to engage New Zealand's expatriate community.
18. The WCNZ programme manager should seek early engagement with NZTE Sector Directors, Regional Directors and external stakeholders (including firms, industry organisations and networking organisations such as Kea and Connect NZ) to ensure:
  - early identification of potential high calibre WCNZ active engagements
  - early and detailed planning of visit programmes to ensure alignment with sector and organisational strategies, and clarity of intended outcomes
  - targeting of appropriate companies to ensure mutually beneficial connections
  - cross-sectoral opportunities (e.g. visits by a venture capitalist) are not missed
19. Post-visit follow-ups should be given greater attention to ensure that the momentum gained through a visit is not lost.

20. NZTE will improve the operation and administration of the WCNZ programme, including establishing:
- a robust planning and decision-making process
  - an effective information management regime for audit and evaluation purposes
21. NZTE note that the evaluation indicates that involving New Zealand firms in decisions on which experts to bring to New Zealand is likely to result in improved outcomes.

# Part One: Policy Rationale and Objectives

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## World Class New Zealanders

1. The WCNZ programme was established in December 2001 (DEV (01) 69 refers). The objectives are to develop business enterprise skills, leadership capacities and to contribute to the economic growth of New Zealand through partnerships with the wider New Zealand international community.
2. The initiative was allocated \$2.250 million for 2001/02 and out years and a WCNZ Fund was established as a non-departmental other expense from 2001/02 in Vote Industry and Regional Development. This fund received \$0.280 million for 2001/02 and \$0.800 million for 2002/03 and out years (CAB Min (01) 38/14).
3. Limited funding (\$60,000 plus GST) was also allocated to Kea<sup>1</sup> as a part of the WCNZ programme to initially target Silicon Valley expatriates with a view to expand to New York, London and Sydney.
4. The award component of the programme began in 2003 at the Trade New Zealand Export Awards.

## Policy objectives

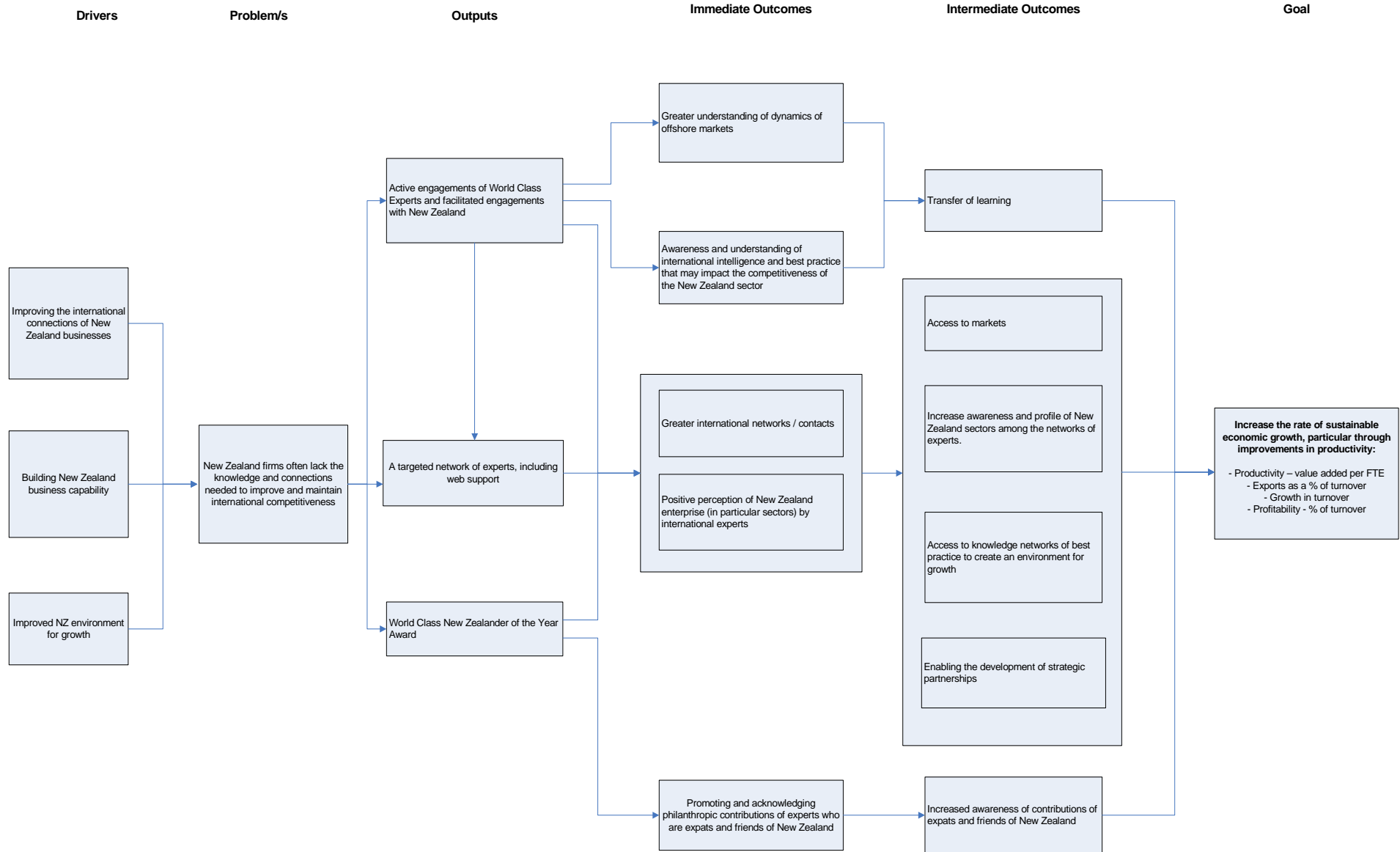
5. The objective for the WCNZ programme (at inception) was to:
  - Build a network of world class New Zealanders
  - Set up internships and business exchange programmes
  - Undertake inbound and outbound missions aligned with Industry New Zealand's industry, sector, cluster and regional development strategies
  - Build connectedness through targeted communications, provision of 'non-commercial' packaged content relevant to the wider expatriate community and a web site.
6. Below is the intervention logic for the programme.

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<sup>1</sup> Kea New Zealand (formerly the Kiwi Expat Association) is a not-for-profit, private sector organisation made up of successful expatriate New Zealanders.

### World Class New Zealanders

The objective of the World Class New Zealanders Programme is to improve the international competitiveness of high growth sectors and companies





## Part Two: Implementation

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### Background

7. Industry New Zealand acted as a broker to facilitate initial contacts and specific arrangements between firms and offshore experts. Firms could select their own expert participants, or seek assistance from Industry New Zealand in identifying and locating potential participants.
8. Under Industry New Zealand the initial operating budget for 2001/02 was \$1.211M; in 2002/03 the operating budget was \$0.116M.
9. In 2003/04 the WCNZ programme was made part of the Enterprise Development Fund, together with the Enterprise Awards Scheme (now EDG-CB) and Enterprise Networks (EDC (03) 54 refers). Two of WCNZ's four functions, inward missions and internships, became functions of EDG-CB and Enterprise Networks.
10. WCNZ focused on the remaining outcomes of establishing a network of New Zealanders, in particular ex-pat New Zealanders, able to act as role models; and establishing information on this network in a database. WCNZ currently receives \$1.228m p.a.
11. NZTE aims for these networks to be long-term, deep relationships, and not just brief or sparse contacts with offshore New Zealanders or experts.

### Envisaged future programme design

12. In August 2005, a paper was put to the NZTE Senior Executive team outlining the programme's future strategy and operations. The paper discussed the current use of WCNZ by NZTE and noted it was being utilised as a tool to support NZTE's sector facilitation activities, in particular:
  - To assist NZTE to develop new strategies based on up-to-date knowledge and feedback from the international market and therefore assist in the development of future NZTE activity.
  - To assist in the delivery of current NZTE strategies to improve the global positioning of NZ activity and core strengths.
  - To increase the contingent capabilities and infrastructure that are required for the above e.g. developing the capability of the venture capital industry, or the capability of commercialisation advisors in New Zealand.
13. The paper argued that these three programme outcomes could be divided into four broad categories of activity, outlined below. It was noted that NZTE was only focusing on aspects of 1 and 3, and needed to alter its activity to cover the rest of 1, and on points 2 and 4.
  1. International insights into sectors and technologies relevant to New Zealand

- Activity level one: establish contacts with thought leaders or senior business figures that are prepared to assist NZTE in a limited and targeted. These relationships and engagements would be long term and strategic.
  - Activity level two: establish networks of influential individuals in key institutions (e.g. to reflect the standing of the institution they work for, as well as their individual capability) to access their market knowledge and contacts. These engagements would be medium term and change as NZTE's strategic focus changed.
2. Networks to assist opening new market opportunities for New Zealand capability
    - Establish networks of key decision makers in markets, such as India or China, where NZTE is seeking to open new market channels or routes. These engagements would be medium term as over time the focus of NZTE's attention and that of New Zealand companies will change.
  3. Sector initiative-based engagements
    - Identifying experts who can assist in the short to medium term delivery of key parts of NZTE's sector strategies. As such, these engagements would be project focused.
  4. Connecting New Zealand capability to the world
    - This entails maximising the leverage that can be achieved from New Zealand-based global experts and their ability to promote New Zealand. This would complement the activities of NZTE's Brand New Zealand programme.
14. The indicative range of budgetary allocation for 2005/06 is outlined below. While this range is intended to be refined and developed over time, it shows the importance NZTE place on using the WCNZ programme as a sector development tool. Indeed, up to 80% of spend on engaging international experts is intended to be sector based.

**Table 1: Indicative Allocation of WCNZ programme budget (NZTE, 2005)**

Area of activity	Indicative percentage range of total budget
International insights into sectors and technologies relevant to New Zealand	25-35%
Networks to assist opening new market opportunities for New Zealand capability	15-25%
Sector initiative-based engagements	35-45%
Connecting New Zealand capability to the world	5-15%

## Part Three: Delivery

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### Operational Costs of Delivery

15. WCNZ costs \$0.111M per annum to deliver.

<b>Total Budget</b>	
<b>Jul 05 - Jun 06</b>	
<b>Expenditure</b>	<b>000's</b>
Personnel	107
Travel	4
Occupancy	-
Professional & Outsourced	-
Business Development/Training Contracts	-
Telecommunications	1
Marketing	-
Computer	-
Capital Charge/Insurance	-
Other	-
Enterprise Networks	-
Sector/GIF/Other Projects	1,117
Depreciation	-
Forex Gains and Losses	-
<b>Total Expenditure</b>	<b>1,228</b>

### Active Engagements

16. For the 41 months to May 2006, the programme has delivered 51 engagements (visits either to or from NZ by experts). A rough total of 450 firms and 300 stakeholders participated in these engagements.
17. The financial data is lacking on some (17) engagements, but on figures available 34 engagements were funded at a total of \$615,037 plus annual costs. Note that no fees are paid to experts invited to participate in WCNZ. The WCNZ programme is based on the philanthropic contributions of experts – with NZTE covering their travel costs.
18. Of these engagements, 17 were in the ICT sector, 16 in Biotechnology, 6 in the Manufacturing sector and 2 in Food & Beverage and Creative & Services. The remainder were not within an NZTE sector or were not identified by sector. None of the engagements have been in association with any of the Sector Facilitation projects.
19. Industry New Zealand for 2001/02 (from December to June 2002) approved 33 exchanges, to the value of \$0.268 million. Two inbound missions for expert visits within the boat building and the optics industry were also supported. From July to December 2002, Industry New Zealand delivered 47 exchanges and 5 missions, to the value of \$0.390 million.

### Support for Connect NZ

20. In November 2004, NZTE approved \$2.016 million to support an 18 month pilot by Connect NZ. The project aims to develop a network of international and domestic experts to assist New Zealand ICT companies. The funding was split across the sector project allocations for all sectors, with the WCNZ programme contributing \$250,000 in both 2004/05 and 2005/06.
21. Funding from the WCNZ programme was justified on the basis that the Connect pilot was aligned with the WCNZ objective of developing a network of international experts.

## **Record Keeping**

22. NZTE's record keeping for WCNZ has been unsatisfactory. At best, records existed as paper files only; for many engagements there was very little information, and for some, no information at all. NZTE has been unable to satisfactorily account for the annual budget for the programme prior to 2005/06. This has affected MED's ability to make judgments about the effectiveness of the programme.

## Part Four: Outcomes

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### Methodology

23. The evaluation selected five engagements of the WCNZ programme to investigate. We tested whether each case study had resulted in improved capability, easier access of markets and access to onshore and offshore networks. The engagements and firms selected were not a representative sample of all engagements or firms.

### Overall

24. Only a few of the firms spoken to have remained in contact with the main guest(s) of the engagement or the other people they met during it. However, eight of the 23 interviewees had seen the engagement, or what they learnt from it, translate into revenue gains, improved management capability or easier offshore access.
25. While these results show it is possible to achieve gains via meetings with offshore experts, both expats and foreign, it is not clear this has been a consistent result of this programme. However, inconsistent results are to be expected from such a programme, as naturally some engagements will deliver more business leads than others. The challenge for NZTE is in selecting those international experts and New Zealand businesses that are likely to develop in-depth relationships as a result of face-to-face meetings.
26. Firms noted that having experts selected for them can be less useful than if they could choose whom they felt they needed to meet. Certainly it would help ensure success of any such engagements if the selection by NZTE of experts for firms is be driven to a much greater degree by the firms themselves.

### Case studies

#### Centre of Excellence - Specialised Manufacturing, 6 Responses

27. These experts were brought to New Zealand to establish the pre-feasibility of setting up a Centre of Excellence. Overall, the meetings were successful in that they provided the forums for necessary input and response from the scientists and companies who would be affected by the centre.
28. The majority of the respondents still remain in contact with the experts. Plans for the centre appear to be going ahead.
29. Companies that were interviewed were cautiously or enthusiastically optimistic about what the centre might mean for them. One company anticipated significant benefits, as the centre would contribute to research for the technology that they are beginning to develop. Others said that it was difficult to predict what could come from it but that they expect at the least some operational business from the centre. Another company expressed a high level of concern about the effect of the centre.
30. These visiting experts appear to have played a valuable role in moving towards establishing the Centre of Excellence.

## **University of Milan - ICT Sector, 5 Responses**

31. This international expert in Radio Frequency Identification was brought into New Zealand in part to develop collaborative linkages between New Zealand research organisations and his Italian research organisation.
32. Responses from this active engagement were mixed. One interviewee was extremely positive: the participant expert introduced the New Zealand company to an Italian distributor, resulting in a new and large export market for them. Another company reported making an important contact through the expert but that as yet nothing has come from it; finally others said there had been very little follow up to the meetings. Specific feedback was as follows:
  - One company said the meeting was a good business development opportunity of information sharing, networking, and 'putting out feelers'.
  - Another commented that the invitation to meet the expert came out of the blue. There was little warning prior to the date, and that it was not well specified as to whom the expert was or how he might be useful to them.
  - Another company had much to say about NZTE, including the comment that there needs to be more consultation with the companies to find out what kind of assistance they actually need, and that before they bring someone out they should find out from the companies themselves who might be the most useful.
  - Concern was expressed from another company that the programme introduced NZ companies that were not serious enough about exporting to an overseas exporter, and that the service they then provide gives all NZ exporters a bad name. This company said that if NZ companies are really serious about exporting then it is necessary for them to invest in going overseas and doing it "properly".

## **One-on-one meetings - ICT Sector, 5 Responses**

33. None of the five interviewees could attribute any change to their revenue or business practices to meeting this Canadian ICT expert, or from contacts received from him.
34. There was a mixed response on the expert's attitude: two said he ignored them because their companies were not large enough, while a third said that he seemed to have his own agenda of selling Canadian companies to them.
35. The expert did give two of the larger NZ companies contacts for Canadian companies, but neither have followed them up or consider them especially useful.
36. Two of the companies mentioned that the meetings were very introductory, while two of the five remain in contact with the expert or with his contacts.

## **Expert in licensing and partnering deals - Biotechnology Sector, 2 Responses**

37. The expert was brought to Washington to meet with NZ companies that were there for the 2003 BIO conference. Companies had had prior contact with the expert. Both

companies mentioned that the expert introduced them to another expert in their areas of interest, who proved to be a more useful contact.

38. No direct business revenue resulted from the meetings or contacts, although direct effects on research processes mentioned. One organisation mentioned that they would have encountered these contacts via their own networks and that the WCNZ programme would be more useful to them if it brought them in contact with those they would not naturally encounter.

### **CEO of a therapeutics company - Biotechnology Sector, 5 Responses**

39. The visit of this CEO involved commercial discussions with New Zealand companies seeking deals and partnerships in therapeutics.
40. The majority (4/5) of respondents were very positive about the meetings with this expert. The fifth considered that the expert was not a “good fit” for her business and that the meeting was not valuable for either party. The positive feedback focused around learnings gained from the meetings rather than direct material benefits. All of these positive respondents considered the expert a “good fit” in terms of what they were undertaking.
41. Two of the interviewees have maintained an ongoing relationship with the CEO.

### **Anecdotal Examples of Success from NZTE**

42. As well as the case studies above, the following active engagements are included to give a greater sense of what the WCNZ programme has achieved (although MED has not verified the results).
- Two visits by an executive from a European railway company led to a \$10m deal being struck with a New Zealand ICT supplier. The New Zealand company partially credited this deal to NZTE’s activities in strengthening the relationship between the parties. NZTE anticipates that the flow on effect of this deal is likely to be around \$100m for the sector.
  - A visit by the CEO of a cryogenic refrigerator company is likely to lead to a joint venture with a New Zealand company to produce a new product. The New Zealand company had an experimental concept, but lacked the financial and management capability to produce this by themselves. NZTE’s assistance helped connect the companies and prototype testing is currently being undertaken.
  - A New Zealand expert in IT service management has twice received funding to attend International Standards Organisation conferences. As a result of attending these conferences, she is currently chairing a Study Group on IT Governance and has been able to represent New Zealand interests and provide feedback to industry. Such participation is important in influencing standard-setting that the New Zealand IT businesses will need to adhere to in order to guarantee international success.

## **Building ‘Connectedness’: A forum for maintaining relationships**

43. Beyond the active engagements of experts, WCNZ was also intended to develop a network of expatriate and NZ friendly people, who are seeking to put something back into the NZ economy. Although this group may not necessarily be invited to NZ, this network was intended to provide a resource that NZ businesses and NZTE could access as they expanded overseas.
44. NZTE determined that web capability would be the most effective means of undertaking this activity and that Kea would be the most appropriate provider. NZTE contracted Kea (\$440,000 in 2005/06 (partially funded from Beachheads programme) and \$130,000 p.a. for ongoing maintenance) to develop a web-portal. This web-portal is intended to go ‘live’ in the very near future and will be an invite-only community, whereby international experts could be accessed by NZTE and NZ businesses. Once running, NZTE has indicated a desire to establish close links with the Beachhead programme.
45. It is too early to assess the value that this web-facility will provide. However, it is notable that NZTE’s investment has subsequently led to FRST and MinEd scoping the potential to utilise the same platform for an RS&T portal. These developments provide an important development in leveraging New Zealand’s significant expatriate community.

## **WCNZ Awards**

46. As part of the efforts to develop a network of enterprising New Zealanders, WCNZ was to provide an annual award ceremony. This annual award is “to acknowledge and honour both local and expatriate entrepreneurial contributors and to celebrate the achievements of the new generation leaders” [DEV (01) 69 refers]. This award was seen as a key part in engaging with expatriates and recognising the value of those individuals who maintain links with New Zealand.
47. In 2005/06 NZTE contracted Kea to deliver the awards for the first time (\$100,000 p.a.). Held as part of ‘New Thinking Week’ the award ceremony on 1 March 2006, was roundly recognised as a success. 375 people attended the ceremony (including the Prime Minister and other Ministers), which also received widespread media coverage.
48. Contracting Kea to deliver this aspect of the programme has resulted in an expansion of the awards, significant private-sector sponsorship (\$110,000 in 2006) and links to other events, such as Biotechnology and ICT conferences. The awards have generated significant media coverage and have been useful in shifting public debate from ‘brain drain’ to examining the opportunities that an expatriate population can provide.



## **Part Five: Conclusions**

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### **Findings**

#### **Implementation**

49. To date the WCNZ programme has largely been utilised by NZTE to finance bringing an expert into New Zealand to meet with NZTE and New Zealand businesses. These individuals are being accessed on an issue-specific basis and are identified by NZTE's sector teams. Although the visits are producing some tangible results for businesses, there is little evidence that these 'active engagements' are part of an ongoing effort to establish a long-term relationship with the experts, or to establish a network of international experts for NZTE to call on – as intended in policy.
50. In August 2005, a paper was submitted to NZTE's Senior Executive Team proposing to refocus the programme. This new strategy puts emphasis on NZTE developing long-term relationships with international experts to inform NZTE's sector strategies, provide information about market opportunities and assist in the delivery of NZTE's sector strategies. This recognition of the need to focus more on developing relationships with these experts (including following up their visits to NZ) is more in line with the original policy intent of the programme.

#### **Delivery**

51. NZTE's record keeping for WCNZ has been unsatisfactory. Records existed as paper files only. For many engagements there was very little information, and for some, no information at all. NZTE has been unable to satisfactorily account for how the annual budget for the programme has been allocated prior to 2005/06. This has affected MED's ability to make judgments about the effectiveness of the programme.

#### **Outcomes**

52. The evaluation indicates that there is merit in NZTE continuing to facilitate contact between New Zealand businesses and international experts. As would be expected from such a programme, there have not always been consistent results and some active engagements have produced much better leads than others.
53. Only a few of the 23 firms spoken to had remained in contact with the main guest(s) of the engagement. However, eight out of 23 firms acknowledged that the engagement had translated into revenue gains, improved management capability or easier offshore access.
54. WCNZ was designed to improve the global connections of New Zealand businesses by developing a senior network of expatriates or New Zealand sympathetic business people. NZTE has invested in a web-portal, as part of Kea New Zealand's infrastructure, through which it will be able to invite clients and international experts to collaborate and receive targeted communications (this portal has yet to go 'live'). The WCNZ awards have also been widely recognised as a success in engaging those high-profile individuals who have made significant contributions to New Zealand. Engaging New Zealand's significant offshore pool of talent is a long-term process and this networking activity needs renewed emphasis.

## Conclusion

55. New Zealand's distance from key markets is an impediment to many New Zealand firms accessing key international leaders in their field. Facilitating face-to-face meetings and bringing international experts to New Zealand to understand the country's business offerings is a vital step in connecting New Zealand to the world. NZTE should continue such activities and ensure that such visits are co-ordinated within NZTE to derive maximum benefits and increase the likelihood of ongoing relationship building.
56. WCNZ should continue as a high-profile programme for facilitating networking with international experts. However, the programme should no longer be responsible for funding the inward and outward missions of experts. Such visits should continue, but as they are driven by NZTE's sector teams it would be more appropriate for them to be funded from NZTE's sector budget, under Output Class 1.1. This will ensure that visits are assessed and prioritised against all other possible types of sector activity and are aligned with the needs of NZTE's sector projects.
57. Although no longer funding inward and outward missions, WCNZ will continue to establish and maintain high-value, long term relationships with key local and offshore experts, and will continue the annual award scheme. As well as attracting members to the WCNZ network, NZTE will work to integrate the WCNZ activities within the overall framework of programmes delivered by NZTE, including Beachheads, Export Year 2007 and New Zealand New Thinking. It is expected that NZTE will continue to brand future visits under the WCNZ banner to ensure the high profile of the programme.

## Recommendations

### Policy

58. WCNZ should continue to seek to establish a senior network of international experts that can assist New Zealand companies improve their global connections.
59. WCNZ should no longer fund the active engagement of experts. Although the WCNZ programme manager will need to play an important role in building relationships between relevant experts, NZTE and NZ businesses, any future missions to and from New Zealand should be sourced from NZTE's sector budget.
60. To ensure that NZTE is not unduly restricted from engaging international experts, NZTE should make \$0.500m p.a. from the WCNZ budget available for reprioritisation.

### Operations

61. The remaining activities of the WCNZ programme should be focused on supporting the development and management of a network of international experts who can provide valuable knowledge and contacts for NZTE and New Zealand businesses. As part of this activity, NZTE should continue to support the annual WCNZ award scheme as a means to engage New Zealand's expatriate community.

62. The WCNZ programme manager should seek early engagement with NZTE Sector Directors, Regional Directors and external stakeholders (including firms, industry organisations and networking organisations such as Kea and Connect NZ) to ensure:
  - early identification of potential high calibre WCNZ active engagements
  - early and detailed planning of visit programmes to ensure alignment with sector and organisational strategies, and clarity of intended outcomes
  - targeting of appropriate companies to ensure mutually beneficial connections
  - cross-sectoral opportunities (e.g. visits by a venture capitalist) are not missed
63. Post-visit follow-ups should be given greater attention to ensure that the momentum gained through a visit is not lost.
64. NZTE will improve the operation and administration of the WCNZ programme, including establishing:
  - a robust planning and decision-making process
  - an effective information management regime for audit and evaluation purposes
65. NZTE note that the evaluation indicates that involving New Zealand firms in decisions on which experts to bring to New Zealand is likely to result in improved outcomes.