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BUILDING BETTER BUSINESS ISSUE 30 - DECEMBER 2015

A stunning new look for the New Year:
Rotorua's premiere Funeral Directors

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*Nielsen CMI, Feb 2015, fused database, based on AP 10+. Rotorua reach is based on the Rotorua circulation area. Audience is based on weekly unduplicated reach of NZME newspaper, magazines, radio stations, and monthly domestic unduplicated audience of NZME digital channels.

*We extend our **best wishes** to the
Rotorua business community
for a **happy** and **safe** holiday season ...*



Anna Rowlands



Gary O'Neale



Richard Pryce



Jo Lofroth



Fraser Wood



Ian Harvey



Jonathan Briscoe



Wendy Ardern



Becky Brown



Denise Masters



Jodie Foster

*... and look forward to our continued
association in 2016.*

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It is that time of year again where we reflect on the year that was. I remember at the same time last year I reflected on a 6 month period that had seen a slight lift in business confidence and an economy that was just starting to show signs of recovery.

2015 has been huge year for Rotorua. Business confidence has continued to increase throughout the year which has inspired businesses to invest and grow. We have seen many commercial developments commenced and /or completed. Tourism numbers are going through the roof, job listings are increasing and the Real Estate Market is starting to boom..... not a bad year at all.

Here is a list of positive trends achieved this year. Mike Steiner recently shared these stats at a council meeting I attended:

- * Electronic purchases are up by 6.2% - national average is 3.3%
- * Accommodation visitor nights are up 8.8% - national average is 5.4%
- * Attractions and activities visits up 12.2 % - national average is 7.8%
- * New dwelling building consents in September 2014 was 2, Sept 2015 we've processed 15
- * LIMs applied for in Sept 2014 was 56 compared to 107 for Sept 2015
- * Trademe job listings have 11% more jobs this year than same time last year
- * Commercial building consents are at the highest level recorded since 2010. 251 processed this year compared to 227 for last year
- * The number of subdivisions producing new titles have doubled in the last year
- * Value of Rotorua Lakes Council consents in the first half of 2015 reached \$35.1 million - 300% increase from the previous year.
- * GDP in Rotorua was up 5% where national average was only 2.3%
- * Last year 433 people moved to Rotorua district where in previous years we have had a declining population
- * House sales are up 52% from this time last year - national average is 8.3%

BOP has also just recently edged Auckland out of top spot for growth. The real gold here is that this was achieved coming out of our quiet time of year. As we now launch ourselves into the busy period (summer) who knows what heights we will achieve in the year ahead.

The Rotorua Chamber of Commerce aims to play a bigger role in attracting and growing business in the area in 2016. If you would like to play an active role in our industry action groups next year feel free to contact the Chamber office.



Noel Leeming Night



Waiariki BA5



Kikstart at Third Place



Steve Bird Wines Sudima BA5



Dancing at the WBEA



Chamber Golf Tournament

*The Board & Staff of
Rotorua Chamber of
Commerce wish everyone
a happy and safe
Christmas & New Year,
and a great 2016.*



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Darrin Walsh



Office Manager:
Jos Pemberton



Regional Business
Advisor:
Phil Becker



Membership & Business
Development Manager:
Jo Keefe



ST. CHADS

CHARITABLE TRUST

FINDING WORTH

St Chads is a non-profit organisation with a long history of providing a unique and much needed service in Rotorua, supporting people with disabilities. Based on a set of core values and strong beliefs that are embedded into the culture of St Chads and its stakeholders, we provide a service to people which has a focus on having better integration and participation in the community and creating greater independence.

Whilst there are many external factors, such as funding, that are challenging and can't be controlled, St Chads has a very strong leadership team who focus on "people first". St Chads has a culture where decisions, no matter how small or big, are made with one key question in mind: "Will this be beneficial to the client and create greater independence and greater participation into the community?"

St Chads receives approximately 50% Government funding. The remaining income revenue is generated through Funding Applications, Grants, Fundraising Activities and Donations. It is important that the profile for St Chads remains high to ensure such opportunities are successful.

St Chads provides a fun, varied, accessible programme. Community Inclusion is a key emphasis with a range of opportunities being sourced and developed to encourage skills development and work experience. The programmes are delivered at our Life Skills hub on the corner of Devon and Fenton Streets and out in the community. These activities include but are not limited to; Art, Gardening, Communication, Woodwork, Music, Health and Well Being. Each year our talents are show cased in our Annual Variety concert and Art Exhibition. Community Inclusion is a strong focus within the organisation,

with many opportunities being sourced to promote skill development, work experience and new interests. We are fortunate to have established a range of partnerships with local businesses and organisations who are able to support us with our vision. One of our recent successful opportunities is with Apparelmaster Rotorua.

Nathaniel is an enthusiastic hard working young man who wanted to gain some work experience at a local Dry-Cleaning company. Through connecting with Kylie and Ricky from Apparelmaster Rotorua at a BA5 we were able to organise a work placement for Nathaniel.

Nathaniel quickly became a member of the team, being issued with his own uniform and working alongside other employees. Nathaniel works at Apparelmaster Rotorua every Monday afternoon and works hard to complete his assigned tasks. Since starting with the team there has been a noticeable change in Nathaniel, he is now a much more confident young man. Nathaniel is looking forward to continuing his work at Apparelmaster Rotorua next year. "I have a great boss, Ricky. I enjoy working with the other staff at Apparel Masters they are kewl"

If you are able to support us with donations, voluntary work experience placements or want to be involved in the work we do please visit www.stchads.co.nz or call James on 07 347 8515.



NATHANIEL

Manage Your Reputation

CONTRIBUTOR:
Dubzz Digital Marketing

Manage your online reputation

A business's reputation is becoming increasingly determined by how it is represented in the results of a Google search. 72% of buyers trust reviews as much as personal recommendations, meaning your business's online reputation is now a significant factor in your ability to attract and retain clients.

How to manage your online reputation

Review sites have made it easy for potential customers to find information on your products and services. Be aware of what people are posting about your business.

Regularly check review sites such as TripAdvisor, Yelp and No Cowboys and social media sites such as Facebook and Google My Business to see what people are saying about your business.

Even if you have not created a profile yourself, your business can still be reviewed and listings can still be created. Always deal with negative feedback in a timely and positive way.

Respond to the customer with an apology, explanation or incentive to win them back and strengthen your relationship. Let the customer know that you are open to their comments and suggestions and you're glad to have the opportunity to make amends.

Encourage your happy customers to post reviews and provide testimonials. This will help to offset any negative reviews that you might receive. Good reviews will send you pre-qualified, pre-sold customers. Make it easy for customers to leave testimonials and reviews by having a testimonial form on your website.

Engage with other brands and businesses online. By adding a link to a supplier or client's website on your website and vice versa it tells potential customers that you have good relationships with other businesses. Sharing each other's social media content is also a great way to demonstrate great working relationships.

Promote good news stories and press releases on your website. You should share links to these on social media sites such as Facebook and Twitter to gain extra traction and drive enquiries to your website.

Regularly check review sites such as TripAdvisor, Yelp and No Cowboys and social media sites such as Facebook and Google My Business to see what people are saying about your business.

How to track your reputation for free

Set up a Google Alert to catch every online mention of your name, company, domain name, even high profile employees. Receiving notification of a potential problem, means you can proactively manage the issue, before it escalates or enters into top search results.

Likewise, receiving notification of something positive means you may be able to share this online and promote yourself. You can read more on Google Alerts in our blog post [Get Online Alerts About Your Business](#) on our website.

While a high Google ranking is important to enable your products and services to be found ahead of your competitors, it is equally important that search results are always positive.

To achieve this, your business's online reputation needs to be managed proactively - and that means knowing what customers are saying about your business.

If you any need assistance to find out how your business is being portrayed online, give us a call. We are happy to help.



How is your business doing online?

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Looking For Staff?

CONTRIBUTOR:

Mike Bryant
Regional Commissioner for Social Development
Bay of Plenty



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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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Shona Patrick (07) 921 8051

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- Supporting disabled people or people with health conditions into work – including arranging modifications
- Supporting you and your new staff member to help them settle into your workplace.

Industry Partnerships

If you're an industry where there's a skill shortage, we may be able to partner with you to up-skill and train suitable candidates to meet your needs. We call this an Industry Partnership.

Right now, we have partnerships in hospitality, retail, building and construction, call centres, horticulture, meat and seafood processing, security and more.

If you see a gap in your industry, talk to us about it.

By choosing us, you'll receive our full support – and maybe even financial assistance to help with training, wages and costs. We have a team of work brokers covering the Bay of Plenty.



Earthquake-Prone Buildings - An Update

CONTRIBUTOR:

Helen Nathan
Director, East Brewster

The Building (Earthquake) Prone Buildings Amendment Bill will now be heading back to parliament for its second reading following the release of the Bill's Supplementary Order Paper in November.

The Bill addresses the Government's revised policy on managing earthquake risks by:

- better targeting earthquake strengthening policies to the buildings which pose the greatest risk to life;
- ensuring that the response to earthquake prone buildings was proportionate to risk, and that costs were minimised
- ensuring as much built heritage as possible was retained.

Four significant changes to previous policy which are contained in the Bill are:

- Varying the timetable for strengthening relative to earthquake risk.
- Prioritising education and emergency buildings for strengthening.
- Reducing the number of buildings requiring assessments.
- Introducing new measures to encourage earlier upgrades.

The existing timeframes for identifying and assessing risk was five years with strengthening to be carried out within 15 years. Under the amended policies, New Zealand is to be categorised into low, medium and high seismic risk zones with timeframes for assessment of 5, 10 and 15 years with timeframes for strengthening being 15, 25 and 35 years.

Education and emergency buildings and high and medium seismic risk areas will have the timeframes reduced.

The scope of buildings requiring assessment is to be reduced from an estimated 500,000 buildings to only 30,000.



Farm buildings, retaining walls, fences, monuments, wharves, bridges, tunnels and storage tanks will be excluded. New methodology for identifying earthquake prone buildings will ensure the focus is on older buildings like unreinforced masonry that poses the greatest risk.

Earthquake-prone building definition is 34% of the new building standard (NBS). A 10 year extension for listed heritage buildings and exemptions from strengthening for low risk, low occupancy buildings would remain.

For those Building owners who have already received notices under the existing law and who have an existing deadline for remediation work to be completed need to be aware of that the new time frames will not automatically apply to them once the new law comes into force. Where a deadline under the new law is later than a deadline under the old law, the old deadline will apply unless the building owner applies to the territorial authority to have the deadline extended. If the deadline under the new law is earlier than the deadline that applied under the old law, then the new law will apply and the deadline will come forward.

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Helen Nathan
DirectorCurtis Bidois
DirectorAlastair Gatt
Legal ConsultantJo Douglas
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www.eastbrewster.co.nz

Draft Lake Rotorua Nutrient Rules - Burning Issues

CONTRIBUTOR:

Vanessa Hamm
Partner
Holland Beckett Lawyers



The Bay of Plenty Regional Council's draft Lake Rotorua Nutrient Rules are contentious, but the roll out of water quality rules in regions where such rules have previously been absent is not new.

The Waikato Regional Council led the way with Lake Taupo, and the two regional plans to have generated much interest in this area which followed were the Horizons One Plan in the Manawatu-Wanganui region, and the Canterbury Land and Water Regional Plan where Environment Canterbury continues to roll out water quality rules on a 'sub-regional' basis. All of these processes have been similarly contentious.

Our involvement in those and other processes tells us that there is no one size fits all way to implement such rules but that inevitably a range of similar issues will arise. These include:

1. Whether the rules treat small, medium and large landholders fairly.
2. Whether those landowners who have not converted to higher emitting land uses such as dairying are effectively penalised because the new rule framework benchmarks land uses and strives to hold them at current levels.

3. Whether there is or should be special provision for Māori landowners.
4. Whether the methodology for good farming practice and/or the plans which farmers are required to implement (whether these be called Farm Environment Plans or Nitrogen Management Plans) are workable.
5. Whether the rules adequately take account of the fast changing pace of OVERSEER™ updates with their consequent implications for nutrient outputs.
6. Whether the rules should have prohibited activities to draw a line in the sand beyond which certain activities are not permitted.
7. Whether the rules capture all relevant nutrients – i.e. not just nitrogen.

The draft rules have not yet been formally publicly notified by the Regional Council but if and when they are notified, any member of the public will have the ability to make submissions on the rules.

In the meantime, funding is available to farmers via the Rotorua Te Arawa Lakes Programme to develop a nitrogen management plan. This is a free service provided by external consultants who are experienced in the field of nitrogen management. Depending on when the rules affect landowners some will need these plans earlier than others. However, it is worth considering whether obtaining the nitrogen discharge assessment report in advance of the formal process which publicly notifies the rules will assist landowners in being more informed about how the rules affect them. For any enquiries email info@rotorualakes.co.nz or phone 0800 884 880 to speak to a Land Management Officer.

If you would like to understand more or obtain advice then our resource management team is experienced in this area having been involved in planning and consenting processes involving nutrient management. Contact Vanessa Hamm email vanessa.hamm@hobec.co.nz or phone 07 927 2754.



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.

Holland Beckett
LAWYERS

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DIRK STAHLHUT PhD MNZIBS, REGISTERED
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Dirk provides guidance to clients across the residential, body corporate, educational and commercial property sectors in:

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With nothing more certain than DEATH, why invest in the brand of a well-established Funeral Home?



Richard Fullard
GENERAL MANAGER AT OSBORNES

Osbornes' General Manager, Richard Fullard, explains.

Osbornes Funeral Home has been looking after Rotorua families for over 35 years. The business is steeped in tradition, has a healthy history of hard work, and dedication to the families they look after. With a superior market share, a great brand story and projected growth, it would be easy not to bother with relevancy. After all, nothing is more certain than death and taxes.

So, why the need to give the brand a refresh and how on the earth do you do it?

“Why do it? Simple: to make sure the business is relevant for another 35 years.” The market within the death care industry is continuously changing. There are 20 years of growth ahead from an ageing pocket of the demographic, new competition in town as well as a Kiwi attitude of ‘do-it-yourself’.



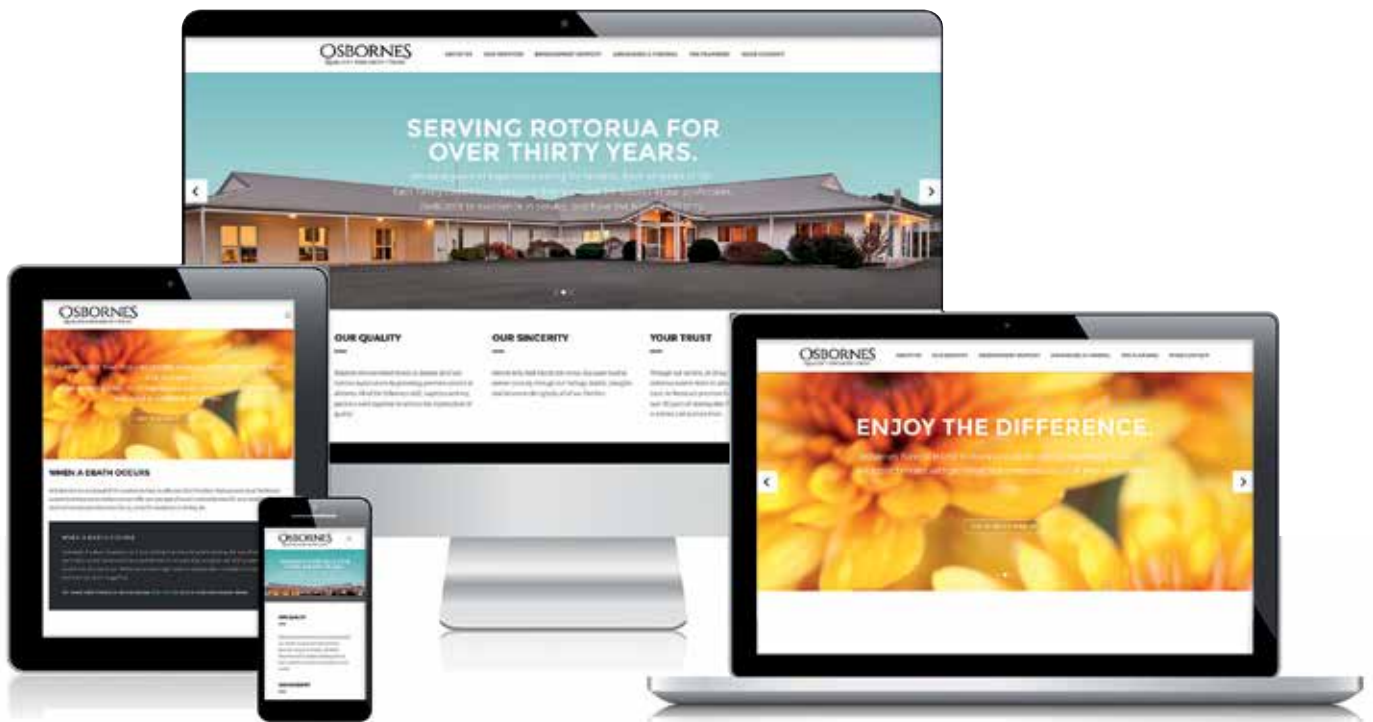
New and improved stationery for Osbornes, from business cards to folders and brochures.

First of all, we needed to establish what layers of potential clientele we would want to be relevant to. It's very much about the living. Our core target are 55 year old females - they are the ones making the decisions for their 87 year old parents and they are the demographic we want to engage with.

Ensuring our online presence and getting our PR and marketing strategy right were what we identified as adding value to the business in the long term. The branding refresh is not about just changing a logo, it has been about changing our philosophy of the entire business. It is about telling the story of what we do: we are Funeral Directors, we operate in the premiere space where Quality, Sincerity and Trust are the most important offerings to our families.

OSBORNES

QUALITY • SINCERITY • TRUST



Updated website with new look, new photography, current and refreshed content...and totally responsive.

To communicate this it is important we engaged the right people - local people, to help shape and tell our story. Simone de Jong (Creative Marketing Matters), Linda Page (Page Design Ltd), Tracey Robinson (Tracey Robinson Photography) and Kraig Steiner (The Cortex) are all people we felt were right to help us. From strategy, design, visual collateral and web design, we managed to get the right people to help us communicate our brand vision.

The process of rebranding doesn't stop once the roll out is complete in the new year. Customer value maximisation models, partnership arrangements and upcoming joint ventures are all part of the plan for 2016.

“Our entire team at Osbornes Funeral Home is involved in the branding changes,” says Mr Fullard, “after all, our business is all about people. Our team are very passionate about what they do - they are our brand ambassadors. A brand is as much about internal as external communications and it takes some time to get it right. At the end of the day we now all have the same goal of taking our service to the next level for our Rotorua families.”

• FUNERAL DIRECTORS •

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Bizwise are approved partners and certified trainers in a range of products including Xero, MYOB, Reckon Accounts, Infusion, Vend POS, IMS Payroll, MYOB Payroll, Ace Payroll and Exo Payroll.

By specialising in system setup and training, the Bizwise team have clearly filled a niche providing a service that would otherwise be lacking in the region. "For many of our clients we ensure that information given to their accountant is of a high standard., we complement the services offered by our client's accountants, many of whom now refer businesses to us".

For more information contact Bizwise on ph 07 3455831 or check them out on www.bizwise.net.nz



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Why Do We Act Normal In Abnormal Situations?

You see an impending storm coming; you know that the planet is warming due to excess carbon emissions; you know you won't have enough money for your retirement, your credit card debt is over your limit and still rising, and what do you do?

Logic tells you that as sensible people you have planned and prepared for such things happening and you will exercise or place these plans in action and bring things back under control.

However the reality is that 8 out of 10 people will not, when they are warned of the impending storm they will simply go about their business and hope that the storm passes them by, when faced with a warming planet due to carbon emissions they will carry on and ignore their own actions. In the case of a spirally debt they will continue to mount up debt. Just like in the impending storm they were warned about are likely to grab a drink sit down in front of the TV or device and watch the event unfold and expect that someone will come to rescue them from the rooftop when required.

Why because we are not so smart and when faced with impending disaster. We like to think we are logical but we actually act socially. Most people enter a mental state causing underestimation of the possibility of the disaster even happening and the effect it will have. It's called the "normalcy fallacy" and we see it in many areas, from natural disasters, to aircraft accidents, through to global warming and to financial crashes.

How do you make sure that if you or your business is faced with a situation of such scale that seems so big that you or your staff won't react like 8 out of 10 people?

Where are we now? What does the future look like? How are we going to get there?

Watch out for the people that overreact this is "worst case thinking" or the opposite of normalcy fallacy.

Sustainability is about balance and long term planning and improvement.

“Your brand is the single most important investment you can make in your business.”

Steve Forbes

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Make a New Year Resolution For Your Business

CONTRIBUTOR:
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As we near the end of 2015 business owners should take the time to sit down and start planning for the new business year ahead. While many will wait until the New Year to put this into place, it's the thinking that needs to start taking place now that counts.

Start by listing your top business objectives for 2016. These will describe what your business hopes to accomplish throughout the year. Give some thought to the strategies you will put in place outlining how you are going to accomplish the objectives and when you plan to do it by. What small changes could you make in your business in 2016 that will achieve significant results? Remember don't try to do everything at once. Set yourself reasonable time frames to set out to complete objectives.

While you are taking the time to look at your business it is the perfect opportunity to take a look at yourself as a business owner and how you fit into your business. Do you have a personal brand? Building a recognisable personal brand can open many opportunities for yourself and your business – if you are wanting to increase business sales you will want your

clients to associate your personal brand with a feeling of trust and satisfaction. Is the way your personal brand currently being perceived a reality? Are you seen as the Mr Nice Guy in town or perhaps the strong minded business women – if these are just perceptions consider ways that you could mitigate them, and have the reality take more of a focus than the perception.

As you sit down to plan for 2016 there is a lot to take into consideration and the thought of taking the journey on your own can be daunting! In order to gain traction in your business you may benefit greatly by having a Business Coach take the journey with you. The importance of a Business Coach is often overlooked by small to medium businesses due to a lack of understanding of the Business Coach's role and the misconception of the true value a Business Coach could add to a businesses success.

What many business owners fail to recognise is that one on one coaching provides an excellent springboard for business owners who want to take their business to the next level in terms of operating efficiency and personal/financial success. Unlike a consultant a Business Coach takes the time to understand where you are currently at in your business and initiates thinking around problem solving and strategic planning. Giving you the tools and techniques to set targets and understand how to put processes in place to ensure you achieve your goals. A good coach will provoke thought rather than handing out directions, holding the person accountable for their own goals and helping them to learn in such a way that will let them to continue to grow.

Having an independent person to report to means that the jobs set down to be done are achieved, providing for success in the relatively short term. A Business Coach holds you accountable and while results are being measured and monitored they will inevitably improve.

As 2015 comes to an end learn from the challenges you had personally and professionally throughout the year and continue to grow – look forwards 2016 is a new year.

Having a smart well prepared plan in place for 2016 will ensure that you keep focused and stay on track when it comes to business growth and success. Phone BDO Rotorua on (07) 347 9087 to enquire how we can help back your business success in 2016 and receive a complimentary one hour meeting to discuss your business needs.



The team at BDO Rotorua wish you a safe and happy holiday season. We look forward to backing your business success in 2016.

Our office will be closed from
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Not Out Of the Woods



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Although there has been some improvement in the New Zealand economy in recent months, we expect growth to slow appreciably over the coming year as the economy confronts several significant headwinds.

Offshore, growth in many of our key trading partner economies has slowed, and volatility in financial markets has increased. This is dampening global trade, and is contributing to lower prices for many commodities. New Zealand will not be immune to these developments.

Domestically, meteorologists are warning that the likelihood of drought over the summer as a result of deepening El Niño conditions is high. Although concern about drought has boosted prices for dairy exports, the related reduction in production would put a serious dent in GDP in early 2016. Drought would also unambiguously result in tough conditions for sheep and beef farmers and pipfruit growers. In addition, the resulting reductions in earnings would flow through to reduced activity in other sectors of the economy.

A slowdown in house price inflation in Auckland is also expected to weigh on GDP growth. Much of the strong house price growth that we've seen in Auckland has been related to demand from investors. However, the government has now strengthened the rules relating to the taxation of capital gains on investment property, and the RBNZ has tightened the restrictions on investment lending in Auckland. We are seeing early signs that demand in the Auckland housing market has already eased significantly as these new policies have come into effect.

Finally, we are seeing a plateauing of reconstruction activity in Canterbury (though the level of construction spending remains strong for the time being). Reconstruction spending was a significant driver of New Zealand's upturn between 2012 and 2014. From late 2016, however, the gradual easing back of reconstruction spending will become a drag on GDP growth and employment nationwide.

While these headwinds will result in an extended period of below trend growth, we are still only looking at a slowdown in economic activity – not a collapse. Several key factors are continuing to support domestic demand.

The first is the boost to demand from strong net immigration, with record levels of net immigration set to push New Zealand's population growth over 2015 to its fastest since 1974.

The second factor helping to support demand over the coming years will be construction spending outside of Canterbury. This includes spending on infrastructure nationwide. It also includes increased spending on housing in Auckland, where population needs will require around 11,000 new homes to be

built per year for a number of years - a sustained increase in construction of around 25% from current levels.

Finally, the RBNZ has cut the OCR, and the exchange rate is much lower than it was last year. We expect the RBNZ will continue to cut the cash rate over the coming year. Although inflation is set to pick up in early 2016 as last year's plunge in global oil prices drops out of annual calculations, a range of factors will keep inflation well below two percent. First, the impending slowdown in economic growth will reduce pressure on wages and prices. Second, the low-inflation global backdrop will pass through to New Zealand. Third, certain government charges will remain subdued.

However, there is a question about how quickly rate cuts will occur. A key consideration will be what happens to the NZD. The RBNZ had been banking on a fall in the NZD to generate a substantial boost in imported inflation. However, the NZD has actually picked up recently. At the same time, the global inflation backdrop has remained modest. Combined with the softness in domestic inflation, this will make it hard for the RBNZ to generate a sustained pick-up in inflation to 2% without giving the economy a boost via lower interest rates.

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CONTRIBUTOR:
Kellie Hamlett
Director - Talent ID

The Holiday Season: A Time To Relax, Restore and Reassess

With the end of year comes a time to rejuvenate. This time of year is perfect for a reassessing and re-evaluating what we're doing and set new goals for the coming year. One thing you can do during this time is your own Personal Annual Review. Here's an outline of a few key points which are key parts of this personal review:

- 1. Make a list of things you are grateful for.** Be sure to include the things you appreciate and want to give thanks for. This can include friends and family, partner, work, colleagues, health, home, your motivation and success, and the list goes on. *For our business we have so much to be grateful for, having supportive clients and candidates within our community is one. It is something that we never forget, because great vision without great people is irrelevant.*
- 2. Create a list of your successes.** Thinking back through the year that has been, note down successes and achievements. It's always good to look back and evaluate how you have started the year and see how far you have come. Successes can be small or large – they are all relevant. *For us, recruitment can bring highs and lows. It can be easy to feel uninspired when things do not go to plan, but it*

is important to remember the little successes along with the big, such as putting a smile on a candidates face when you've helped them to secure their new dream job.

- 3. Develop a life plan.** This may or may not be something you already have, and let's face it, life does not always go to plan! But having a plan is always a good start! What do you want to achieve within the different facets of your life? e.g. family, friends, health, financial, spirituality, community, career, hobbies, etc. *We always encourage our candidates to think about what they want their career to look like 5-10 years down the track. You cannot push anyone up the ladder unless they are willing to climb. The ladder is different sizes for everyone, but the plan needs to be in place to reach the top of your personal ladder.*

- 4. Establish your goals.** For each life area, create a specific goal in the form of a desire that will contribute to achieving your ultimate satisfaction level – e.g. I want to be mortgage free by November 2018. Make your goal specific. If you want to attain new levels in your life, you need to extend yourself in some way – whether it's learning a new skill, working harder, or smarter. *At Talent ID, one of our goals is that whenever we spend time with a candidate or client, we like to give them a positive takeaway from meeting with us. It is still something that will be useful going forward. Keep this acronym in mind; • See your goal • Understand the obstacles • Create a positive influence picture • Clear your mind of self doubt • Embrace the challenge • Stay in touch with reality • Show the world you can do it **SUCCESS***

- 5. Create a master task list.** Every goal you want to achieve will require you to complete associated tasks. The first step is to identify these tasks and record them. This way, you will know exactly what you need to do and can be marked off as you complete each one.

- 6. Work on projects.** Spend some time looking at projects you currently have underway or at those you want to start working on in the New Year. Create a specific goal for each project and add the tasks to your master list. *As the Director of Talent ID my mind is always turning and churning with little projects that will make myself and the team better. Even the smallest idea/project can turn into a life changing reality!*

- 7. Celebrate.** Finally, celebrate your successes and achievements. Whichever way you choose, spend this time focused on the great things you have already accomplished. *Talent ID will be out in the BOP community celebrating a truly great year with our clients and candidates.*

From the team at Talent ID, enjoy the holiday season with friends and family. Stay safe and look forward to a prosperous New Year ahead.



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Olivia Burman - BBs, HR & ER
Kellie Hamlett - Director - Dip. HR



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Balanced Scorecard - A Proven Framework

CONTRIBUTOR:

Allison Lawton
Director





AVID Creative Business Agency



This year my articles focused on my story and learnings from using the proven management framework known as the Balanced Scorecard, developed by Harvard business academics Robert Kaplan and David Norton in the 1990s.

My reflection was that while the Balanced Scorecard framework is seemingly easy to understand (see the four perspectives below), it took hours for me to really understand it. In fact, it took years to fully appreciate the power of the linking strategy to this framework and I have to say that even after using the framework for 15 years, I am still learning about its strength which makes this framework enduring and valuable.

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?

So why use the Balanced Scorecard Framework?

There are a number of reasons to consider introducing it in your business:

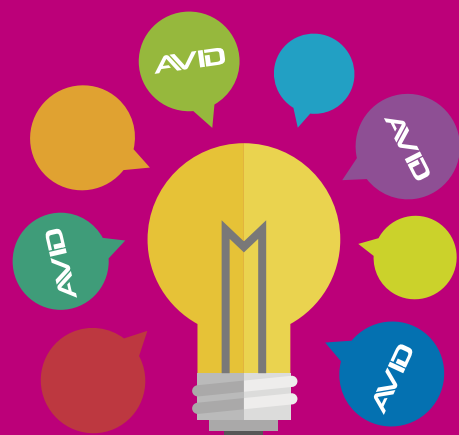
1. *Testing the rigour of your business plan.* We spend a lot of energy thinking about our business. In many cases, with formal business planning, we explore the external environment, review our competitors, spend time understanding our core competencies, use a SWOT or other matrix - and then develop our roadmap. But how do you know you have explored each area of your business thoroughly? I suggest this framework will provide rigour in your thinking as you develop your business plan.
2. *Making sense of your business plan.* Let's assume you have a rigorous business plan - now what? In my experience this is when the momentum can stop. Where is the execution strategy? How do you make sense of a written document? And how do you communicate to your staff, the ones who actually carry out the plan, where they fit, and how they contribute to the vision or bigger picture of your business? For me this is where we extract

the greatest value from using the Balanced Scorecard framework because we convert the business plan into a **one-page map**, which communicates:

- Vision, mission and value proposition;
 - For each perspective shows the strategies and goals;
 - Shows what success looks like and key measures (KPIs) so we know when we have succeeded;
 - Includes one or two initiatives for each perspective that will drive and improve performance.
3. *Engaging your staff.* Staff are your greatest asset and to achieve the true potential of our business plan we need to engage and bring them with us. In developing the one-page map, we have a powerful tool to communicate the road map (business plan) to staff; including our vision and how we will measure our success across the four perspectives. Importantly, it also shows how individual staff members contribute to the overall vision and success of the company.

Take the time to consider the merits of adopting the Balanced Scorecard framework. It will bring sustained growth to your business.

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Waiariki Has Much to Celebrate

CONTRIBUTOR:
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Chief Executive
Waiariki Institute of Technology



Looking back over the 2015 academic year, Waiariki Institute of Technology has much to be proud of.

The year started with the new, state-of-the-art Health and Science Centre being opened by Prime Minister John Key in January. This building has subsequently won national awards for its design.

We have seen good recruitment to our wide range of programmes with more than 4,000 full-time equivalent students studying across our campuses in Rotorua, Taupo, Tokoroa and Whakatane, and through delivery at other locations including Tauranga, Turangi, Murupara and Opotiki. Among those, more than 950 full-time equivalent international students joined us, bringing much needed income to the local and regional economy.

Our high standard of performance in course and qualification completion has been maintained, ensuring that students graduating from Waiariki leave ready to contribute to business and community growth. Our recent graduate destination survey shows that we are making an important contribution to the regional economy, with 84% of our 2014 graduates employed in the Bay of Plenty and Waikato regions, and more than three quarters of graduates felt that their studies had been important in helping them gain employment.

A number of newly developed programmes are set for 2016 delivery, including a new suite of diploma, degree and graduate diploma programmes in creative technologies, and an exemplary master's degree in teaching early childhood education. The new applied professional studies postgraduate suite of programmes welcomed its first students this year, and

other new programmes were offered in culinary arts, English, forestry management and social work.

For much of the year, our focus has been on discussing and engaging with staff, students and the community on the proposed merger with the Bay of Plenty Polytechnic. Collaboration lies at the heart of what we do both nationally and internationally. Working in partnership we can achieve much more through opening up opportunities to new learners in new communities, and sharing best practice in teaching, learning and research.

There have been some concerns over the impact that a potential merger might have on the community, and in particular Rotorua, but the aim is to build on the successes we have achieved through a focus on wider choice, and creating a sustainable, high quality organisation for the region.

Looking ahead to 2016 there are many exciting developments underway. These include the planned new \$12m building to house a Centre of Excellence for Tourism and Hospitality and the introduction of new programmes in applied science, hospitality, and tourism. We continue to ensure that the programmes we offer provide both choice and relevance to business and the regional community and its economic priorities.

The continuing success of Waiariki results from the close links we have established with business, iwi, communities and other stakeholders; such partnerships are essential in ensuring further success and ongoing economic and social relevance of our programmes. We look forward to working with business in 2016 to maintain and enhance tertiary provision in the city and region.



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December Report

CONTRIBUTOR:
Don Gunn (Left) and
Heinz Fett (Right)
Rotorua Business Broker



It's amazing how quickly 2015 has flown by! There has been some great highlights for New Zealand with the Black Caps making the final of the Cricket World Cup and of course the All Blacks taking out the ultimate prize with the Rugby World Cup – the only country to win back to back tournaments and win the Cup three times.

Both national and local economies have benefited from these amazing achievements with increased business activity and confidence particularly the Bay of Plenty region which is now positioned as the second fastest growing region in New Zealand.

Rotorua has certainly taken advantage of these opportunities with tourism and hospitality businesses showing record growth to date and forward projections looking very positive.

Other sectors, such as real estate sales and all building related industries are also showing positive results and look set to continue well into 2016.

Rotorua continues to solidify its position as a major events destination, underpinned by the return of Crankworks in March 2016. Last years incredibly successful event has set the scene for another spectacular event with increased global exposure. A snapshot of major events which will put Rotorua in the national and international spotlight are UB40 returning

in January, the National Sevens tournament, Tarawera Ultra Marathon and Rotorua Bike Festival in February, Rotorua Walking Festival in March and Trenz in May.

Whilst these are all positives for Rotorua, there are further opportunities which could be realised should Rotorua succeed in attracting Jetstar to introduce services to and from Rotorua. After submitting a strong bid earlier this year, Rotorua missed out to other regions with services commencing this month. Tourism Industry Association Chief Executive Chris Roberts welcomed the return of competition on these regional air route, commenting that these new services will provide other options for domestic and international travellers to see more of New Zealand. He also commented that local economies will benefit as visitor spend will increase and jobs will be created across a wide range of service sectors.

A win for all concerned!

Rotorua is not giving up and key stakeholders are engaged in ongoing discussions with Jetstar.

We wish you all a very Merry Christmas and all the best for the festive season.

We look forward to the next issue and sharing more tips and industry insights on how to successfully buy or sell a business.



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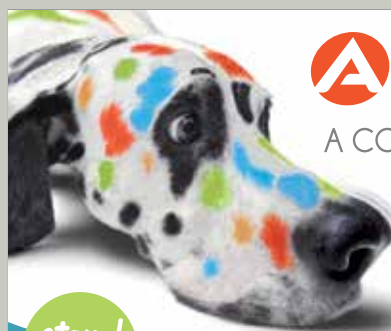


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CHARITY HOUSE HAS A NEW OWNER!

Congratulations and thanks to the new owners of the 2015 Charity House. The winning bidders from Rotorua wish to remain anonymous but are thrilled that their bid of \$176,000 secured the house.

The open-plan, three-bedroom home was built by Waiariki's carpentry students under Waiariki tutelage and assistance from local builders. The interior was designed by Waiariki's interior design students, and electrical students wired up the house. Proceeds from the sale will go to local charities.

Waiariki wishes to express sincere thanks to Charity House partners, in particular Rotorua Chamber of Commerce, Rotorua Lakes Council, Professionals McDowell Real Estate, and Mitre10 Mega for their generous support over the past year.

**Get involved, contact us now
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