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BUILDING BETTER BUSINESS ISSUE 28 - AUGUST 2015



Chamber of Commerce Announces 2015/2016 Board Members

John McRae - President

Staff Team



Chamber CEO:
Darrin Walsh



Office Manager:
Joss Pemberton



Regional Business
Advisor:
Phil Becker



Membership & Business
Development Officer: Jo Keefe

Chamber of Commerce,
PO Box 385, Rotorua 3040, The Business Hub,
1081 Hinemaru Street, Rotorua 3010
Ph: 07 3463657
E-mail: admin@rotorua-chamber.co.nz

Board Members

President: John McRae
Treasurer: Gavin Long
Richard Fullard
Bryce Heard
Allison Lawton
Colin MacPhee
Prof. Margaret Noble
Geoff Rice

Co-Opted Board Member

Tamati Coffey
Aladina Harunani
Dharmen Prasad

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CONTRIBUTOR:
Kellie Hamlett
Director - Talent ID

The Challenges of an Ageing Workforce

In recent times the challenge of managing an aging workforce has again come to light. Topical to current business and workplace employment is the demographic reality of New Zealand small to medium sized businesses having an increasingly aged workforce.

Naturally this poses both strengths and weaknesses for businesses, and it is worth considering how to counter balance any future effects with careful planning, recruitment and succession planning.

The aging workforce can be attributed to the fact that people are needing to work for longer for both financial reasons, but also people chose to work for longer as they feel appreciated, valued and enjoy the continued social engagement that work provides. The flow on effect from people staying in their roles for longer means that there are less opportunities available for the younger workforce – evidenced by the high number of youth job seekers (under 25 years). This can highlight succession planning issues, and also the flow over of knowledge from the older working force to the younger generation, including staying abreast of current technology.

Certainly there is a substantial benefit of having mature employees as part of your workforce; including less need for time spent training, increased product knowledge, stability, loyalty and general “life” experience. However this brings about the question of if we don’t take on board the training of our younger generation – where will they find employment? Are we losing our talent to overseas markets because we are not creating opportunities for them here?

Currently 44 percent of New Zealand’s workforce is 55 years and older, with the majority expecting to remain in employment past retirement age (65yrs). There is real concern for the lack of mentoring and support for the younger generation of employee, which could be considered a real risk in terms of our ensuring Gen X and Gen Y are fully skilled to meet the changing and evolving needs of business in the future.

Although awareness is increasing, a proactive and strategic approach needs to be considered. A detailed succession plan should feature as part of your business planning documents, and should be considered as nothing less than due diligence, a tool to focus on the quantification and utilisation of existing internal resources, and identification of key skill gaps.

By mapping the competencies of your present workforce you are creating a paradigm for future development, preparing for operational continuity and complimenting your employee retention and engagement strategies. It is an objective method of developing a plan to transition through a changing workforce.

It seems larger organisations are working on plans to mitigate this skill gap with the ability to provide graduate roles, provision of training and development programmes and / or supply funding for apprenticeships, but smaller to medium-sized businesses understandably can struggle. Without the resources, and the funds to implement a dedicated strategy to proactively address this issue, they may very well be caught short.

Succession planning is not a set and forget process; it’s a fluid document that feeds into and draws on your appraisal process; it is a resource for training and development forecasting; and compliments engagement and motivation initiatives.

It should be frequently reviewed and evaluated to ensure that it is meeting the needs of your business, with the viewpoint of having the right people with the right competencies in the right place at the right time. By taking the time to plan for the future you will inadvertently be building a more committed, versatile and high performing workforce for today.



Meet our Team: Olivia Burman,
Kellie Hamlett & Shontelle Harpur



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Sustainability Reports - To Report or Not To Report?

According to KPMG only 47% of New Zealand companies publish a sustainability report. Yet the worldwide average of between 75- 93% suggests that producing a sustainability report is now standard practice rather than the exception.

The question then is not whether to report but “what” and “how” to report your sustainable message to your relevant audience or stakeholders. Thinking about these things:

1. Does your business report to your relevant audience or stakeholders?
2. What does your sustainability report cover?
3. How do you report your message?

The low reporting rates of New Zealand companies suggest perhaps a misunderstanding of who is a relevant stakeholder or what should be covered in a report.

Your **“relevant stakeholders or audience”** are society, customers, employees and other workers, local communities, shareholders or providers of capital, and your suppliers.

“What” to report has changed over the past few years. When not required by regulation 78% of the world uses or is guided

by one standard or criteria, the Global Reporting Initiative or GRI. Common to all sustainability reporting however is the identification of the issues with the greatest potential impact on the organisation and stakeholders.

“How” to report your message has also changed over the years, with many companies moving from including information on sustainability integrated in their internal reports to separate public annual sustainability reports, reviewed from an independent third party, and delivered to their stakeholders.

Sustainability reporting highlights risks and opportunities in areas such as economic, environmental, social, human rights, society, and product responsibility as a minimum, there may well be other key aspects identified specific to an organisation within a sustainable report. The purpose is to measure your performance against a standard or criteria acceptable to your stakeholders or audience. This allows for continued measurement and sustainable long term planning and performance.

For a business or organisation to be sustainable today, you should operate responsibly, engage responsibly with society and report the results to your stakeholders and audience.

The Rotorua Lakes Council as a signatory to the UN Global Compact Cities Programme is required to complete their own reporting. The Rotorua Sustainable Charter welcomes business to be able to work with the RLC to help lift the performance of Rotorua above the national rate of 47% so as opportunities are highlighted they can be matched with other organisations to create an economically, environmentally and socially sustainable Rotorua.



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Country	% of companies completing sustainability reports	Country	% of companies completing sustainability reports
Japan	98	China	75
Malaysia	98	India	73
South Africa	98	Chile	73
Indonesia	95	Germany	67
UK	91	Taiwan	56
USA	86	Mexico	56
Canada	83	South Korea	49
Australia	82	New Zealand	47
Netherlands	82	Greece	43
Singapore	80	Kazakhstan	25
Brazil	78		

Working With You To Make A Difference

Working with our clients is just part of what we do. We also work with employers to help our clients into sustainable employment. We need your support with that but we realise we need to provide a good service and, importantly, good employers.

We offer a free recruitment service – no other organisation provides this service. We match your vacancy with our job seekers, either on a local or national level; which also means we can help you manage bulk recruitment projects.

We're happy to manage the full recruitment process, end-to-end, taking the stress off you.

We form industry partnerships. Right now we have partnerships with hospitality, building and construction, retail, communication, horticulture, forestry, meat and seafood processing, security, and more.

We may be able to help with workplace modifications if the employee has a disability.

We get to know your business and what you're looking for. At times we may also assist you with staff training and wage subsidies.

Looking for staff?

We can make it easier for you to find the right people for your business. If you plan to recruit or grow your business, we can help—at no cost.

We have a pool of suitable people with a range of skills and abilities who are available to work full or part-time, or on a casual basis.

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Anne Hughes (07) 921 8125
Shona Patrick (07) 921 8051

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CONTRIBUTOR:

Mike Bryant
Regional Commissioner for Social Development
Bay of Plenty



Our support doesn't stop when one of our clients starts working for you. Our in-work support service helps resolve any issues you or your new employee may have.

Government wants us to decrease unemployment by 75,000 by June 2018 and long-term cost of benefit dependence by \$13 billion by June 2018. We know that sustainable jobs can change lives and save New Zealand a lot of money. One person on a benefit for their whole life can cost the country \$250,000.

But sustainable jobs don't just save money, they create better futures.

We welcome the opportunities to work with you, to make a difference in the lives of Kiwi's and their families, and give children a better future.



Economic Update



CONTRIBUTOR:
Satish Ranchhod
Senior Economist



The economy is currently facing two significant headwinds. First are recent sharp declines in global dairy prices.

We are now looking at two very low payout years in a row, signalling tough times for many in the dairying sector. Importantly, this will also have a dampening impact on the economy more generally. The second are signs the Canterbury rebuild is levelling off. While reconstruction work is expected to remain strong for some time yet, we will no longer see the very large increases in spending that we saw in recent years. And from around mid-2016, reconstruction work will start to gradually wind down.



Beautiful kitchen for Charity House

Having an artist's eye and talent may have helped push Micheal Dent's kitchen design into the winner's circle. Perhaps it was his vast experience in renovating homes. Maybe it was his tenacity in chasing his dreams. Or, a combination of all of the above.

"I have been an artist all my life. I've done everything you could possibly do with a brush or pencil and I just absolutely love it. Doing interior design at Waiariki has upskilled my abilities even further."

Micheal's kitchen design, which combines earth tones with silver and maximises space, will be incorporated into the 2015 Charity House that goes up for auction in December.

**Get involved, contact us now
0800 924 274 waiariki.ac.nz**



In light of these developments, we expect that growth will slow sharply over the coming year. Indeed, we have already seen large falls in both consumer and business confidence, as well as a pick-up in unemployment.

These developments some atop a challenging inflation environment for the Reserve Bank. After falling to its lowest level in well over a decade in early 2015, consumer price inflation will rebound over the coming quarters. This is because two of the key factors that had dampened inflation over the past year – falls in petrol prices and strength in the NZD – have now reversed.

But this pick-up in imported prices is really only providing a temporary fillip for inflation. From mid-2016, its impact will start to wane. And that will leave the RBNZ with a more pressing challenge – stubbornly low domestic inflation.

In light of the mounting headwinds for activity, it's likely that the economy will need a large boost to ensure inflation settles at levels close to the mid-point of the RBNZ's target band over the medium-term. We expect that the RBNZ will need to cut the OCR to a record low of 2% over the coming year.

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JN13478

Unfair Contract Terms

CONTRIBUTOR:

Helen Nathan
Director, East Brewster

From 17 March this year, amendments to the Fair Trading Act came into effect which provided for a remedy in respect of unfair contract terms in respect of standard form contracts.

The range of businesses that use "standard form" contracts are extensive.

Under the new provisions of the Fair Trading Act, the Commerce Commission can apply to the Court for a declaration that a term in the standard form consumer contract is unfair. If the Court makes that declaration, the business will be prohibited from including that term in their standard contract or from applying, enforcing or relying on such a term.

Businesses using standard form contracts need to review those standard terms in light of the new rules. The Commerce Commission published guidelines last year which provide general information relating to unfair contract term provisions and guidance on the Commerce Commission's approach in assessing whether a contract term is unfair. Those guidelines are available on the commission's website.

If a business continues to use or enforce unfair terms after a declaration is made, then the business can be convicted and fined up to \$600,000.00 in the case of a company, or \$200,000.00 in the case of an individual.

The law effects all contracts entered into by consumers after 17 March 2015.

Examples of the kinds of terms that might be deemed unfair are set out in Section 46M of the Fair Trading Act.

These include terms that allow one party, but not the other party, to do the following types of action:

- terminate the contract,
- avoid or limit performance of the contract,
- vary or renew the terms of the contract,
- penalise for breach

Unfair terms can also be terms which limit a party's rights to enforce a contract including limitations to the right to sue, to determine a breach or to refuse an assignment.



It is important to remember that the examples are guidance only and should not be considered as unfair in all circumstances. Whether or not a term is unfair will depend upon a number of factors including the bargaining power of the parties, and the extent to which the other party was required to accept those terms.

A term will be unfair if it would cause significant imbalance in the rights and obligations of the parties, if the term is not reasonably necessary to protect the legitimate interests of a party and would cause detriment if applied or relied upon.

The Court also needs to take into account the "transparency of the term" and the contract as a whole. The term transparency is a new term and that relates to the extent to which a party involved in the contract can reasonably identify that term. Whether it is expressed in plain language, is legible and accessible.

This will be an area to watch with interest.

In the meantime, standard term contracts should be reviewed to ensure that potentially unfair provisions are identified and considered.

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Helen Nathan
DirectorCurtis Bidois
DirectorAlastair Gatt
Legal ConsultantJo Douglas
Associate

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Aligning Business With Regional Opportunity

CONTRIBUTOR:

A/Prof Clarke Raymond
Head of Centre for Business, Research and Enterprise
Acting Director, Partnerships and Planning
Waiariki Institute of Technology



Collaboration and partnership are undoubtedly high on this government's list of strategies for regional development and the Bay of Plenty has displayed considerable leadership in this area. The Bay of Connections partnership has overseen the development and implementation of sector-specific economic development strategies. This work, in large part, led to the recently released BoP Regional Growth Study, commissioned by the Ministries of Business, Innovation and Employment (MBIE) and Primary Industries (MPI). Taken together, these strategies provide a blueprint for the BoP to achieve greater economic, social and cultural development by recognising how well-coordinated parts can contribute to a greater whole. Among the key 'parts' necessary for implementing these plans is a strong tertiary education sector. In particular, vocational and professional education must be aligned with the opportunities presented by key industries and the needs of employers, across the entire region. For the Rotorua business community, this is perhaps the most relevant context in which to view the proposed merger between Waiariki and Bay of Plenty Polytechnic.

In March 2015 both organisations announced that they were exploring a number of options for working in closer collaboration to enhance opportunities and outcomes across the whole of the wider Bay of Plenty region. Detailed analysis of these options identified merger as most likely to deliver the greatest benefit to learners, communities, iwi and employers.

A common theme in the feedback from the Rotorua community is concern that the merger proposal is somehow aimed at removing resources from Rotorua and re-allocating them to Tauranga. While it is perhaps understandable why some might

make this assumption, it does not reflect any of the objectives of the proposal and in fact would directly prevent most of the objectives being achieved. Unlike other recent examples, this is not a takeover. The merger proposal has been developed by both organisations, voluntarily and as equal partners, and recognising the respective strengths of each. Of course, both Waiariki and BoPP could comfortably continue to operate as separate entities, however, the business case suggests that by merging we could better serve the region – including, but not exclusively, Rotorua and Tauranga.

Perhaps unbeknownst to many in Rotorua, Waiariki has long since grown into a regional institution providing tertiary education across the whole of the Waiariki District through campuses in Taupo, Tokoroa and Whakatane as well as in other delivery locations in partnership with iwi and other stakeholders. None of this is lost under the merger proposal. Expansion and growth are the objectives, not cuts and rationalisation. The aim of the proposed merger is not to take anything away from either city, but to build on the best of both institutions to improve outcomes for the entire region.

By overcoming historical geographical boundaries, a merged institution could ensure work at the city and town levels meets the particular needs of those communities, while also aligning to regional and national opportunities. This approach has greater growth potential for individual communities, including Rotorua, and is only enabled by removing the restrictions (material and psychological) imposed by operating two separate institutions. In this way, Waiariki and BoPP are responding to the needs and opportunities of the collaborative approach to regional growth.



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If you are looking for something a little more exhilarating then go wakeboarding or try skimming across the water on our 3 seat jet ski! On offer are Corporate packages for companies wanting to reward or inspire staff; wedding parties, birthday, family or anniversary groups – any groups wanting combined entertainment with the choice of water features and BBQ's beach parties, or fishing competitions etc. The wide range of boats – from kayaks to a 50 foot luxury Catamaran, able accommodate up to 50 guests in luxurious surroundings! Plus self-hire pontoon boat for fishing and picnic cruises for smaller parties and family groups (up to 14 guests). Clearwater Cruises can offer guests a Gourmet Buffet BBQ Lunch or Dinner or any other catering required, and for your beverages, fully licenced too! Please enquire about rates and options.

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Quality Cleaning Solutions is a recent addition to Rotorua's Business group. Vijo Madappilly Jose and his team offer a very comprehensive range of cleaning services – and I quote; 'No job too small – no job too big'.

Operating from their office in Rotorua the group are equipped to handle the cleaning of factories, offices and private houses using all the latest technology – including high pressure washers for cleaning difficult surfaces.

Vijo says that they were willing to tackle anything that needs cleaning in the area, and soon hope to offer car valeting.

In the short time they have been operating (they were established in September 2014), Quality Cleaning Solutions are fast building a reputation for thoroughness and reliability. Vijo has a lot of experience in the world of cleaning and is training up a team of hard working youngsters who will take on the large workload in Rotorua. So, if your office, windows, ovens, or even the outside of your property needs cleaning after the hard winter months call the team.

0800 800 353 or visit the website at www.qualitycleaningsolutions.co.nz



"There are exciting times ahead for the Rotorua Chamber of Commerce" says John McRae, President. "I would like to see the Chamber play a more active role in growing commerce in Rotorua. That means working with the council and other key leaders within the community to make Rotorua stronger. Over the past decade or so, we haven't seen a lot of growth. There has probably been more in the past couple of years than in the previous 15 or 20 years. The Chamber can lift its game and make Rotorua a better place than it is."

John McRae - Chamber President



Exciting Times Ahead.....

NZ CHAMBERS OF COMMERCE
R O T O R U A
Business Vitality

Rotorua Chamber of Commerce held it's AGM on 23 July. Election of officers was not needed as we had 8 nominations. See our new Board on right.

At the AGM a remit changing the way the president is elected was accepted by the members meaning that the incoming board would appoint their president. The board have since appointed John McRae as president and Gavin Long as treasurer.

The Chamber would like to thank Jonathan Temm, Steve Pinder and Ricci Harbuck who all stood down from the board. We fully appreciate the time and effort you have all put in.

Kathy Hawker was appointed to the immediate past president position but has since resigned. Kathy spent 6 years on the executive board, 2 of which as president. Kathy led the Chamber through a period of change and will be duly missed.

The new board brings a good mix of new and returning executive officers and some very good business heads. The Chamber has over the last 12 months worked very hard to build a positive profile in the Rotorua community and now is the time to convert this into growth. Growing our membership base is a real focus and this will be done by continuing to seek ways to give added value to our members.

By playing a more active role in attracting businesses to Rotorua the Chamber aims to assist economic and business growth in the region. Our newly launched Junior Chamber will play a very vital role connecting the education sector with industry (employers). This will enable local youth to identify and work towards careers in local industries....

There are exciting times ahead for the Rotorua Chamber of Commerce. If you would like to share your views and thoughts on how the Chamber can make a difference please feel free to contact Darrin Walsh, CEO, on ceo@rotoruchamber.co.nz

Board Members 2015/2016



John McRae



Richard Fullard



Bryce Heard



Allison Lawton



Gavin Long



Colin MacPhee



Prof. Margaret Noble



Geoff Rice

Co-opted Members



Aladina Harunani



Dharmen Prasad



Tamati Coffey

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ROZCRAFT

Beginning in 1976 at the kitchen table, Rozcraft now operates from a small factory employing 6 people plus around 30 outworkers.

Roz's passion for New Zealand's bi-cultural diversity has lead her to manufacture innovative gifts, souvenirs and pre-school products including kapa haka gear. Hence, we have Rangi and Taniwha, Korowai, poi and many other items that can only be part of New Zealand. Chamber members could find these items very useful to promote their business. Roz is more than happy for chamber members to visit her in her factory at 40 Riri Street, or her website.

Not many people in Rotorua realise we exist as we are wholesalers to the tourist and pre-school industry, and export, supplying locally made products.

Roz believes there is a need for sewing apprenticeships and training for young people, as our most productive sewers are baby boomers who are now getting ready to retire.

Misleading labelling giving the buyer the impression the gift is made in NZ when it is an import is a major issue. As a member of the "Buy New Zealand Made" campaign, Roz encourages you to look at where products are actually made. Designed in NZ usually means imported from overseas.

Contact Roz at 07 348 6852 or Email sales@rozcraft.com



VICTORIA GROVE COSTUME HIRE

Victoria Grove Costume hire has been operating in Rotorua since 1985 – for the last ten and a half years under the ownership of Londoner Deb Rowles.

A very wide range of costumes and formal wear are available, (over 3,000 in fact), catering for just about every size and shape, even costumes for the Hobbit themed events! Most popular periods for hiring costumes being the 1920's and the 60's and 70's – very popular themes at Christmas and mid-winter.

Deb Rowles worked in London costume designing and working in the film industry – one of her many accomplishments working on the 'The Bill' series.

Deb stressed that all the costumes are well maintained and kept scrupulously clean – never knowing when a certain item may be required! As many as 400 items could go out at short notice.

If a costume is required and not in stock then Deb and her team can make it on the premises – something they sometimes have to do in order to fill a special order – although with the extremely wide range of costumes – and formal hire available most requirements are held in stock!

Advice and suggestions are available from the staff and the many catalogues available.

More information is held on the web site: www.rotorua-costumes.co.nz

Or by contacting Deb at info@rotorua-costumes.co.nz Tel: 07 347 8797



AIR NEW ZEALAND HOLIDAYS

The general misconception of Air New Zealand Holidays is that they just sell Air New Zealand Airfares. As Manager Vanessa Conrad-Grigg is quick to point out, Air New Zealand Holidays offers a wide range of holidays, the same as any other travel agent or website!

Vanessa has been with the store coming up 18 years and has had the same team for 8 years. The Team has a combined travel experience knowledge of over 60 years, and they can tailor-make any holiday to help you unwind, refresh and relax.

With the sensible suggestion to 'UNWIND' Air New Zealand Holidays is the only store in town that you can use your Airpoints dollars to part pay for selected cruises, accommodation, car hire and more! So call into the store before your points disappear to see what you can purchase. Many people use their Airpoints to pay for local attractions or open dated activity vouchers for family gifts.

Also on offer are Flybuys points on all bookings as well as no credit card fees AND 12 months interest free with GE Finance (over \$1000 spend). So why go anywhere else?

For excellent service and expert knowledge call in to see the girls today. For all chamber members they will offer triple flybuys points until Dec 31st 2015.

Call: 07 343 1100 Visit: 1267 Tutanekai Street or Email: holidays.rotorua@airnz.co.nz



Four Reasons to Upskill Today

CONTRIBUTOR:
Dubzz Digital Marketing

Staying relevant in the workplace can be a challenge in today's ever-changing technological landscape. Odds are, you have already had to evolve on the job in one way or another; the skills you left school with are likely not the same skills you currently use in your professional role today.

While most of us have done some form of professional training (sometimes whether we would like to or not...), there is much to be said for taking a proactive and concerted approach to growing your skill set.

Rather than waiting for change to come to you, here are some compelling reasons to place yourself and your team ahead of the proverbial learning curve:

Save time.

A little training can go a long way in terms of improving efficiency in your business. One of the best areas to consider on-going training for the purpose of saving time is in the developing arena of SAAS (Software As A Service). The idea behind SAAS is that applications can automate the day to day mundane tasks in the work place. Programs like Xero and Customer Relationship Management (CRM) software are popular examples of SAAS.

Online applications can also offer time-saving marketing solutions. MailChimp is a great example of an internet-based program that can help you manage, build, track and communicate with your customers. Generate more business leads with automated emails and see which customers are really important to your business with in-depth reporting. And like many online applications– it's free!

Save money.

Aside from the obvious adage of time equals money, learning new skills can save money in other ways. Adopting a bit of a DIY attitude when it comes to your business can help reduce the cost of contract services.

For instance, you might pay an organisation to manage your social media presence, but if you learn how to write your own Tweets or Facebook posts, you may be able to save money by contributing day-to-day updates yourself.

Discover new ways to grow your business.

Often one thing leads to another when it comes to self-education. Traveling down the path to knowledge can open doors you may not anticipate. For example, by learning a bit more about SEO, you might also begin to understand the power of building links to your website through content marketing.

Often these kinds of discoveries can build on each other and, in conjunction, strengthen your overall business strategies.

Empower & Motivate.

Nothing is more motivating than a genuine engagement in your work. Whether you are looking to grow your own skills or want to improve the skill-set of your team, the process of learning, growth and accomplishment is one of the best ways to empower yourself and your employees.

Taking ownership of your learning journey and feeling the satisfaction of mastering a new skill is a great way to reignite your passion for your work. Not only do you come away with new skills, but you also gain the pride and inspiration that comes with accomplishment.

So whether it's an online tutorial, a community-led class, or a course with Dubzz, taking the steps to grow your skills for yourself and those around you can carry multifaceted benefits to your business.



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Time To Shine



CONTRIBUTOR:
Heinz Fett
Rotorua Business Broker

Rotorua and the wider Bay of Plenty seem set to continue to live up to its name as its business and agricultural diversity combine with the climate and beauty of the region to generate growth.

Within the business and the jobs sector, the Bay leads the country in job growth with a demand for skilled trade workers. As the dairy sector takes a hit tourism in Rotorua is strong and shows good growth as the recent figures confirm. Commercial accommodation experienced strong growth in visitor activity, with May recording a 12.4 per cent increase in visitor nights. Domestic nights spent in Rotorua's commercial accommodation increased 6900 to 82,200 nights, and continues to buck the trend nationally with a 9.1 per cent increase versus 2.3 per cent increase nationally. International nights spent totalled 56,900 nights, a 17.6 per cent increase versus 11.5 per cent nationally.

Increases were also seen in visits to Rotorua's attraction and activities sites with a 21.4 per cent increase over the previous May. The greatest growth was seen from the Chinese market with 16,200 more visits to Rotorua's attraction and activities this year than last May, an increase of 56 per cent.

The value of purchases made by electronic card by international visitors in Rotorua during May was up 42 per cent over the

same month last year, versus a 15 per cent increase nationally. Rotorua's strongest performing markets were China up 303 per cent (versus 95 per cent increase nationally) and the US up 45 per cent (versus 28 per cent increase nationally).

The Famously Rotorua campaign continues to show good results in the domestic market with the value of electronic spending by Aucklanders visiting Rotorua during May, up 20 per cent over the same month last year. This is contrasted against a four per cent increase nationally, and visits by Aucklanders to Rotorua's attraction and activities sites up 18 per cent to 24,800 visits for the same period.

Construction is looking great with commercial building consents at the highest level in five years with to a value of \$65 million. Residential building consents increase by over \$20 million compared to the previous year.

Is it any wonder that cashed up Aucklanders are moving here in droves; this is reflected in property sales in the recent month.

MIGRANTS ENCOURAGED TO REGIONS

The government has announced incentives to encourage migrants to base themselves in the regions rather than Auckland. However while this will boost regional economies, they acknowledge it won't have much impact on Auckland's housing situation. Currently half the skilled migrants that move to New Zealand settle in Auckland. From November 2015, skilled migrants and entrepreneurs will get incentives through the immigration points system to move to the regions. Skilled migrants that settle outside Auckland will get 30 points instead of the current 10, while entrepreneurs will get 40 points instead of the current 20. There will also be a new 'global impact visa' to encourage young tech entrepreneurs to move here.

SME BUSINESS TOOL TO HELP PROTECT IP

The government has established a new online initiative to help small businesses better understand and protect their intellectual property (IP). A partnership between business.govt.nz and the Intellectual Property Office of New Zealand. The tool provides easy to understand advice on the importance and value of secure IP. Visit <http://www.business.govt.nz/news/ip-101-from-secret-recipes-to-trade-marks> for more information.

If you are looking to buy or sell a business now is the time to make your move. The economic confidence in the local market will ensure the best price for the vendor and the highest rate of ongoing success for a purchaser. Inquiries for business in all sectors specially manufacturing, tourism, childcare age care and hospitality in the \$500,000 to \$3 million plus is at his highest level.

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How Do We Please Our Customers And Create Value For Them?

CONTRIBUTOR:

Allison Lawton
Director
AVID Creative Business Agency



When we think about our customers, do we understand or even think about the value we want to create for them? Actually, do we even know what creating customer value means?

Businesses often think value is about creating a customer experience - and this is true. However, we need to extend this to understanding what makes us different from our competitors and how we align our strategy to our people, systems, marketing and product offering. This alignment is known as the "value proposition" which describes how we will differentiate ourselves from our competitors. It focuses us on the markets we will serve and, importantly, overlays how we will please our customers. Within the Balanced Scorecard this is referred to as the Customer Perspective, which is the third platform developed by Robert Kaplan and David Norton of Harvard Business School.

BALANCED SCORECARD PERSPECTIVES

Financial	How do we succeed financially?
Customer	How will we please our customer?
Internal Business Processes	What systems do we need to be good at?
Learning and Growing	How do we get the best out of our staff?

In developing a customer value proposition many organisations choose one of the three "disciplines" articulated by Tracey and Wiersmena in The Discipline of Market Leaders and include:

- **Operational Excellence (Best total price).** Organisations which pursue an operational excellence discipline focus on low price, convenience and often, "no frills." A very good example is Pak 'n Save which positions strongly in all the focus areas with its value proposition being "Our policy: NZ's lowest food prices".
- **Product Leadership (Best product).** These companies always push product development through constant innovation to offer the best product in the market. Apple is an exemplar in its quest to be a market leader through constantly innovating to get the newest technological product to the market first i.e. the launch of the iPhone that has changed the way phones are used.
- **Customer Intimacy (Best total solution).** Doing whatever it takes to provide solutions for customers' unique needs. These companies don't look for one-time transactions but instead focus on long-term relationship building by understanding their customers' changing needs. Amazon is a great example of a company continuously striving to understand individual needs and offering solutions to match those needs.

To maximise focus, companies, regardless of size, should select an appropriate value proposition from one of the three above to underpin their strategies and create performance measures in the Customer Perspective, thereby ensuring the tactics are pleasing the customer. Some measurements could include:

VALUE PROPOSITION	SUGGESTED MEASUREMENTS
Operational Excellence (Best total price)	<ul style="list-style-type: none"> • Price comparison on leading products • Inventory turnover • Stock-outs • Product availability
Product Leadership (Best product)	<ul style="list-style-type: none"> • Brand awareness • Brand strength • Functionality i.e. Number of customer needs satisfied
Customer Intimacy (Best total solution)	<ul style="list-style-type: none"> • Training hours on client products • Total number of solutions offered per client • Percentage of employees with access to customer information

The journey to understanding the customer and aligning the company's strategic direction with an appropriate value proposition is a journey well worth taking. It leads to targeting a company's resources to the ideal customer who will value the product, resulting in a satisfied, happy customer.

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Have you ever wondered why you haven't got the profit your Accountant has told you you earned, and you pay tax on, in the bank?

CONTRIBUTOR:
Michelle Hill
Partner BDO



The purpose of a business is to make money. In order to ensure it does you need to have a clear understanding of the difference between profit and cashflow, as not recognising the difference between these two is one of the biggest mistakes a business owner can make.

Net profit is what remains after you deduct all the expenses you incur running your business from the revenue you generate from sales to your customers.

It is critically important to understand that net profit is "what's left over." You can't do anything about net profit. All you can do as the manager of your business is influence those things or activities which ultimately affect revenues and expenses.

For example, you can train your team members so that they are more efficient in dealing with your customers, which in turn will mean your customers will buy more from you.

You can also implement a system to find out from your customers what aspects of your business are important to them so that you can better meet their needs. This will mean they come back to you more often and they will refer you to their friends and associates.



Advanced Financial Management Programme

Have you ever wondered why you haven't got the profit your Accountant has told you you earned in the bank? This two part programme has been designed to provide businesses with practical skills and knowledge to analyse and interpret the financial performance of a business. It gives an understanding of how to use these skills to identify emerging problems. Particular emphasis is given to understanding what profit versus cashflow is and key performance indicator monitoring systems.

17 Sept 2015:
9.00am - 12.00pm

08 Oct 2015:
9.00am - 12.00pm

Cost: \$800+GST
(This programme may qualify for a registration fee subsidy through the Regional Partnership Programme)

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You can negotiate better trading relationships with your suppliers, which in turn may result in less inventory being carried or better buying prices.

Cash flow is the cash that flows into a business from various sources, such as sales, receivables paying their account, additional borrowings or capital introduced, the disposal of equipment, etc. On the other hand, cash also flows out of the business to pay for operating expenses, taxes, the purchase of equipment, the repayment of loans, distributions to the owners, and so on.

It is important to understand the essential difference between profit and cash flow. A business that is profitable will not necessarily have a good cash flow. Similarly, a business with good cash flow may not necessarily be profitable. For example, you could sell off an asset, which provides you with cash, but it may detrimentally affect your profitability.

It is almost always the case that a business experiencing rapid growth is starved for cash. Whereas, a long-established, mature business, which experiences only modest growth, is usually an excellent cash generator.

The fundamental issues which determine how quickly a business can grow are:

1. The magnitude of its net profit and hence, market demand and cost structure
2. The willingness of the owners of the business to reinvest after tax profit to finance the additional resources
3. The availability of debt finance, which depends on the capacity of the business to service the debt, and the security that can be offered to lenders

Business owners often believe banks have an obligation to lend them unlimited amounts of money simply because they have excellent profit potential. In fact, the reluctance of banks to make unlimited funds available in many cases is a blessing in disguise. Unfortunately, this reluctance also means that some extremely well-managed businesses, which have excellent potential, are denied access to much needed funds.

To determine how fast you can grow your business, you need to look at your projected cash flow.

You can't grow a business faster than your cash flow will allow.

Rotorua Chamber of Commerce members are eligible for an initial free appointment with BDO Rotorua. If you would like to discuss these concepts further or how a BDO Business Coach can help with the success of your business, call us today on 07 347 9087 to make an appointment.

Developments In The Law Affecting The Maori Economy & Local Business

CONTRIBUTOR:

Tania Te Whenua

Solicitor

Holland Beckett Lawyers



You can't go far in Rotorua without noticing Maori cultural references in local business, whether it be the subtle integration of Maori carvings into the design aesthetic of McDonalds restaurant or the proud Maori face of Destination Rotorua's tourism marketing campaign, Famously Rotorua.

The Rotorua business community has since its genesis embraced a proficuous relationship with local Maori and as our client Pihopa Kingi, respected kaumatua and trustee of Pukeroa Oruawhata Trust is quick to point out, it works both ways.

The Rotorua economy was founded upon internationally regarded tourism activities, such as guided tours of the renowned Pink and White Terraces, hosted by local Maori. Similarly, in the case of Pukeroa Oruawhata Trust and its subsidiaries who administer a significant portion of Rotorua's central business district on behalf of Ngati Whakauae land owners, the ensuing commercialisation of Maori culture lead to them reaching a formal agreement with the Crown in November 1880 which Pihopa acknowledges as the starting point of it all. The Fenton Agreement, which formalised

Ngati Whakauae's central business district holdings facilitated settlement of the Rotorua region and the development of tourism, and provided for the establishment of the township of Rotorua.

135 years on, this relationship continues to thrive and to make sound economic sense. Maori business is a significant and increasingly important contributor to the economy with GDP from Maori economy producers totaling \$11 billion in 2013 which represents 5.6 percent of overall GDP from New Zealand economy production. The value of inaugurating relationships with Maori and strategies to support Maori economic development is recognised by local business and government bodies alike. In 2014, the Bay of Connections Group comprising representatives from local business economic development agencies, Maori business and local and central government launched its Maori economic development strategy. More recently, the Rotorua District Council voted in favour of a new partnership model with Te Arawa to ensure that the Council meets its legal requirements for engaging with Maori, including on Resource Management Act consents and to provide opportunities for iwi to contribute to Council decision-making. In the scheme of things, Rotorua is streets ahead of its provincial counterparts.

Holland Beckett Lawyers support the principle of economic development and have a dedicated Maori legal team with specialist expertise in Maori commercial, Maori land and Resource Management matters. Along with advising on the development of Rotorua's Lake Front and Central Business Districts, and matters regarding Rotorua's District Plan, we recently completed comprehensive submissions for our clients on current proposals to reform the Maori Land Act 1993. This Act impacts upon all land interests held by Maori and all who deal with Maori land owners. The central tenet of the reform is to unlock the economic potential of Maori lands and to promote their optimum use. In light of the fact that the Waiariki District of which Rotorua is pivotal encompasses just under a quarter of New Zealand's Maori land holdings which collectively total 1.47 million hectares we consider this legislative reform to be of great significance to the Rotorua economy and encourage all local business people to keep abreast of the changes and where appropriate to seek advice on how they may impact you.

Tania Te Whenua, Solicitor Holland Beckett Lawyers, is of Tūhoe and Whakatōhea descent and resides within her husband's Te Arawa community at Rotorua. With a Bachelor of Arts in Māori Resource Management, and Bachelor of Laws focusing on commercial law, Tania works as a general practice solicitor specialising in property and commercial matters with particular expertise in Māori asset management and development.



Size Matters!

Whatever your business goals, it's important to have access to legal expertise on all the issues that matter. With an office in Rotorua and around 40 lawyers working throughout the Bay of Plenty, our integrated team is large enough to offer you specialists in logistics, contracts, resource management, employment, health & safety, leasing, and more. Contact our team for all your legal requirements.

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Mel Groves here

I'm proud to be a home grown Maori descendent working in Television and media production, and like any creative person have found I have a real unorthodox approach to business. Working across the vast reaches of this industry I help cater to the many needs of producers as I work alongside their production companies.



Who does M J Groves Ltd support?

Specialising in International Production Management we are a producer's best friend. The strongest aspect of our business is to provide extras and actors and being on hand to manage our human resources while on location. We also provide support in many other areas, from location scouts, communication specialist's and crew members. We can help source equipment and consents as well as help our clients understand and appreciate local iwi protocol; ensuring we all tread respectfully on the surrounding whenua.

Why are we here?

M J Groves Ltd is here so there is a production support person operating in the Rotorua and The Bay of plenty region. One of our jobs is to look to the future and play our part in marketing the natural resources, rich culture and hidden gems Rotorua has to offer. With the goal of attracting international

production companies to our shores and leading them right to our doorstep.

At the ground roots level

M J Groves Ltd, is happy to team up with any local business or education providers to develop and execute unique marketing strategies. Working together we create affordable audio visual advertising media files with 3 dimensional marketing capabilities. We are able to do this over a range of different digital mediums including but not limited to your; websites, social media pages and podcasts.

We are here for anyone who needs us

Being at home both in front and behind the camera we have the flexibility to contract and freelance our vast variety of expert skills, helping to save time and energy while being kind to any production budget.

We understand the importance of giving back

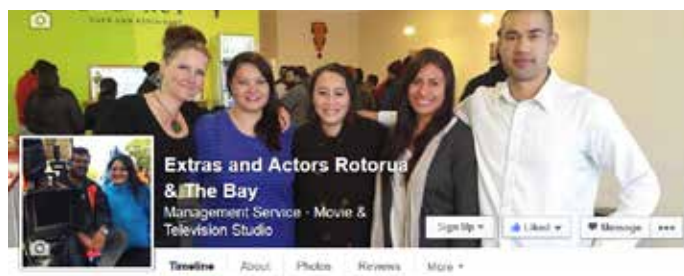
Even as a young company we pride ourselves on giving back to our industry, fostering future New Zealand production leaders by supporting upcoming producers and directors. All of whom currently survive on student production budgets. We understand that their success is our success and that it is important to row the Television Production Industry waka together.

Location Location Location

It's all about location, if you know that your current home or business is a piece of Rotorua paradise that deserves to be a star in an upcoming production we would love to hear from you, if you believe that you have goods and service that would cater to production company needs even better. It would be great to hear from you, we need everyone to make Rotorua shine like the gem it is.

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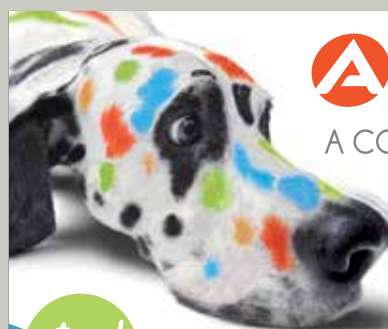


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