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BUILDING BETTER BUSINESS ISSUE 29 - OCTOBER 2015



skyline
ROTORUA



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CONTRIBUTOR:
Dubzz Digital Marketing

What's Your Content Marketing Strategy?

If you see the phrase “content marketing” and draw a blank, it's OK. The concept behind content marketing is as old as marketing itself, but the term “Content Marketing” is just now emerging as a concept and practice in the digital age.

So, what is Content Marketing?

Content marketing is the strategic marketing technique of creating and distributing valuable, relevant and consistent content to attract a clearly defined audience, with the objective of driving profitable customer action.

Content marketing includes content that is NOT ordinarily about products and services. It's content that is useful and wanted by the audience, and causes the reader/engager to know, like and trust the company creating the content.

So what does this look like in the real world?

Content marketing can come in the form of a blog, an infographic, a guest column in the newspaper, a how-to-video, or even an editorial in your local Chamber of Commerce publication (Wink!).

How is Content Marketing different from an advertising campaign?

Campaigns are a cost that provides value at a moment in time. Content marketing is an investment that provides increasing value over time. Content marketing is more than just a way to sell a product. It is a means of creating a long-term and meaningful relationship between your business and your audience.

So how can you make Content Marketing effectively work for your company? The first step is strategy. This can be as basic as figuring out the types of content, subject areas, and platforms that are most likely to engage your audience. Once you have a strategy, get creating!

To get the most of your content creation; here are some tips:

- **Source and generate relevant content**

Create content that is readable, helpful and (most importantly) shareable.

- **Promote Action**

An impactful headline is a key way to motivate. Once you have the reader hooked, storytelling should be combined with a call for action to motivate buyers to act in a direction leading to your products or services.

- **Identify channels**

So you wrote an amazing article... how will your audience find it? A blog on your website, an email marketing

campaign, a post on social media or a published article on LinkedIn are all easy (and often free) ways to publish your content.

- **Interact with your audience**

Do not just post and think that's it. Interact with your audience; answer questions, “Like” comments, respond to messages, etc. Content marketing is about your audience and building relationships; it's not about you.

- **Keep content fresh**

Topical news is shareable news, so let the seasons and current events inspire you! Using Summertime as an example: A Rotorua B&B might write an article about “The Top 10 Things To Do in Rotorua This Summer”. If you're a childcare provider, you might offer recommendations for children and sun protection.

Still at a loss? Come see Dubzz.

Among our myriad of digital marketing services, we provide content marketing solutions; creating, editing, or distributing content – we can help!



Confused about Content Marketing?

We can help.

Whether you need a boost getting started or distributing content, Dubzz can help you utilise valuable content to drive sales.

We offer services in:

- 🖱 Communication channels
- 🖱 Blog writing
- 🖱 Email marketing
- 🖱 Social media posts
- 🖱 Content Marketing strategy



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Holding Up For Now



CONTRIBUTOR:
Satish Ranchhod
Senior Economist



Through mid-2015 we saw some of the wind coming out of the economy's sails, with annual GDP growth slowing to a tepid 2.3%. Combined with low inflation, this has prompted the Reserve Bank to cut the official cash rate to 2.75%. We expect the RBNZ will need to continue cutting the OCR, but there is a question about how quickly this will occur.

Recently, we've seen improvements in a number of key economic indicators. Gauges of activity in the manufacturing and service sectors have ticked up. Migration has reached a record high. And the housing market has remained firm, with consent issuance trending upwards, and continued strength in both house sales and prices.

On top of the above developments, it now appears that export earnings in the dairying sector won't be as large a drag on the economy as feared. Dairy prices have rebounded, rising by 63% in the past four auctions (albeit from very low levels). This

has been sparked in large part by Fonterra's predictions that its milk collection will be down 5% on last season – a larger decline than the 2% originally expected.

In response, Fonterra has upgraded its forecast milk price for the current season from \$3.85 to \$4.60 per kilo of milk solids. And based on current prices, we expect that the payout for the current season will be even higher – we're forecasting a payout of \$5.30 per kilo. As well as boosting export earnings, this will mean less need for additional borrowing and drastic cost-cutting measures than previously thought.

Adding to the uncertainty around the outlook for the dairying sector is the risk of drought associated with El Nino conditions. Although drought conditions would boost prices for dairy, the related reduction in production could put a serious dent in GDP in early 2016. And of course, it's not just the dairying sector that would be affected. Drought would also imply tough conditions in other parts of the agricultural sector, particularly for sheep and beef farmers.

Given the improvement in recent economic indicators, the RBNZ has a bit of time up its sleeve before it needs to cut rates again. Nevertheless, it's likely that the RBNZ will need to continue cutting the OCR over the coming months. A slowdown in GDP growth is on the cards, with the economy facing significant headwinds from sluggish global trade, the levelling off of the Canterbury rebuild, and sharp declines in consumer and business confidence.

This slowdown in GDP growth will make it tough for the RBNZ to achieve its longer-term inflation goals. Softening domestic activity, along with reductions in government charges, will keep the domestic components of inflation at low levels for some time.

At the same time, the RBNZ is counting on the fall in the New Zealand dollar to generate a large and sustained pick-up in inflation through until late 2018. But we have our doubts about the durability of the coming lift in imported inflation. While the fall in the NZD will result in imported inflation rising sharply over the next few months, this will really only result in a temporary pick-up in inflation.

Longer-term, it's likely that the economy will need a significant shot in the arm in the form of lower interest rates if the RBNZ wants to generate a sustained lift in inflation. However, with inflation set to temporarily rise back close to 2%, there is uncertainty around when the Reserve Bank will change its view.

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JN13476

In Invitation To Join The SuperGold Card Programme

CONTRIBUTOR:

Mike Bryant
Regional Commissioner for Social Development
Bay of Plenty



The SuperGold Card programme recognises the contribution our seniors and veterans have made, and continue to make, to New Zealand society.

It's a way of saying thank you to them.

Launched in 2007, the SuperGold Card programme now has over 8,000 participating businesses and service providers offering benefits to over 660,000 cardholders.

In the Bay of Plenty we have over 51,000 SuperGold Card holders.

Our cardholders are increasingly internet savvy. They are also typically very loyal customers who reward businesses who are good to them with ongoing custom.

We want to keep expanding the range of services and support available to older New Zealanders through the SuperGold Card programme.

Programme partnership is free and only requires that the service provider/business provides a genuine discount or offer to SuperGold Card holders.

In return, partners get a free on-line listing on the SuperGold Card website and collateral they can display promoting their involvement with the programme and their SuperGold Card holders.

If you'd like to find out more about supporting our local seniors through being part of the SuperGold Card programme, our work broker, Anne Hughes, would be delighted to hear from you.

You can contact Anne on (07) 921 8125 or email anne.hughes001@msd.govt.nz for a business application form or apply online at www.supergold.govt.nz.



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**There are over 51,000
SuperGold Card holders
in the Bay of Plenty region**

The SuperGold Card recognises the valuable contribution of older people to their local community and country as a whole.

Joining SuperGold is a great way of reaching out and helping out this ever growing group of older New Zealanders.

Sign up your business today! It's free to join and easy to apply online at supergold.govt.nz

New Zealand Government



Tired Of The Same Old, Same Old In Your Business Perhaps It Is Time For A Change

CONTRIBUTOR:
Michelle Hill
Partner BDO



When it comes to running a business a lot of people do not realise how important it is to create value. Business owners simply keep working hard, but quite often they are working on the wrongs things.

Most people work **IN** their business. However, the secret is to work **ON** your business so that you don't have to work in it.

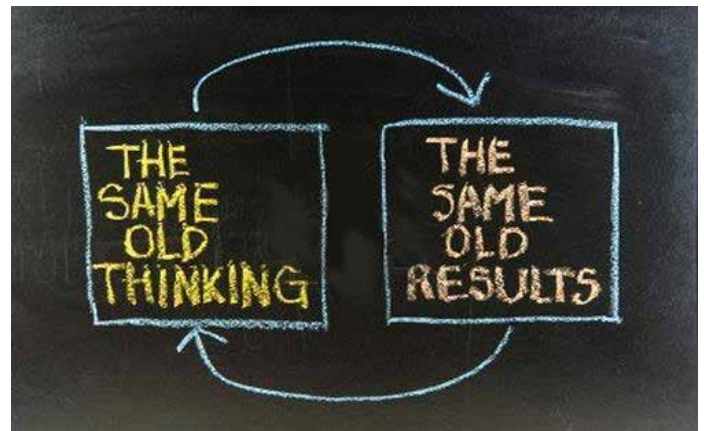
What does "working **ON** it" mean? Simply developing key systems—systems for everything!

A number of things happen when you systematise processes. First, **YOU** don't have to do the process. Second, others less skilled than you can do it. Third, when you systematise, you automatically develop what we call 'a way of doing it here.'

That 'way of doing it here' not only makes things happen in a totally predictable way, it also makes your business worth much more. Why? Because you have a way of doing it here.

When you start a process you should understand exactly what the end point is—before you start.

Think about that in the context of a business. How many of us actually do that? How many of us actually begin with the end in mind?



Very few. Most of us jump into business and before you know it are so 'busy' we have no time to think about where the business is going, how it will be shaped, and what it will be like the day we retire or sell it!

Instead of creating a business that works, we create a business that is us. A business that often becomes all-consuming. And worse yet, when it all becomes too much, we sell our most precious asset for far less than it would have been worth if we had started with the end in mind.

But, let's go a little further and deeper. To do that, consider the true purpose of any business.

Once you get the thought processes of beginning with the end in mind, the true purpose comes out. The purpose of a business is to create life. Life for whom? Life for you and for the people with whom you interact.

Yet, so often the reality is that a business doesn't create life. It gradually takes away the life we had. Our business becomes our life.

That's nothing short of a tragedy. We don't see our kids and our families. We don't create life. We let it ebb away.

It really doesn't have to be that way. There really is another path.

If we really can begin with the end in mind, then when we apply that to our businesses, it means that the business must have an end point. That is, there must be a point when we can stand back and say, "Now it's finally done."

At that point, we can choose to keep it or we can choose to sell it. In fact, suppose we planted this thought in your head to help you begin with the end in mind.

We do have the choice—to build a business that works rather than a business that consumes our life.

Creating systems is part of taking that choice. The sooner you start doing so, the sooner you'll be free to choose to work in your business all day long if you prefer, but at this point, it will be a choice rather than a must!

Making Your Business Really Fly

Join BDO Partner Michelle Hill for a thought provoking presentation "Making Your Business Really Fly" that will get you thinking about how you can improve your business and lifestyle.

The presentation involves watching an inspiring DVD about how apparently "ordinary" businesses can be made into great businesses. Take a look how implementing small but effective changes in your business can lead to significant outcomes.

Date: Thursday, 12 Nov, 4.00pm - 7.00pm

Venue: BDO Rotorua, 1130 Pukaki Street

Cost: Free of Charge (Refreshments provided)

RSVP: karlene.edkins@bdo.co.nz

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New Taxation Disclosure Requirements For Land Transactions

From 1 October 2015 transfers of land have been subject to new Taxation disclosure rules. The aim of the law changes is to ensure enhanced compliance with the tax laws.

The new rules apply to all contracts entered into after 1 October, and require every purchaser and every vendor to provide information in a Land Transfer Tax Statement.

The Tax Statement collects information on every transaction which includes:

- Whether the land has a home on it.
- If the party or a member of their immediate family is a New Zealand citizen or a holder of a resident, work or student visa.
- Whether the purchaser or a member of their immediate family intends living on the land.

Unless the transaction is exempt, every purchaser and vendor will also need to provide their IRD number. A land sale or purchase is exempt if the property is your main home. There are also other exemptions relating to estates and mortgagee sales, but for most people, the "main home exemption" will be the only one which may apply.

Notably, the "main home exemption" does not apply to a Trust. An NZ IRD number will be necessary for every Trust, company, other incorporated entity or offshore person where they are either the purchaser or the vendor of land even if they are already the owner of land but have never had an IRD number before.

Offshore persons will need to apply for NZ IRD numbers which will require them to have a New Zealand bank account which is fully operational or has been scrutinised through the banking processes applicable under the anti- terrorism and money laundering legislation.

Off shore persons must also provide full details of all tax numbers relating to their overseas tax residences. For some people, this may involve more than one country.



CONTRIBUTOR:
Helen Nathan
Director, East Brewster



For most New Zealanders, the big change will come in relation to Family Trusts. Trusts have always required IRD numbers but it is common for Trusts which passively own non income assets to be non-compliant in that area. That will need to change.

As it will not now be possible to sell or purchase land in a Trust without the Trust having a tax number, this may require the Trust to furnish past returns to IRD.

Trusts with overseas Trustees may also find that the trust is categorised as an offshore person depending on whether the taxation jurisdiction in the country the trustee resides in treats the trust as a tax resident for their purposes.

We suggest that if you have a Trust that owns property and the Trust does not have an IRD number, then you should take steps to acquire an IRD number and make the Trust compliant with the tax laws early on whether or not you are intending on selling soon.

If you are intending to sell, then you need to take into account the time frame for obtaining an IRD number as you will not be able to settle until the tax information is provided.

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Helen Nathan
Director



Curtis Bidois
Director



Alastair Gatt
Legal Consultant



Jo Douglas
Associate

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Local laundry Clean up two Categories in Business Awards

Ricky and Kylie Brackfield have owned and operated Rotorua Drycleaners & Apparelmaster for 10 years. On accepting their Deloitte Service Provider Business Award at the Westpac Rotorua Business Excellence Awards General Manager Ricky Brackfield was quick to point out "this win is a team effort, we have a loyal and dedicated team who always put the customer first" He also acknowledged their customers and supporters who have enabled them to grow and thrive in our local Rotorua economy.

Like all successful businesses, they believe that customer service is vital but can always be improved on; fortunately they have a team that live and breathe the same ethos. They pride themselves on doing things right the first time, quality and service are paramount and The Service Provider Business Award is a clear indicator that they are doing exactly that.

True leaders in their industry they have implemented RFID (Radio Frequency Identification) chipping into all their entire laundry. Placing them at the forefront of their industry as just one of two laundries in New Zealand using this technology for linen supply and the only laundry using RFID for both linen and rental clothing.

Operations Manager Janine Richardson also scooped up the Talent ID Employee of The Year. "Janine is a great role model – she leads from the front every time, it was great to see her hard work rewarded with this award" says Ricky.

The business is divided into three business units:

- * Apparelmaster Rotorua – the industrial arm provides an extensive range of rental workwear, mats, towels and first aid kits
- * Linenmaster Rotorua – the commercial arm which shares the same successful rental programme methodology as Apparelmaster. It caters to the accommodation and hospitality sectors including hotels/motels/backpackers/medical centres and private hospitals
- * Rotorua Drycleaners – the retail arm provides onsite drycleaning and a self service laundromat.



Business Owners Ricky and Kylie Brackfield

"We've come a long way since relocating from Wellington in August 2005" says Ricky and Kylie and look what we have achieved;

- Established three strong brands backed up by quality products and superior service;
- Developed a strong team with a safe and enjoyable workplace through our supportive and collaborative leadership as well as cementing stable employment opportunities in our community;
- Built a loyal and satisfied customer base which continues to grow daily;
- Giving back to our local community and taking the environmental impact our business has seriously;
- Consistently growing the bottom line of our business by remaining focused, keeping up with the times and using strategic thinking.

We believe, that for two people who had no background laundry, we have proven that with hard work and a down-to-earth leadership approach as well as a willingness to try new things has placed our business in a strong position in our local Rotorua business community.

Rotorua Drycleaners & Apparelmaster are based at
15 Sunset Road, Rotorua
www.rotorua-drycleaners.co.nz

Covered at work.

Apparelmaster rent, professionally maintain and launder hardwearing workwear, mats and towels; ensuring you always have the right gear at the right time.



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ChemDry Carpet and Upholstery Cleaners

ChemDry have been servicing Rotorua and the surrounding districts for over 20 years. Wayne and Amanda Steer have owned ChemDry for the last 2 years and previous to this Wayne managed the business for 7 years. ChemDry Rotorua Specialise in Carpet and Upholstery Cleaning and pride themselves on the exceptional results they are able to achieve even on badly stained carpets.

Their unique system gives fantastic cleaning results using the ChemDry natural mineral cleaning solution which is safe for the environment, your family and pets. The incredible efficiency of this cleaning product allows ChemDry to use a fraction of the water used by traditional cleaning methods and leaves no dirt attracting residues behind, meaning a Chemdry cleaned carpet stays cleaner for longer.

ChemDry Rotorua also have a lot of expertise and experience in Flood and Fire restoration.

From small floods to large building floods ChemDry are fully trained and equipped to do the job.

Services we offer

Carpet and Upholstery Cleaning, Carpet and Upholstery Protectant, Stain removal, Pet urine and odour removal, Flood and Fire Restoration, Rug and Mat cleaning

Chemdry Rotorua offer all Chambers Members a 10% discount on their cleaning.

Phone the Team on 3436020 or Wayne on 021 741 782

Office and Workshop 1420 Pukuatua st Rotorua. Email: rotorua@chemdry.co.nz



Creative Marketing Matters

Consider if your organisation requires another marketing staff member, or a better option may be to use CMM as a marketing consultant for a few hours a week without the long term commitments. As a consultant is not an employee, you are completely free of all the HR headaches, and costs that come into play when you hire someone. As an independent third party consultant CMM can look at your business brand and marketing critically without personal attachment, it's a great way to get a fresh perspective on your business!

Simone de Jong is the founder of CMM and has 7+ years of experience in marketing and stays up to date on the latest marketing trends. Simone has worked on various brands from budget to luxury and is quick to understand an organisation's needs. She has worked with private businesses, local government and non-profit organisations. If you need marketing expertise for your business contact CMM today for a free no obligation chat.

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The Skin Clinic range is now accessible via an online shop and offering a free pickup (Rotorua central) service or can be delivered anywhere around the world.

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Innovation and partnership – the formula to Skyline’s success

What better way to celebrate 30 years in business than to win a broad array of local and national awards illustrating how innovation and partnership fosters success! Skyline won the Supreme Award, Attractions Business Award and the Social Responsibility Award at the Westpac Rotorua Business Excellence Awards on Saturday 10 October. The accolades came just a week after being announced the Air New Zealand Supreme Tourism Industry Association Award winner, and following wins at the Rotorua Hospitality Awards and NZChef National Salon earlier this year.

A strategy for growth

Skyline Rotorua general manager Bruce Thomasen says the awards are testament to several years of investment (\$6 million over three years), product development, quality focus and dedication by the team. The strategy to grow the business significantly was set in 2012 with an objective to lift business revenue by 60 per cent in five years – this was met in just three years.

“We understood growth needed to come from increased numbers of visitors staying longer and doing more. To achieve that we needed to lift the quality of the experience and invest in innovative product extensions and business partnerships, for example Zoom Zipline and Volcanic Hills Winery while also focusing on our people, processes and systems,” explains Mr Thomasen.

“We have now been rewarded with excellent revenue, profitability and visitor growth - to see these goals achieved and to be acknowledged by industry peers with these awards is incredible.”

Partnerships with Council, Government and other businesses to thrive

Mr Thomasen says Skyline Rotorua has had the confidence to invest following the sector’s recovery from the global financial crisis and with the great leadership and support shown and provided by the Rotorua Lakes Council.

“Destination Rotorua’s Famously Rotorua campaign has provided a foundation for growth, showcasing industry leadership with everyone working together to grow Rotorua’s brand, appeal and visitor numbers,” he explains.

Mr Thomasen also gives recognition to the Government’s significant commitment to sustainable tourism growth, with investments such as the Tourism Growth Partnership Fund and New Zealand Major Events.

“The National Governments Tourism Growth Partnership initiative has enabled Skyline to invest in and build an international class mountain bike Gravity Park, this in turn enabled the City to bid for and secure the world’s largest mountain biking festival Crankworx Rotorua.

“This has propelled New Zealand and Rotorua to be rated as one of the top mountain biking destinations in the world.”

While all of the physical developments are impressive, Mr Thomasen also stresses the importance of his team and process improvement.

“In short, we have focused on making our business easier, safer, better and leaner.

“Having the right balance across the entire business is fundamental – not only looking at returns for shareholders, but our other key stakeholder needs of staff and their families, our guests, suppliers, environment and our community,” he explains.

For example, the social responsibility award won, acknowledges the development of educational and interactive nature trails, training programmes for staff, planting of over 20,000 native trees and plants, the Qualmark Enviro Gold Award and support for a range of schools and community groups.

TIA chief executive Chris Roberts says Skyline Rotorua’s comprehensive strategy hits all the key points within the industry’s Tourism 2025 growth framework, including generating the growth of shoulder-season tourism, productivity for profit and delivering an outstanding visitor experience.



SKYLINE THROUGHOUT THE YEARS

LEFT TO RIGHT: 1. Guess what year this luge ride was? 2. The thrill of the luge today. 3. Skyline before all the trees were planted. 4. The old big dipper.



Skyline Rotorua developments 2012 - 2015



2012

JULY

Jelly Belly Store – the aspiration to build a world-class candy store resulted in the launch of the Jelly Belly Concept Store and Gallery with 100 different flavours, the Bean Boozled wheel and large-scale artworks including Mona Lisa made of 17,000 jelly beans.

DECEMBER

Food Market Kitchen - A \$450,000 make over of the 15 year-old café saw it transformed into an international and modern eatery featuring a pizzeria, icecream parlour, tandoor oven and freshly baked foods, overlooking the city.

DECEMBER

Volcanic Hills Wine Tasting Room and Winery – Winemakers Sean Beer and Brent Park partnered with Skyline to create a stunning space where visitors can buy a glass of wine, enjoy a wine tasting experience or take a tour of the winery.



2013

MARCH

Nature trails – A 20 year planting plan was rolled out with 20,000 native plants and trees added to the property to provide a year round food source for birds. Features on the walking trails include Weta Hotels, a wind up grinder that generates bird noises, fun facts along the way and animals to spot including alpacas and deer.

APRIL

Zoom Zipline - Established and operated by Canadian company Zoom Ziplines, this gravity experience involves a thrilling high-speed twin zipline that descends 370 metres down the side of the mountain, dropping a total of 48 vertical metres.



2014

AUGUST

Mountain Bike Gravity Park – Skyline launched New Zealand's first year-round Gondola assisted bike lift, accessing world-class downhill mountain biking. The Park gives riders easy access to a 10.5km trail network featuring grade 2 – 6 trails for all ability levels. The gondola cabins take up to four bikes and riders per trip. Partners: Tourism Growth Partnership Fund, Mountain Bike Rotorua

NOVEMBER

Stratosfare Restaurant – launched after a \$2 million redevelopment, the interior features David Trubridge lights, Italian marble, granite, schist stonework and timber. The A' la buffet experience includes kitchen theatre, marketplace feel and cooked-to-order options, encouraging diners to have a little bit of everything, while enjoying panoramic city views.



2015

MARCH

Crankworx Rotorua Mountain Bike Festival. Skyline is the host location for the world's biggest mountain biking festival from 2015 - 2017. The first year of the New Zealand event attracted 724 of the world's best riders, 150 media and 24,000 visits to the site over five days. Partners: Mountain Bike Events Ltd, NZ Major Events, Crankworx Events Inc.

MAY

TREZN Farewell Function – this catered for over 1000 delegates and feedback from attendees was that it was one of the best TREZN functions ever.

WESTPAC ROTORUA BUSINESS OF THE YEAR AWARDS 2015



WESTPAC BUSINESS OF THE YEAR AWARD
Skyline Rotorua



TALENT ID EMPLOYEE
OF THE YEAR AWARD
**Janine Richardson Rotorua
Drycleaners & Apparelmaster**



ROTORUA LAKES COUNCIL EMERGING
BUSINESS OF THE YEAR AWARD
Edmund Road Four Square



HOLLAND BECKETT LAWYERS
MANUFACTURING AND TRADE
BUSINESS AWARD
Bigfoot Equipment Ltd



DELOITTE. SERVICE PROVIDER
BUSINESS AWARD
**Rotorua Drycleaners and
Apparelmaster**



TRUSTPOWER CUSTOMER SERVICE
AWARD
Sport of Kings Motel



WAIARIKI INSTITUTE OF
TECHNOLOGY EMERGING YOUNG
LEADER
**Rachel Warrender
Dubzz Digital Marketing**



WESTPAC ROTORUA BUSINESS OF THE YEAR AWARDS 2015



AMI INSURANCE SOCIAL
RESONSIBILITY AWARD
SKYLINE ROTORUA



PUKEROA ORUAWHATA HOLDINGS LTD
RETAIL BUSINESS AWARD
Edmund Road Four Square



THE HITS ROTORUA 97.5 COMMUNITY
ORGANISATION BUSINESS AWARD
Tauhara North No.2 Trust



THE HITS ROTORUA 97.5
COMMUNITY ORGANISATION JUDGES
ACKNOWLEDGEMENT OF EXCELLENCE
St Chads Charitable Trust



ROTORUA VISITOR MONTHLY GUIDE
HOSPITALITY BUSINESS AWARD
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ROTORUA VISITOR MONTHLY GUIDE
ATTRACTIONS BUSINESS AWARD
Skyline Rotorua



RED STAG TIMBER BUSINESS
PERSON OF THE YEAR AWARD
Malcolm Short



Pukeroa Oruawhata Group

At the recent Rotorua Westpac Business of the Year Awards, Malcolm Short was named "Business Person of the Year" for 2015 for his contributions to the Rotorua Business Community.

This Award is made in recognition of the significance of Malcolm's contributions to the City over the last 40+ years.

Malcolm is best known for his involvement with the Pukeroa Oruawhata Group, of which he has been a founding Trustee and Chairman for the last 30 Years. Over this time Malcolm has seen the organisation grow from a small, land owning Trust into one of the countries leading Maori Business entities. In terms of scale of the growth, the Trust reported annual income of \$14,421 and an asset base of \$2.3m in 1982.

The Group now manages over 175 commercial and residential leases generating gross revenue of \$12.6m with a total asset value of \$171m.

The success that has been achieved by Pukeroa Oruawhata Group over the first 34 years has been significant, both for its owners and for the overall benefit of the City or Rotorua.

In 1982, the Trust barely generated enough income to cover its own expenses, let alone make distributions to owners. In 2014 the Trust returned over \$628,000 to its owners and community. Having developed a strong asset base, the Group's objective is to increase the level of returns to owners by between 5-10% per annum.

As well as his involvement with Pukeroa Oruawhata Group, Malcolm is also Chairman of the Ngati Whakaue Education Endowment Trust. This organisation administers the 92 leasehold properties gifted for on-going funding towards education with over \$1.7m returned to the community for education purposes over the last 12 months.

Malcolm is also heavily involved in the Community and is a long serving board member of the QE Health Community Trust, the First Sovereign Trust, the Federation of Maori Authorities, as well as several other Maori Trusts.

In his usual unassuming way, Malcolm acknowledged his award as being a credit to the team that he has been working alongside which is true, however every great team achieves its success when well lead. The 2015 Business Person of the Year is well earned and well deserved!

Rotorua In The Spotlight!



CONTRIBUTOR:
Heinz Fett
Rotorua Business Broker

Huge congratulations to Skyline Skyrides for winning the prestigious Supreme Tourism Industry Award!!! This award recognises excellence in the New Zealand tourism industry and is a fantastic result for both Skyline and Rotorua.

The impact of this award will benefit the wider tourism sector in Rotorua as it will lead to increased visitors to the area.

Rotorua is currently experiencing strong growth in the tourism sector so Skyline's well deserved award will reinforce the following comments from The Rotorua Daily Post 15 Oct:

"It seems international visitors cannot get enough of Rotorua, with the city's accommodation providers enjoying their 12th consecutive month of growth in visitor nights by international travellers".

Similarly, the city's attraction businesses have experienced 14 consecutive months of growth from overseas arrivals, while international visitors' electronic card expenditure in Rotorua has increased for the 24th month in a row.

Rotorua Lakes Council Economic Growth Portfolio lead and Deputy Mayor Dave Donaldson said the visitor industry was Rotorua's largest employer and was making a significant contribution to the local economy.

"It's great to see our Rotorua visitor sector consistently outperforming the national average in international growth. These results have been reinforced by a number of bold investment decisions made by our tourism businesses recently, and with more substantial investment projects on the horizon we can look forward to further growth in the months ahead.

We have every reason to be optimistic that the strong international visitor trends we're experiencing at present will continue into a very successful summer season - not only for our tourism industry but for the wider Rotorua business community as a whole" he said.

Not only are international visitor projections looking good, so are domestic visitor projections, particularly out of Auckland as the Famously Rotorua campaign rolls on.

Talking about Auckland, are you over the Auckland property market? Well think again, because even though there is talk of it slowing down, there are plenty of opportunities for sellers of Rotorua properties and businesses. Why? Because buyers are shifting to Rotorua.

We're hearing lots of stories of Aucklanders outnumbering locals at property auctions and the prices are being driven up accordingly. While this is great news if you own a property here, it's also exciting if you're thinking about an exit strategy for your business as this influx of Auckland money is also driving demand for quality businesses.

Due to the shortage of jobs available there's a number of recent migrants still working remotely, or looking at establishing new businesses, but a significant number are looking to acquire an existing operation to go with their new lifestyle.

There is strong demand for businesses in the tourism and hospitality sectors, as well as manufacturing, engineering and transport, which has resulted in sales across this range of industries.

The required return on investment for buyers appears to be decreasing as interest rates lower and competing investment option returns also decrease. This shortage of businesses, and increased buyer competition, is driving up sale prices for vendors with well positioned businesses.

There are a number of qualified buyers actively looking for businesses right now so if you're thinking about selling, now is a great time to explore your options. Alternatively, if you're looking to buy, ensure your finance and advisors are in place and keep a close eye on our website as you'll need to move fast.

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Coaching Employees for Empowerment - Energising and Empowering Your Staff to Achieve

CONTRIBUTOR:
Kellie Hamlett
Director - Talent ID



It's not always easy to keep your team motivated, however there are a number of things you can do that will help energise and empower your staff to achieve.

Coaching is one way. Coaching is about having conversations that empower individuals. It's about checking-in. Coaches listen to gain a better understanding of where a person is at, in order to better understand their needs and desires. Coaching is about helping someone move from where they are now to where they want to be.

With coaching as a communication tool managers can assess a situation and work with an employee to create a positive outcome. With open lines of communication you'll have far more chance of getting the buy-in you need, and you'll keep abreast of any less than desirable situations that might be underlying or developing.

Remember coaching is about getting alongside your people – it's about really understanding them as a person. Yes you are still the manager, but coming from an asking rather than telling slant, will make all the difference. Here are five tips to help you engage and empower your people:

1. Assess their level of understanding.

Everyone in your organisation needs to fully understand the business objectives. As a manager, it's your job to ensure this happens. Conducting regular team meetings to communicate goals, and to check-in with where your team are at, is vital.

2. Ask for their input.

We all like to have at least some influence over decisions, whether in a very small way or at a higher level. If you can include your team in the decision-making process, they are far more likely to fully engage in achieving the outcomes. Perhaps it's not possible to get their input into what is done, but it certainly will be viable to ask for their opinion about how things are done.

3. Aim for continual improvement.

With competence your staff will be able to get on and do the job – it's that simple. Procrastination or low productivity can be as a result of a lack of training and confidence on the job. Always ensure your staff have the training they need in relation to new products, services and equipment.

4. Always offer encouragement.

As human beings, praise is something we all enjoy. With the support of our leaders we'll feel energised and empowered to strive to do better. Productivity will increase

and personal satisfaction levels will be raised as a result. This is the positive cycle of encouragement.

5. Allow mistakes to be made.

We all make mistakes. Looking at mistakes as learning experiences puts a completely different slant on them. Your team members will make mistakes, but it's how you handle them that is important. Having those courageous conversations with your employees is the only way to find out what is really going on. Sit down with your direct report and have that conversation; guide them in the direction that is needed and monitor their progress until they are competent.








Next time you have a challenging situation with a team member, try coaching them through it with a conversation focused on understanding them.

Over time your people will respond and you'll see greater engagement and energy from using this empowering approach.



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Change Is All Around Us At Waiariki

CONTRIBUTOR:

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Dean, Faculty of Business, Information Technology and Creative Arts
Waiariki Institute of Technology



It is all change in the Faculty of Business, Information Technology and Creative Arts with a number of new and refreshed programmes coming for 2016 from Level 3 through to Level 9.

New creative qualifications pending

Waiariki has redeveloped its creative arts programmes and from 2016 will be offering study options from New Zealand certificates at Level 3 up to a Level 7 graduate diploma.

The introduction of the Bachelor of Creative Technologies and the Graduate Diploma in Creative Entrepreneurship will ensure that graduates have a strong set of creative skills across a range of disciplines, combined with the business knowledge to ensure they can carve out a career in the creative sector or set up their business.

The degree has been structured to allow students to enrol in the New Zealand Diploma in Arts and Design Level 5, gaining a nationally recognised qualification in their first year. This new structure is a first for the region and is set to be a popular choice for anyone wanting to make a living by turning their talents and skills into a lucrative career.

The region, with its strong tourism, cultural and wood manufacturing industries, provides a unique opportunity for creatives to be innovative and develop new markets using their skills and expertise.

Businesses and the community will also have the opportunity to tap into the creative minds of the students through real-life projects and through the creative outputs from the budding artists and designers. The multi-disciplinary focus of the qualification provides opportunities for those interested in art and design – including, fashion, spatial design or graphic design – to develop a depth and breadth of skills necessary to succeed in the creative industries.

Full steam ahead for postgraduate management programmes

Last year saw the introduction of Waiariki's first master's degree, the Master of Management. A suite of qualifications was developed, allowing students to complete a postgraduate certificate, a postgraduate diploma, or the master's, all of which have been designed to allow employees looking at managerial positions or those in managerial positions to gain practical applied theories and practices to provide a positive contribution to a range of local businesses. As with most of Waiariki's programmes, the courses within the suite can be studied part time if desired. Four courses are required to complete the postgraduate certificate, and students can progress onto the postgraduate diploma and focus on a strand in business, health, hospitality, or information technology, depending of their area of specialisation. Graduates can then complete an advanced applied industry project to complete their master's, with the emphasis on making tangible differences in their profession, while looking at issues of sustainability, indigenisation and internationalism.

Refreshed and redeveloped Business and Computing programmes

Semester 2 in 2016 will see the introduction of the refreshed and redeveloped management and computing degrees. Both degrees are being streamlined and modernised to ensure industry connectedness and relevancy. The new Bachelor of Applied Management will have majors in business management and accounting, marketing, and hr management. The new computing degree will have pathways in networking, web development, and programming. Alongside the degree developments are new New Zealand certificates and diplomas replacing the current New Zealand Diploma in Business and existing computing programmes.

It's all go at Waiariki in terms of modernised, relevant, industry-connected programmes at a level suitable for you to invigorate your studies in 2016.



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The Power of Linked KPIs To Achieve Financial Strength

CONTRIBUTOR:

Allison Lawton
Director
AVID Creative Business Agency



My last five articles have been about how I use the Balanced Scorecard framework to translate vision, mission and goals into steps to create long-term profitability and strategic value. The final perspective, and arguably the most important reason for using the Balanced Scorecard is *How do we succeed financially?*

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?

I used to tell my team “if we get all the perspectives in alignment; and deliver on the goals, strategies, actions and KPIs within all the four perspectives – then the financial returns will come”.

This way of viewing business is at odds with the common notion that financial measurements are the first, second and the only way to view a business and make decisions about how to operate. In my experience, this narrow notion of running businesses by only financial measurements delivers short-term gains. It also doesn't extract the value in the longer term through staff engagement, efficient systems, brand awareness and customer loyalty, all of which ultimately leads to sustainable business growth.

Using only financial measurements as indicators to run a business also has other failings:

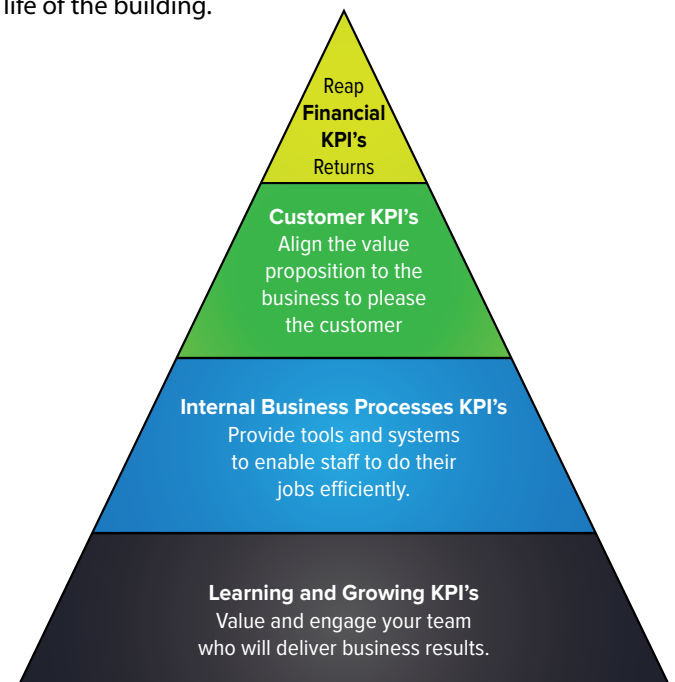
1. Financial measures provide a great “rearview mirror” of the past but often lack predictive power used to identify the likes of customer trends and what sales are being generated for the coming month.
2. Most high-level financial measures provide little in the way of guidance to lower-level employees in their day-to-day actions. For instance, how does return on equity or revenues / total assets help in decision-making? And, actually, what do they mean and who cares?

In outlining some issues relating to financial measures, the power of the Balanced Scorecard is in developing financial KPIs and together with all the other KPIs in the other three perspectives, they should link in a chain of cause-and-effect relationships to tell the story of your strategy.

The financial measures chosen should represent the “end in mind” for your strategy story. Scorecard architects Robert Kaplan and David Norton of Harvard Business School put it this way: *“We start with the destination. What are we trying to*

achieve..... If you look at the logic of the Scorecard, the arrows all end up with financials.”

The chart below is an illustration of how the four perspectives relate and link to each other. By thinking of the scorecard framework as a hierarchical / pyramid structure we show the foundation is the staff, reinforcing that staff are the most important asset of the organisation. I liken this to a building structure where the most important aspect is the strength of the foundations so the stronger the foundations, the longer the life of the building.



As we work from the foundation perspective of **learning and growing**, we layer the next perspective by providing the right tools and systems to the staff (**internal business processes**). This will ensure the value proposition delights the **customer**, who will ultimately show their appreciation by purchasing the products and services, thereby delivering the **financial** returns which are all linked through cause-and-effect KPIs.

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Independent Contractor Or Employee?

CONTRIBUTOR:

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Deciding whether an individual who carries out a task for money does so as an employee or in some other capacity is fundamental to the application of employment law. In an employment relationship, an individual agrees to provide his or her service to another in exchange for a wage usually exclusively. An independent contractor works under a contract for services often to multiple parties..

A lot hinges on whether someone is an employee or contractor. Employees are covered by the Employment Relations Act 2000 (ERA), have minimum legislative entitlements such as annual leave, public holidays, sick leave, and bereavement leave (as provided by the Holidays Act 2003), cannot be lawfully dismissed unless there is substantive justification and a fair process is followed and fulfil their tax and ACC obligations through their employers (e.g. through PAYE).

Independent contractors are not covered by the ERA or the Holidays Act 2003, can (generally) be terminated by giving them notice, are responsible for their own ACC and tax payments; and may need to be GST registered.

In determining whether or not a person is an employee or contractor, the Employment Relations Authority must determine the “real nature” of the relationship between the parties, and will consider all relevant matters/factors, including the intention of the persons involved.

However, just because the parties have expressed in the written documentation that it is an employment relationship, does not make it so; it is simply one of the factors to take into consideration.

An individual is very likely to be an employee in the following circumstances:-

1. Where the work performed by the individual is an integral part of the business and the individual has become part and parcel of the organisation and is represented to the outside world as being an employee;
2. The individual is not required to provide their own equipment needed to do the required job, have no control over the person's work and the manner in which it is to be done, works under close supervision and does not have an opportunity to profit from his or her own endeavours in performing the services that have been engaged to.

Often at times, employers amend an existing employment agreement by changing the title and removing clauses referring to employee statutory entitlements and call it an independent contractor agreement.

This is where legal advice becomes important. An experienced employment lawyer would be able to advise on how the relationship an employer intends to create will be viewed in light of the two legal tests outlined above.

Holland Beckett Lawyers has an experienced group of employment lawyers who are able to assist employers in relation to all employment matter. If you require any assistance please contact a lawyer in the Employment Team at Holland Beckett on 07 349 5564 or email dharmen.prasad@hobec.co.nz.

The information contained in this article is general information only, and does not constitute specific legal or other professional advice and should not be relied on as such. Readers should obtain specific advice before making any decisions or taking any action based upon information contained in this document.



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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The Sustainability Paradox

To have society and nature co-evolve in one direction, simultaneously maintaining their relationship and not depleting their potential resource.

If an action isn't seen, can it add value?

The answer to that question lies within these two words. "Seen" and "Value"

How do you see value? How do your stakeholders see value? Are they the same thing?

1. Measured Improvement from a Current State.
2. Meeting a Commitment
3. Valuable to Customers

Only when you are transparent in areas that are important to stakeholders will stakeholders see your true value.

We live in a world where everything is at our fingertips, the world is everywhere and everything seems accessible at the push of button or the swipe of a screen. The information we have available seems endless. Yet only I know what is of value to me, what affects me and what will make my life better, what will solve my problems or make my problems worse.

For I am your customer and I and I alone will decide with the conversation in my head to say yes to your offer either once or many times based on how I see and measure value against my values, ethics or standards with the information I can source.

Social issues and product responsibility are important to me but you have never asked, so you don't know this. So today I will look elsewhere for another offer and another company that I can see values the same things I do.

Ever wondered why Social, Economic and Environmental Sustainability are so interconnected. Altering or focusing solely on one area will directly affect another causing an unbalanced or unsustainable result.

Keith.gallaher@apr.co.nz

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Steve Forbes

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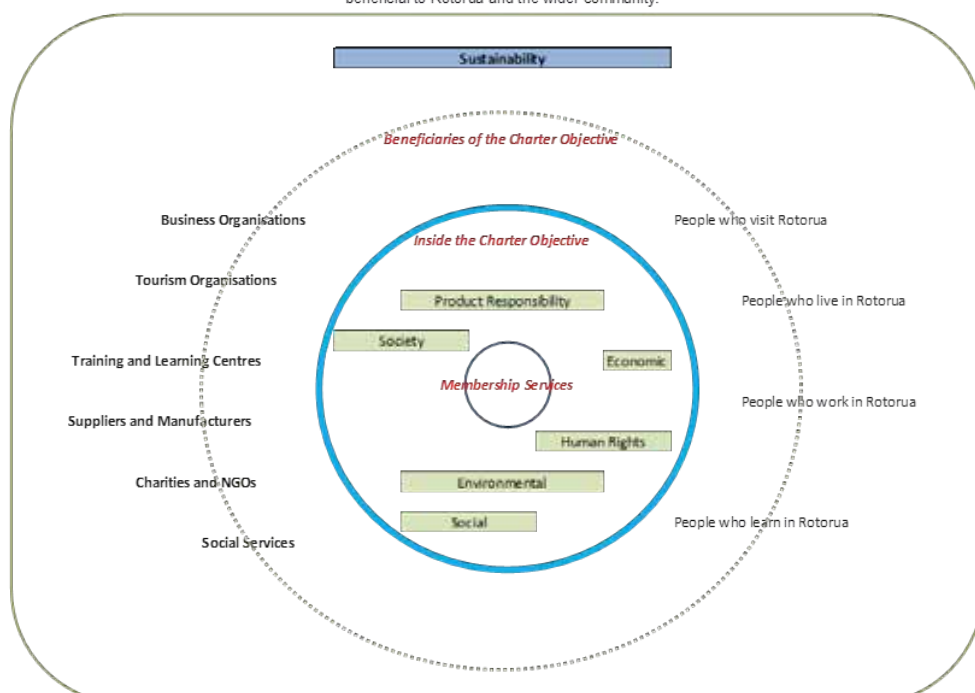
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Objective

To foster and promote sustainability along with other activities that will enhance the health, wellbeing, education and other outcomes that will be beneficial to Rotorua and the wider community.



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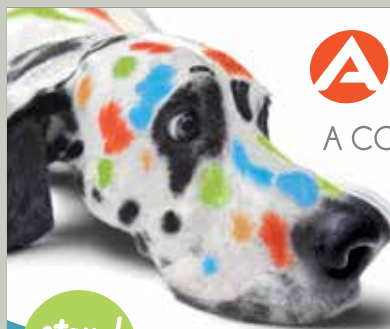


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The auction date has been set so if you're in the market for a new home, Waiariki has you sorted - plus, you'd be supporting local charities at the same time.

Saturday, November 28, will be the day that the third annual Charity House will go under the hammer in search of an owner.

The new three-bedroom, two bath, re-locatable home built by Waiariki students is a community partnership through Waiariki, Rotorua Chamber of Commerce, Rotary Club of Rotorua Sunrise Charitable Trust, Rotorua Lakes Council, and the business community.

Key features of the house include:

- 138m²
- Open-plan kitchen, dining and lounge
- Master bedroom with ensuite and walk-in wardrobe
- Laundry
- Energy efficient
- Fully insulated and double-glazed windows

**Get involved, contact us now
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