



INDUSTRY PLANNING WORKSHOP

The beekeeping industry of New Zealand has just completed its first planning workshop since 1963. About 15 hours of solid work were put in by the team which took part and we were guided through a Management by Objectives Course by the MAF. We covered the groundwork for our industry planning and hopefully we have laid the basis for an organised and continuing planning scheme for the future. A scheme in which all members will have a chance to become involved in as our programme develops.

The following is a preliminary report of our workshop held at Flock House 2-4 May 1984.

In attendance

NBA Executive	Ian Berry — Pres	Havelock Nth
	Allen McCaw — Vice Pres	Milton
	Tony Clissold	Gore
	Mervyn Cloake	Timaru
	Tony Lorimer	Hamilton
	Dudley Ward	Dannevirke
MAF	John Scott	Wellington
	Murray Reid	Hamilton
	Andrew Matheson	Nelson
	Cliff Van Eaton	Gore
	Michelle Forsyth	Hamilton
Trustees of Trust Funds:	Russell Berry	Waiotapu
	Ivan Dickinson	Milton
Education:	Paul Marshall	Telford
	Nick Wallingford	BOP Community College

Presidents Introduction

This workshop is being held because of the following remit carried unanimously at Nelson Conference July 1983.

“That this Conference request the National Executive to convene an industry planning forum. Such a forum to include a broad spectrum of industry membership to consider and outline the future direction and requirements of the industry in all its facets.”

Apicultural Advisory Officer Murray Reid, in his “Waikato Bee Notes” dated August 1983, discussing strategic planning, suggests: “This exercise is an ongoing one and involves assessing our historical development, our current situation, our plan for the short-term and long-term future, how we are going to get there and what resources we need to achieve these aims.”

As these are times of rapid change I think we can agree with Murray’s suggestion that strategic planning for our industry must be an ongoing exercise. I look to this meeting to establish the foundations for our industry planning and then I feel it will be over the branches, the various specialty groups, the MAF and the Executive members to gather information relevant to industry planning and forward it to the Executive. Time should be set aside at each Executive meeting to discuss and evaluate this information.

The Executive’s recommendations should then be sent to the Branch Secretaries and, where appropriate, published in “The Beekeeper”. We should also hold an industry planning forum at each Annual Conference. Probably starting with a report from the Executive followed by some discussion and then Conference breaking up into “buzz” groups representing the various sections of interest within the industry. The leaders of each group would then report back to conference and then some more discussion could be held. This would probably involve about two hours of time at each Conference and provided the exercise was well planned it should be time well spent. It is important that the efforts put into industry planning be followed up and I would suggest that an annual planning report be prepared after each Conference for distribution to all members and other appropriate persons.

One of the things we had to decide was what we were planning for and the following was agreed unanimously:

AIMS OF N.B.A. PLANNING PROGRAMME

Basically we should plan for:

BETTER BEEKEEPING — BETTER MARKETING

To build from this base our first aim should be to:
KEEP OUR MEMBERS IN BUSINESS

To achieve this we should plan to:
HELP OUR MEMBERS AND THOSE THEY EMPLOY TO OBTAIN A GOOD STANDARD OF LIVING

We should also plan to:
HELP OUR MEMBERS PROVIDE THEIR CUSTOMERS WITH QUALITY PRODUCTS AND SERVICES AT A REASONABLE COST

Satisfied customers are a sound base on which to build any business. To achieve this we need good quality control plus cost efficient production, processing and packaging, marketing, and distribution.

It is also important we plan to:
HELP OUR MEMBERS FULFIL THEIR RESPONSIBILITIES TO THE COMMUNITY

This covers such things as, increasing exports, providing jobs, providing a pollination service to those who need it, helping school projects, assisting handicapped and underprivileged people, and looking after the environment.

After we had been through the process of a swot analysis (i.e. establishing the industry’s strengths, weaknesses, opportunities and threats) we were guided through several stages until we reached six goals to plan for over five to ten years.

These were:

- 1 Improve industry profitability
- 2 Improve beekeeper education and training
- 3 Improve beekeeper co-operation

**INDUSTRY
PLANNING
WORKSHOP (CONT.)**

- 4 Improve industry public relations
- 5 Achieve more effective liaison with Government agencies
- 6 Develop a long term industry plan

How we set out to achieve these goals will be the next part of the exercise and we have already made a start on this. Members will be brought up to date on industry planning at Conference.

At the conclusion of the workshop a vote of thanks was given to the MAF team for their help and assistance and for the tremendous amount of background work they had put in which contributed so much to the success of our meeting.

Ian Berry

* * * * *

DON'T PANIC

Once upon a time a bee sat on a blade of grass. A grazing cow ate both and the bee suddenly found itself in a dark, smelly, and gloomy cavern. Naturally it was frightened. It fought, kicked, screamed, did everything to get back into daylight, but to no avail. Finally, exhausted by its efforts, it fell asleep.

When it woke up it was back on the grass again.

The moral is: Why worry? Most things work themselves out.

**1984
COMBINED MAF AND NBA
SEMINAR**

**at DEVON MOTOR LODGE,
DEVON STREET,
NEW PLYMOUTH**

on TUESDAY 24 JULY 1984

Registration starts at 8.30 a.m. on Tuesday 24 July.

This year's theme—**Better Beekeeping—
Better Marketing**

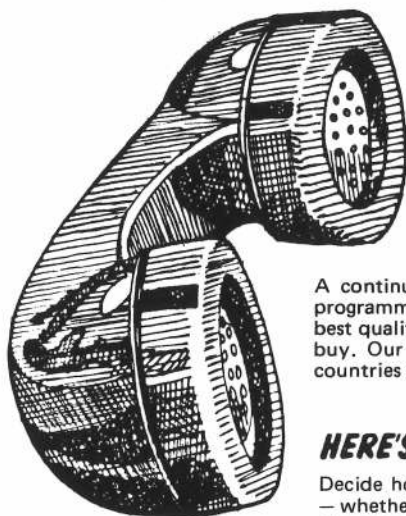
An interesting and instructive programme has been arranged with speakers on:

- * Industry and Business planning
- * Packaging of Honey
- * Taxation as it affects Beekeepers
- * Marketing, both local and export
- * Queen Bee Export Potential
- * Latest development in Beekeeping equipment.

It is also hoped to show a video tape entitled "**Big Business in Bees**". This film was made as part of the B.B.C. series "The World About Us" and runs for 50 minutes.

**Do you need Quality Queens
Call - A - Queen and Bee Service**

Phone 1228 Kaitaia



HERE'S WHY:

You will get high quality Italian queens bred under natural conditions for a fast build up, honey production, temperament and good over-wintering.

A continual breeding improvement programme over 27 years ensures the best quality queens your money can buy. Our queens are sold to nine countries around the world.

HERE'S HOW:

Decide how many queens you need — whether 1 or 1000 and call us. Our phone is usually unattended from

8.30 a.m. till 5.30 p.m. but then our answer phone will take your message. Don't forget your name and full address and phone number along with your order or enquiry.

Try us first as quality always pays.

HAINES BEE BREEDERS LTD

R.D.2,
KAITAIA

Phone — 1228 — Kaitaia.

QUEEN PRICES 1983

1- 10	\$8.25
11- 50	\$7.50
51-100	\$6.70
100-150	\$6.40
150 +	\$5.85

All prices include postage

September delivery 50 cents extra per queen wintering charge. December to January less 50 cents per queen due to our regular commitments and prior bookings for this September queens. We must advise that we are booked out for September '83.

PACKAGE BEE PRICES 1983

1- 5	\$24
6-49	\$21
Over 50	\$20.50

Plus freight at cost

Delivery from October 1

NUCLEUS PRICES 1983

3 frame only \$40. Discounts apply to orders over 25. Available on application. All nucs are on new drawn foundation with young queen.

Freight paid North Island destinations

Delivery from October 20.

**50% DEPOSIT REQUIRED ON PACKAGE
AND NUC ORDERS**

All queen, package and nuc deliveries are subject to the terms and conditions set out on our confirmation of order advice note.

HIVE PRODUCTS (cont.)

Recent research has shown it to make up a significant but mere six percent. This great diversity in the number of components gives beeswax its low melting point and relatively soft, plastic texture.

The ratio of these various compounds in beeswax seems to be held constant by the particular species of the Apidae producing it. Of the other species of honey bee, *Apis cerana*, *A. florea*, and *A. dorsata*, found in the East have similar wax called *ghedda* wax. Wax from bumble bees *Bombus* spp has an even lower melting point at 30-40 C.

BEESWAX PRODUCTION

This remarkable substance is produced by the wax glands of the honey bee. The abdominal plates (sterna) of the adult worker bee have long extensions which underlap the plate in the segment behind (see figures A and D from *The Hive and Honey Bee*). These underlapped parts of plate IV, V, VI, and VII, each have two large, smooth glistening oral areas called the mirrors (Mir). Internally these areas are covered by the wax-secreting glands (A, D Wx Gld).

The wax glands are specialised epidermal body-wall cells. In the wax production phase of the worker—between days 12 and 18 of the adult life—they thicken tremendously, become glandular in structure, and begin secreting wax. The wax is discharged through mirrors as a liquid. There it hardens to small flakes in pockets (D Wx

P) between the mirrors and the long underlapping parts of the preceding plate.

These wax plates are about two mm long by one mm wide, though their shape varies. After wax formation by the glands is over they degenerate, becoming a flat layer of cells.

There are eight of these wax glands four on each side. Two scales are produced on each segment, one on each side of the mid-ventral line of the abdomen.

Several factors seem to be crucial for wax production. The first is consumption of large amounts of honey by relatively young wax producers. Various figures are given in the literature as to the kgs of honey consumed per kg of wax produced which ranges from 3-20 kg of honey per kg of wax.

At least eight kgs of honey is required. If a kg of sugar/kg of wax is considered a ratio of 10 or more is thought correct.

At this time of high productivity the bees also need a second important ingredient—pollen. Pollen is required by the bee to keep up its own body protein, otherwise wax formation reduces its body weight, for the bees own protein is removed and not replaced.

Wax production is a high energy intensive operation, the bees use a large amount of energy in the form of honey to convert it to a lower weight of wax.

(to be continued)

INDUSTRY PLANNING REPORT. AUG. '84

The winter issue of 'The NZ Beekeeper' ran a report by NBA President Ian Berry on the Beekeeping Industry Planning Workshop held at Flock House in May last. This workshop was the first important step towards establishing a much needed, formal planning scheme for the future of the National Beekeepers Association, and the beekeeping Industry in New Zealand.

Those who attended Conference '84 in New Plymouth took part in another vital step of the ongoing planning process. After an introduction to the system of planning at the pre-Conference seminar, very ably conducted by Michelle Forsyth, MAF Adviser, Hamilton, members joined in discussion groups on the final day. Discussion was based on the six industry goals and their objectives which arose from the Flock House deliberations, and many worthwhile suggestion came forth. Congratulations to everyone on their contributions and effort. We intend that this should become a regular part of National Conferences.

The considerable information gathered is being collated into a series of 'action plans' for the coming months. Each branch will receive a copy of these and activities will include both the Executive and branches, as we seek efficient management of our resources. We hope that everyone will take the opportunity to work towards the betterment of our industry through a united and well-planned approach to our problems.

A fuller report of our planning process will be included in the next issue of 'NZ Beekeeper', so watch this space.

Allen McCaw, Vice-President.

BEEES



Here's a down to earth, no nonsense handbook for anyone interested in bees.

'PRACTICAL BEEKEEPING IN NEW ZEALAND'
A.G. Matheson

Covers all aspects of beekeeping including environmental conditions, behaviour and care of bees, and regulations affecting beekeeping. A useful guide written for commercial beekeepers, those involved in the horticulture and agricultural fields (such as orchardists and seed growers), students and interested amateurs. **\$17.95**

Available now throughout New Zealand from leading booksellers and Government Bookshops



Government Publishing

8837



Industry Planning Report

“Don't lay any certain plans for the future—it is like planting toads and expecting to raise toadstools.”

—Josh Billings, American Humorist. 1818-1885

Although written over a century ago, these words are probably even more relevant today when rapid changes and advances make planning a very precarious exercise! Because of present-day uncertainties, the need to make best use of our resources is more important than ever; and the beekeeping industry is no exception.

The last few issues of this magazine have included reports of the planning exercise underway for about eighteen months. I would like to briefly review these activities, answer some questions which have arisen from it, and then look ahead.

What has happened so far? Following the unanimous adoption of a remit at Nelson Conference in 1983, calling for an Industry Planning Forum, a group involved in the administration of the beekeeping industry met at Flock House in May last. They introduced us to the system of

planning called 'Management by Objectives', now the basis of our industry's planning process.

Management by Objectives (MBO) (or Mumbo), is currently used by many Government departments and large organisations, including MAF, who guided us at Flock House and at Conference '84 at New Plymouth. Those at Conference '84 further contributed to our Industry Plan by taking part in 'buzz groups', discussing the various ideas which arose at Flock House, and by providing a wider range of suggestions for the Action Plans to follow.

In addition, planning has been on the agenda at each Executive meeting held over the period, and some NBA branches have introduced the process at meetings and field-days.

Where are we now? In October this year, all hive levy payers should have received a copy of the results of our efforts to form a plan for our industry, in particular the NBA. This is the 1984/85 NBA Industry Plan, which outlined the *Mission*, or *aims* of the Association; a series of six long-term *Goals* to work towards; a number of *Objectives* set



Everyone is packing in Lily Plastic

Big pots. Medium pots. Small pots. Tiny pots. Perfectly printed and looking good. Lily Thermoformed plastic containers are the ideal, economical packaging for a multitude of products. Light, durable, thin-walled. With recloseable plastic lids or heat-sealed foil lids.

An impressive range of shapes and sizes is available. Suitable for handling on a variety of filling and capping machinery. All backed by our technical expertise here and overseas. (Isn't it time you packed in Lily plastic?)

Isn't it time **you** went to pots? Send us the coupon and we'll have a representative call with a sample range.

To: Lilypak Industries Limited,
P.O. Box 21-296, Auckland 8.

I would like to try Lily cups at:

Name of Company

Please ask a representative to call
to phone and make an appointment

Name

Position in company

Business address

..... Phone

L84/4

to reach these goals; and a detailed list of immediate *Action Plans* of activities required within the next few months to achieve the objectives or at least attempt to do so.

I hope that sometime in the rush of springtime beekeeping, those who received a copy may find time to read it carefully. I also hope you will contribute by criticism, suggestion, or support for the activities outlined. For those non-hive levy payers interested in the Plan, branch secretaries have spare copies, or contact the Association Secretary in Wellington.

We are already well through the first cycle of our planning system. The Action Plans show some activities as already carried out, and more are in train by the various NBA groups. At each Executive, Action Plans are reviewed, and new ones initiated if need be. Many branches have reacted to the Plans, and more will as the process continues. Of course, Action Plans do not include *all* activities of Executive or branches. A great many other details are attended to as they arise.

Where to go from here? Over the next few months, we shall take further actions within the Plan outline. At the March meeting of the Executive, the plan will be fully reviewed. Also, Branches will be asked to carry out their own review before Conference '85, and to discuss further objectives and actions. Such changes or additions can be initiated by a remit to Conference, through a branch report to Conference, by discussion groups planned for 1985 Conference, or by direct approach to Executive, either individually or as a group.

Following Conference '85 the 1985/86 plan will be produced, incorporating new activities, and updating earlier ones not yet achieved, or which require some follow-up. Outlined below is a diagram of the anticipated *NBA Planning Cycle*, to show how the various stages of the planning process fit into the calendar year for the Association.

I should like to raise some of the questions encountered during the planning process, and reply to them.

Question: Why do we need this planning now—we always managed before?

True, but often in the past it has been '*management by crisis*': that is from crisis to crisis, each problem as it arises, or after it is beyond the point of repair. A planned approach aims to anticipate difficulties before hand, and to meet them head on.

By declaring our intentions ahead, we also strengthen our case with outside agencies, such as Government, because they can see where we are going, and can offer the assistance we require.

Question: But is planning just for the Executive—are the rest of us involved?

Very much so. A main point of planning is to involve everyone. We do that through branches, conferences, individual approaches, and of course, Executive activity. The Executive is largely a co-ordinating body. One of the major objectives is to achieve better communication and understanding, both within and beyond our industry.

Question: Is planning just another seven day wonder? A flash in the pan? It will be if we allow it. However, part of the planning is, the development of a *long-term* industry plan. This should ensure that planning continues to be important. The emphasis placed upon this by MAF was underlined by John Scott in his address to Conference '84.

Question: Who does our planning?

We have so far but in the future we look towards planning being an integral part of branch activities, conference procedures, as well as Executive business.

In summary, I outline the five reasons why Industry Planning is important to our future.

1. **ACCOUNTABILITY:** A declared plan of action means someone, somewhere, is responsible to see it through.
2. **CONTINUITY:** One difficulty in the past has been that oversights and loss of ideas result from staff changes. An ongoing plan means actions and objectives will continue even though people come and go.
3. **EFFICIENCY:** A planned approach *must* be more efficient since it fully utilises time and finance, always scarce.
4. **COORDINATION:** By planning we ensure resources are properly directed, that everyone is heading the same way. That does not mean loss of individuality, rather it allows individuals more opportunity to use their particular talents.
5. **AWARENESS:** By looking ahead, planning towards the future, we can be more aware of changes taking place and so modify our actions to meet them.

Finally, I am reminded of the story entitled "Don't Panic" which the Editor included after the Industry Planning Report in the Winter issue.

I am sure most of us can relate to that bee, but had the bee *planned* better the story might have been different. The bee did come through, but only after wasting a lot of energy in fruitless struggle, and spending a very uncomfortable time in hostile surroundings. Had he, for example, been aware of the cow's approach, or better still come to some mutual arrangement with the cow not to be eaten in the first place, then his life would have been much more pleasant. And his final resting place would have been much more satisfactory than a pile of 'manure'. Personally, I opt for the planned approach.

Allen McCaw.

A letter to the General Secretary, those attending Conference '84, and also the ladies.

I wish to take this opportunity to sincerely thank you all for the lovely get-well card sent me from Conference while I was in Southland Hospital. I can assure you I was very pleased with your very kind thoughts and to read the names of so many on the card whom I have met at conferences over the years. Once again let me thank you one and all for your kind message.

Yours sincerely,
Jack Glynn.