

business rotorua W

Strong Business Leadership to Build Settlement Legacy



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Lakes Water Quality Symposium
Growing the City - **PAGE 10**



Planning for growth.
Investing in our future - **PAGE 15**

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BREAKING NEWS

1ST JUNE 2011
The Hon Hekia Parata

- Minister of Women's Affairs
- Minister for Ethnic Affairs
- Associate Minister for ACC
- Acting Minister for Energy & Resources
- Associate Minister for the Community & Voluntary Sector

2011 AGM
Thursdy 7 July
Great Guest Speaker
Sir Wira Gardiner

- Chair Tertiary Education Commission
- Chair Ngati Awa Group Holdings Ltd
- Chair of Museum of New Zealand Te Papa Tongarewa
- Founding CEO of Te Puni Kokiri





CONTACT DETAILS

NZ CHAMBERS OF COMMERCE

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Immediate Past President	Christa George Waiariki Institute of Technology
Margriet Theron	Margriet T Business Consultant
Aaron Gillions	The RadioNetwork Rotorua
Kellie Hamlett	Talent ID
Colin Patchell	Patchell Stainless
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Merepeka Raukawa-Tait	IDEA Services Ltd



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CORRECTION:

Last month we incorrectly stated Peter Stokes company as E-Business Solutions. The correct company name is e-Business Insights Ltd.



Wallace Haumaha



Roger Pikia

Settlement legacy will be in asset growth

Nairn Fisher
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NAIRN FISHER
CHARTERED ACCOUNTANTS

For Rotorua based investment company Te Arawa Group Holdings Ltd (TAGH) the brief for the multi-million dollar business is simple – generating wealth for its more than 25,000 shareholders.

.....

TAGH is in its first year of operation. The company has an asset base valued at more than \$40 million, and has investments in geothermal, property and the financial markets. The company manages the commercial assets of iwi and hapu collective Te Pumautanga o Te Arawa (TPT).

The man tasked with driving wealth generation within the business is Te Arawa iwi member Roger Pikia, who filled the role of interim chief executive in the formation of the company and was subsequently confirmed to lead the trust's financial arm. For Mr Pikia the appointment was a natural progression from a highly successful career history that included professional director, businessman, government advisor, commercial and treaty negotiator and farmer.

Mr Pikia says he is honoured, and humbled to take on the challenge of protecting and growing the value of iwi and hapu assets. "The brief to me when taking this role was simple: to grow the value of our collective assets, which in turn grows the value of dividend paid to our members to assist in the social and cultural needs of our people." He says the priority has been implementing robust policies and structures to support the strategy of appropriate and judicious investment.

A five-member board made up of three independent financial directors and two tribal members drives the TAGH strategy and governance. Wallace Haumaha chairs the board.

Mr Haumaha says the company operates as a separate entity from the social and cultural arms of TPT. "TPT have a major challenge in that our people have significant social and cultural needs. Needs that are well beyond the resources and assets we have been able to have returned through the Treaty of Waitangi Settlement process." Our asset base equates to around \$1,600 per person.

This is not a life changing amount. However, with sound management, we can grow this wealth, and with targeted and wise use of funds, the trust can direct resources to where it brings the most value and is most effective for the people of Te Arawa. However, Mr Haumaha emphasises the clear separation between TAGH and TPT. "TAGH is a commercial enterprise which operates independently of iwi and hapu cultural and social initiatives.

The makeup of our board is of experts in their field in commercial matters. This includes members such as former Ngai Tahu Group Holdings Chairman and founding and current Whale Watch Kaikoura chairman, Wally Stone, and Dr Andrew West who brings a wealth of experience in the New Zealand primary sector, especially in geothermal and agribusiness.

"It is imperative that we remain focused solely on wealth generation to fund the many social and cultural initiatives of TPT."

For Mr Pikia the business has significant opportunities to grow and diversify. He says he is honoured to be allowed to manage an operation that will bring significant value and investment to not only the people of Te Arawa but to the region. "We are a green-field operation that is guided by clear principles and process. There are incredible opportunities in the region and within the country. Unlike others in the commercial sector, TAGH is one bedded for the long term in the region, with a clear interest in developing long term sustainable wealth for Te Arawa iwi and hapu.

"My job is to increase the wealth of our people. To do that we have implemented the systems and processes that will ensure not only the protection and growth of our tribal assets, but the foundations for a commercial empire that will sustain the aspirations of this and future generations."

Te Arawa Group Holdings Ltd

Asset base:	\$40 million
Investment portfolio:	Geothermal, property, financial markets, agribusiness
Chairman:	Wallace Haumaha
Chief executive:	Roger Pikia
Office:	8 Marguerita St Rotorua

Te Pumautanga o Te Arawa General Manager Rawiri Te Whare is excited by the fresh challenges for the Te Arawa iwi and hapu collective he is tasked with leading. Mr Te Whare was the chief negotiator in the historic multi-million dollar Treaty of Waitangi settlement for the trust signed last year. He says it was an honour to bring closure to the hurt and suffering inflicted on the people of Te Arawa through treaty breaches.

"The hurt and suffering endured by our people who once held complete domain over the lands of this region has had major social costs to them. The settlement was about seeking acknowledgement for this hurt and suffering and to seek some compensation for the immense loss endured by our people.

"The settlement of claims brings some closure and silences the laments of our ancestors handed down through the generations. We now have some resource to attempt to assist our people and to re-invigorate our marae and social and cultural processes that help not only our members but all in the communities we share.

"These are exciting times for our iwi and hapu. We are at the beginning of a new stage of tribal development. We will maintain the same discipline and attention to detail that has seen us conclude the fraught and costly settlement negotiation process. We have TAGH to generate wealth for our people, and TPT to manage the social and cultural initiatives."

Rawiri Te Whare



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Waiariki investing over \$2.5m to drive a new sustainable business initiative

The Waiariki region extends across New Zealand's most productive forests, farmland and horticultural businesses. These three industries support our local economy and the businesses involved in them.

In a new initiative, Waiariki Institute of Technology has responded to the growing need to technologically up-skill the regional workforce by integrating its forestry, agriculture and horticulture qualifications within a new School of Forestry and Primary Industries.

"It's a really exciting development which will have major benefits," says Jeremy Christmas, Director of the School.

The \$2.5 million Waipa campus project is scheduled to be completed in September to coincide with both the international Forestry Expo and Rotorua's 2011 Rugby World Cup celebrations. The Minister of Forestry, Hon. David Carter, is expected to open the expanded facility.

"The School continues to grow," says Mr Christmas, "both in student numbers and in its contribution to Waiariki's success as a



tertiary education institution. The Waipa campus gives us room to create the facilities we need to deliver learning excellence."

Waipa will be a "sustainability exemplar". All organic waste will be processed via worm farms to provide fertiliser for the School's gardens and herb farm, which will in turn supply produce for Waiariki's culinary courses. John Kelly, Academic Advisor for the School and Head of Department Wood Processing, says the Waipa site was established "by industry, for industry" in 1965 as a national centre of excellence for forestry training, with a focus on wood manufacturing.

"Today," he says, "we are reviving that focus by creating a world-class campus that will deliver teaching and learning excellence, not just for forestry but also for the other primary industries of agriculture and horticulture, to provide our students with a wider, well-rounded educational experience."

Among the main features of the project are:

- The integration of the existing Waiariki sawmill with the adjacent wood manufacturing plant;
- Installation of a high-tech gasification plant to provide the energy required for timber drying, using wood waste to create a sustainable energy source;
- Creation of a timber construction and manufacturing laboratory for testing glue bonds, timber strength and suitability properties, and more;
- Upgrading teaching facilities to accommodate the courses moving from Waiariki's main Mokoia campus;
- Construction of a tunnel-house and vegetable gardens;
- Upgrading of the saw doctoring workshops.

Mr Kelly says the Norwegian-supplied gasification plant will be the first of its kind in the Southern Hemisphere.

"It will utilise all of the sawmill waste to produce syngas [synthetic gas] for our timber drying kiln, which is a major advance in terms of our energy sustainability. It is an example of Waiariki's move toward sustainable business practices, which is now captured in our strategic thinking for the next five years.

"So, while it's important to get the bricks and mortar right, it's our local businesses that will make the project a success by sending their people here for training because they know we are providing quality education on which they can depend."

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* Conditions apply. This offer is good only for one course per employee and can be used only once per employee. Enrolment and study of the course must begin in Semester 1 or 2 in 2011. A number of small additional fees may apply.





unisonfibre
Connecting People and Business

Rotorua's Business Sector Set to Connect

Rotorua's business community can expect to see greater competition and opportunity within the telecommunications sector as UnisonFibre rolls out its superior fibre network.



UnisonFibre's Sales and Marketing Manager, Wayne Baird said the company was committed to economic development and growth in Rotorua, and that a superior fibre network played a major role in contributing.

The roll out of fibre has enabled a backbone connection open to all Internet Service Providers (ISP) to service all businesses across the region, he said.

"UnisonFibre's superior fibre network will offer businesses greater access to many more service providers.

"And for those service providers who are competitive and innovative, the benefits in terms of gaining customers and winning business is going to change the shape of Rotorua's business sector," he said.

Wayne acknowledged the endless opportunities within fibre, but said the issue was educating

the business community about what fibre is, and what its capabilities are in a context that relates to their needs.

"As with any new product offering in the market, the success depends on demonstrating the unmatched advantages of both reliability and speed in ways people will understand, and for it to be at a price point that people and business can afford."

UnisonFibre understands this, and is working with internet service providers to ensure development of products that will enable the Rotorua business community to connect, and do it simply.

"Reliability is clearly the most critical aspect of telecommunication services for business, and then speed. Fibre delivers both."

Demonstrating the benefits of on-line applications which come with a fibre-based service is central to this, said Wayne.

"Few businesses in Rotorua are using online business applications, and even so, the majority of them are unaware of how to utilise and maximise network delivered services.

"We will be helping business people gain confidence to ask more about what they can do with fibre and what it really means for them."

UnisonFibre is committed to helping the region gain international recognition, and believes the roll out of its fibre network will offer the momentum for recognition outside of New Zealand.

"We understand what it's like to live and work here, and we want to stand out on the world stage.

"And we think what we are doing will significantly shape the region's future, and that local businesses will support us in driving forward this success story to the rest of the world."

Meanwhile, negotiations are continuing with Crown Fibre Holdings as part of the Government's Broadband Initiative.

Central Fibre consortium, led by UnisonFibre, is participating in priority negotiations for the Government's ultra fast broadband initiative.

The consortium comprises Unison, Eastland Group, Horizon Energy, Centralines and Counties Power and is bidding to build urban fibre networks in Napier, Hastings, Taupo, Rotorua, Central Hawke's Bay, Gisborne, Whakatane, Pukekohe, Waiuku, Palmerston North, Feilding and Masterton.



www.unisonfibre.co.nz

The disconnect between strategy and execution

There's a chronic disconnect in most companies between strategy formulation and strategy execution. The goals companies set for themselves often bear little resemblance to the results they actually achieve.



According to an article published by the Harvard Business School, a global sample of 1,854 large companies showed that seven out of eight companies failed to achieve profitable growth, even though more than 90% of them claimed to have detailed strategic plans with numerical growth targets.

Below is a summary of the findings in the article, with some additional comments:

- The root cause of the disconnect between strategy and actual performance is that most companies do not have a strategy execution process.
- Most companies have some form of strategic plan but they have no coherent approach to manage the execution of those plans. In our experience, many companies claim to have a strategy

– but often all they have done is an exercise in financial goal setting. That is not strategy.

- Many key management processes remain disconnected from strategy,
- 60% of companies do not link their strategic priorities to their budget. If budgets are not aligned to strategy, this leads to a disconnect between what needs to be implemented and the funding and resources required to do so.
- Two out of three HR and IT departments develop plans that are not linked to the company's overall strategy.
- 70% of middle managers and more than 90% of front-line employees have compensation agreements that are not linked to strategies.
- Most devastatingly, 95% of employees do not understand their company's strategy. How can they execute a plan if they don't understand it?
- Many companies don't have a consistent way to describe their strategy, other than in a large strategic planning binder. What companies really need to do is to find a clear and simple way to translate their strategy into operational actions that everyone in the company can understand. It is strongly recommended that strategy be distilled into a one-page document that every single person in the company can see and easily understand.

In short, there is a chronic disconnect in companies between strategy formulation and strategy execution.

Here are the key questions that must be answered:

- What is our strategy?
- How can we ensure that our people understand our strategy?
- How do we pull all of this together into a disciplined execution process?
- Are we allocating resources to support our strategy?
- How is our strategy execution being measured?
- Are we meeting regularly to discuss and monitor our strategy?

CONTRIBUTOR:

Peter Stokes
e-Business Insights Ltd



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chamber events



Mayor Kevin thanks Rob Fyfe, CEO Air New Zealand

Rob Fyfe with the team, Denise, Daniel, Karen and Kathy

Kikstart Networking Breakfast at Ambrosia



BA5 Stay and Play Rotorua at the Blue Baths



Darren and Richard from Speedy Signs at SPCA's BA5



Kikstart at Le Cafe de Paris



BA5 at the Holiday Inn



BA5 Stay and Play Rotorua



Sandford and Partners BA5



What a pack of burglars - the RDC Golf Team



BA5 hosts Sandford & Partners, Bayleys and Designer Catering

Rotorua Lakes Symposium 2011

Fix a Lake and Grow a City - A Case Study of Rotorua
Rotorua Convention Centre, 1170 Fenton Street, Rotorua, New Zealand
Thursday 7th and Friday 8th April 2011

Selected excerpts from presentations focusing on growing the city



In a presentation by Frank Boffa (Boffa Miskell) on economic growth in Rotorua he asked the question: "Can you open the gate and still have a plan?" Can Rotorua achieve the outcomes desired by its residents through:

- Rural residential lifestyle developments
- Native bush and commercial forestry
- A structured plan for growth.

Many questions have to be answered before choosing any of these routes, or a combination of all three. Questions such as:

- What are the realistic marketable rural residential lifestyle lots sizes?
- Is there a market for the uptake of 600 to 3,500 lots?
- Will these initiatives fix the lake and grow the city?
- Are there better and more appropriate development options than the large scale real estate farming option being considered?

Rotorua needs to move into a creative phase in planning for its future, a phase driven by opportunities, innovation and entrepreneurial flair. There needs to be a strong focus on "Growing the city to fix the lake" with appropriate action plans to achieve this outcome.

It is probably not possible to open up the rural zone to widespread development and maintain the integrity of the

District Plan? But it is possible to have a District Plan that encourages and facilitates opportunities for rural land use change and development in the Rural Zone.

At the same conference, Murray MacCaw (Chair – Grow Wellington) spoke about harnessing economic growth. In Wellington, the strategy is to work together with the goal of building an internationally competitive Wellington by developing and implementing a vision and an integrated framework to achieve sustainable growth of the Wellington Region.

The core premise is that function follows form. You need a structure and a process that will get you to your desired outcome subject to you knowing what success is going to look like.

At the heart of the framework for economic growth for the Wellington Region is:

- be a great place to live
- be a great place to work
- be a place with a vibrant economy
- have a shared vision; and
- have an integrated growth framework addressing economic, social and environmental outcomes.

John Sax (Treetops Rotorua – Owner) presented a case study on Visions for Rotorua.

He said that the quality of the lakes is about a love story and about people. The three things that most influence people are: other people, the place, and the environment.

Vision starts with a dream. To make the dream into reality, you need to grow a Dream Team and then to create a 'Can Do' environment. The Dream Team has to be incentivised and they must have the courage to 'Just do it'.

John Sax listed his five great dreams for Rotorua:

- The world's seven best lake hiking trails
- The world's best glamour camping adventures
- The world's best horse trekking adventure
- The world's greatest eco-trek
- A heavenly biking trail from Mamaku to the Coast.

Rotorua has to be world class in every way. Our spas need to be like no other; our lakefront needs to be world class; and we need to lift our geothermal wonderland and the cultural classics to a new level.

Rotorua also has a great energy story with geothermal; hydro, micro-hydro and bio-energy. By farming, trees for bio-energy we could move into a new era of land use.

Elena Irwin talked about two different types of rural growth in the US:

1. Exurbia (tied to proximity to urban areas), and
 2. Rurbia (tied to beautiful landscapes and outdoor recreation).
- Is Rurbia the future for Rotorua Lakes? It only occurs in select places and is hard to predict since it cannot be seen in advance

The primary drivers of Rurbia are:

- a demand for scenic amenities
- decreasing communication costs thanks to the rise of information technologies
- rising incomes and
- demographic shifts such as the rising number of retirees.

Economic growth in Rurbia comes from the service sector which includes tourism, recreation, retail, and health care. Increases in the cost of living often mean that older residents with jobs in the primary industry (agriculture, mining, and logging) are worse off.

The engine of growth in Rurbia is the lack of obvious development; uncrowdedness becomes a valued public good. Planning for Rurbia requires protection of undeveloped areas and protection or restoration of ecosystem services.

Rurbia is a regional phenomenon. Growth spills over from cities to other nearby places. It requires regional land use, transportation, infrastructure and rural conservation planning.

Russell Dale (CEO – Future Forest Research) presented a paper on Proving the Economic Case. Forestry is a profitable and sustainable land use that drives economic and social benefits for New Zealand. There are opportunities to diversify plantations

by growing forestry species that will provide new market opportunities. At present, non-radiata pine forestry plantings comprise less than 10 percent of New Zealand's commercial forestry, but this percentage is growing.

Hugh Morris (Senior Lecturer, Structural Engineering) – Auckland University talked about the opportunities for expansion provided by innovative timber structures. Inventive timber designs and construction could result in the development of a high value market, capturing a new \$10 billion dollar per year export potential. Wood design and construction can provide buildings with great aesthetic appeal and well as earthquake resilience. Engineered timber, laminated veneer timber, and cross laminated timber can be used to great advantage in large commercial and residential buildings replacing their concrete equivalents.

Dr Elspeth MacRae (Scion) presented a vision for Rotorua in 2030. By then, Rotorua can be a hub of bio-economy development by a greater merging between forestry and tourism, and taking advantage of the synergies between tourism, forestry and the bio-economy. This can be achieved by:

- Developing fibre based products: composites, packaging, biopolymers, specialty fibres, and new materials including bioplastics
- Developing wood products: added value, easy care, no maintenance, high performance, and fashionable.
- Establishing a solid wood bio-refinery to produce bio-fuels, bio-polymers and bio-plastic products with associated manufacturing opportunities.

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events calendar *may*

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

SUNDAY



BA5 at the Holiday Inn



Women in Business

05

Don't forget your nomination for the Westpac Rotorua Business Excellence Awards

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BA5
Westpac Chopper Appeal Month

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BUSINESS TOOLBOX
Search Engine Optimisation

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KIKSTART
Distinction Hotel

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AGILITY 2011
Regional Business Women's Conference

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AGILITY 2011
Regional Business Women's Conference

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BA5
McDowell Real Estate

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BUSINESS TOOLBOX
Strategy for Recovery

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Chamber of Commerce Event Registration

To register for any of the Chamber Events featured visit www.rotoruchamber.co.nz/events page!

events calendar *june*

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		<p>01</p> <p>WOMEN IN BUSINESS 1st Birthday Celebrations</p> <p>HEKIA PARATA</p>	<p>02</p>	<p>03</p>	<p>Taking a break from selling Raffle Tickets at the SPCA BA5</p>	
<p>A full house for Business Toolbox</p>		<p>08</p> <p>BUSINESS TOOLBOX Using Social Media to add value</p>	<p>09</p>	<p>10</p>		
<p>13</p>	<p>14</p> <p>BA5 Peppers on the Point</p>	<p>15</p>	<p>OPPORTUNITY KNOCKS! The 2011 Essential Guide to Central Rotorua. Published in time for the great event!</p>		<p>18</p>	<p>19</p>
<p>20</p>	<p>21</p> <p>KIKSTART Solace Restaurant</p>	<p>22</p> <p>BUSINESS TOOLBOX Writing an Effective Business Plan</p>			<p>National Bank at Chamber golf day</p>	
<p>27</p>	<p>28</p> <p>BA5 Unison, The Powerlines People</p>	<p>29</p>	<p>30</p>			

Do you want to grow your business?

The build-up to the Rugby World Cup has momentum with events and activities now building faster than can be posted on the Rotorua site www.rotoruanz.com/events/RWC2011/ as well as the national site www.nz2011.govt.nz and along with the expectation comes the realisation from business that the RWC2011 is an opportunity to engage with 'like' business from offshore during the tournament in September and October.

.....
"Simply put, we want businesses in the BOP to look at the RWC2011 as the chance to forge new relationships, showcase their business to learn and earn from those visitors that have registered interest in meeting you as part of their travels through New Zealand" says Sandra Kai Fong, the BOP Business Coordinator for the RWC2011.

Among the 85,000+ visitors coming to New Zealand for Rugby World Cup 2011 will be many business people wanting to explore both business and investment opportunities while they're here. These offshore business owners and managers are registering their details online and we can connect you together via The NZ2011 Business Club providing you a UNIQUE opportunity to benefit from the 2011 Rugby World Cup Festival.

NEW ZEALAND 2011

Make 85,000 new connections

WITH 85,000 VISITORS EXPECTED FOR RUGBY WORLD CUP 2011, there's never been a better time for New Zealand business people to make enduring personal connections with like-minded business people from overseas. NZ2011 Business Club connects visitors with local Kiwi business hosts, in towns they'll be visiting while they're here for the Rugby. As a host, you have the chance to create a fun, informal event, and show our international visitors how we live, work and play.

Join NZ 2011 Business Club
Becoming a host is free and easy. To find out more and register visit: nz2011.govt.nz/business

2011 BUSINESS!



What is the Business Club?

- The Club is like an online dating service to help match and connect like-minded business people.
- The Club is run by the New Zealand 2011 Office, www.nz2011.govt.nz which has been established by the Government to focus on New Zealand's role as hosts of RWC 2011.

How does the Business Club work?

- International Business people have been invited to register their details including sector or business interests, interest area for leisure activities, country and designation.
- New Zealand business people will be involved through organising events or attending as hosts. You can make these events specific to your sector or you may simply wish to be a good Kiwi host.
- Invitations to hosted events are sent via the NZ2011 website to target specific international visitors interested in your event.
- Once the invitation has been accepted, it is over to you to host them, have some fun, network, share knowledge and do some business.
- Membership is FREE.

How do BOP companies get involved?

Register online at www.nz2011.govt.nz/business/join-the-club/

- New Zealand businesses can register their details including the sectors in which they operate and the areas in which they are interested in making connections with international visitors. Consider hosting our international business people to a business event or networking opportunity which can be as big or as small as you like or using one of the existing REAL New Zealand festival activities.
- You can also submit your hosted event online once you have registered with the Business Club.

This is your chance to be part of the festival, the events and the business legacy; I encourage you to contact Sandra Kai Fong today to discuss how you might become part of the action in September and October 2011.

If you have any queries about the NZ2011 Business Club then please contact Sandra on sandrabop2011@gmail.com or mobile 027 2836080 or visit the website www.nz2011.govt.nz

CONTRIBUTOR:
Sandra Kai Fong
Bay of Plenty Business Coordinator





Rotorua District Council has appointed a new group of business people and two councillors to come up with an effective strategy to get Rotorua’s economy moving.

The move follows continuing expressions of concern by the Rotorua Business Leaders Group and recognition by the Council that Rotorua’s economic performance continues to lag behind that of the region and the nation.

Despite being ranked sixth out of New Zealand’s 72 local authorities in terms of economic diversification, the district’s gross domestic product fell 1 per cent between 2009 and 2010, compared to a national fall of 0.4 per cent during the recession.

Agricultural production in the district grew by only 0.6 per cent while nationally agriculture notched 2.4 per cent growth. Tourism, a significant employer, declined by 2.8 per cent in Rotorua compared to the national fall of 1.9 per cent, and GDP in the transport and logistics sector plummeted by 11.2 per cent, compared to a 6-2 per cent fall nationally.

As a result, employment in Rotorua recorded negative growth of 3.8 per cent, against a regional fall of 2.7 per cent and a nationwide decline of 2.5 per cent. The district’s population continued its slow growth in 2010, by 0.6 per cent to 68,600 while New Zealand’s population grew by 1.2 per cent.

Members of the project group charged with creating a plan to turn these statistics around are: Waiariki Chief Executive Pim Borren, District Councillor Mike McVicker, Regional Councillor Jane Nees, Energy Charitable Trust Chairman Lyall Thurston, Developer and Regional Airport Company Chairman Ray Cook; Chamber Chief Executive Roger Gordon, Valuer and property consultant Gary Gillespie, Businessman and Waiariki Chairman Tupara Morrison, Leading businessman Joe La Grouw.

The appointments have a limited life, until the group has formulated a growth strategy, which is to include an implementation structure. Until then it is not clear who will have political and operational responsibility for implementing the plan and making it work, though there is a support team up of three Council officials, Chief Executive Peter Guerin, Group Manager of Economic and Regulatory Services Mark Rawson and General Manager of Economic Development Grant Kilby, plus Deryck Shaw of APR Consultants.

After consultation with business and the wider community the District Council came up with a vision statement for Rotorua last year: Rotorua, living the dream – world class in every way.

Following on from there, the group will:

1. Assess international best practice models of growth;
2. Analyse current District economic performance;
3. Work with key stakeholders and partners;
4. Assess growth options.

The required outcome is a sustainable economic growth plan for the District including an implementation structure. The project group will aim for a plan to focus resources on areas that will make the greatest difference to the local economy.

Over the next few months the group will formulate key growth objectives, such as employment, household income and workforce skills, and will work with key partners and stakeholders to ensure the district is targeting the right areas.

The group has looked at examples from other areas and noted that many successful cities and districts internationally have, in the group’s words:

1. Connectivity and accessibility - the district will need to have integrated airport and road networks.
2. Economic breadth - the industrial/economic structure of the district will need to be effectively organised to accommodate a strong services provision alongside suitable infrastructure for the emerging knowledge economy.
3. Quality of life, place, and amenity - Rotorua will need to provide a high-quality living environment for local citizens – rich in culture and entertainment.
4. Labour force skills – Rotorua should recognise that we need a range of skilled people to ensure we capitalise on skill needs.
5. Innovation and creativity - we will need to use the innovative potential of the knowledge economy during this period of economic transformation, including all of the science and innovation produced in the district.
6. Business environment, entrepreneurship and city cost-base – Rotorua will need to be competitive and relatively easy to do business.
7. Image and identity - many districts and regions suffer a significant gap between performance and perception due a lack of marketing and promotion. This is crucial for Rotorua, given its iconic status in the tourism industry.
8. Leadership and implementation of strategy – this is considered pivotal to achieving successful outcomes.

The group says these matters will be considered alongside generic strategies to add value in a range of areas across the District with specific industry sector or activity growth strategies. Examples of general strategies are around:

1. Rising levels of entrepreneurship reflected by increased business start-ups and less industry churn;
2. Greater levels of skills development, education and innovation;
3. Adoption of new technologies and a path to convert research to commercial success;
4. More developed levels of industry and economic development leadership;
5. Greater levels of infrastructure and institutional capacity;
6. Increased levels of sustainable economic growth;
7. Increased regulatory efficiency.

We can do better as a district - what do you think? If you have ideas on any of these areas please contact Roger Gordon (Chamber) or Mark Rawson (RDC).

Health & Safety

"In 2007/08 119 people were killed in work accidents, and more than 37,700 people were injured on the job severely enough to be off work for more than a week. Overall, 285,400 people suffered some kind of injury at work out of a total workforce of 2.26 million people".

"Manufacturing company fined after worker's hand is crushed." A Lower Hutt company in 2010 was fined \$24,000 and ordered to pay reparation of \$8,000 after a worker was seriously injured because the machine he was working on was not adequately guarded". (Department of Labour).

Mention Health and Safety to many businesses and let's face it, unless you are a large corporate with a dedicated Health and Safety department, most will nod whilst secretly hoping their employees aren't falling down the stairs or losing a finger in a saw at that very moment. For many small to medium-sized businesses, Health and Safety represents such a complexity that it's easier to turn a blind eye and plead ignorance.

The reality of Health and Safety in the workplace remains. For how long can your business operate by Brail, hoping that a serious harm accident does not occur? As employers we are obligated and indeed legislated to take all practicable steps to ensure the safety of employees whilst they are at work. The interpretation of "all practicable steps" being what any person might reasonably do in a particular set of circumstances. In essence, employers are required to actively assess and reduce risk factors in the workplace and prevent injury to workers.

Your obligations as an employer are to provide and maintain a safe working environment; ensure that employees are trained and have sufficient knowledge, experience and supervision in the safe use of equipment; that equipment is safe for employees to use; and ensure employees are not exposed to hazards in the course of their work. Employers are required to have policies and procedures in place for dealing with emergencies; have safe systems in place to ensure the safety of visitors, contractors, and volunteers who may also be in the workplace. To be successful, Health and Safety needs to have ownership and commitment from all involved and affected.

Key elements of your Health and Safety toolbox should include a company policy outlining your commitment to workplace Health and Safety, an accident register, a hazard register, evacuation and disaster management plan, and a genuine commitment from management and staff so that safe practices are built into your way of doing business. You will also have staff who are trained in Health and Safety practices.

For many businesses Health and Safety can no longer be ignored. Many companies now require suppliers and contractors to produce details of their own Health and Safety policies and procedures prior to commencing work.

Health and Safety should not be viewed as merely a compliance measure. If a proactive approach is adopted, the benefits should outweigh the costs. Measurable financial benefits can be attributed to a robust Health and Safety system.



CONTRIBUTOR:
Kellie Hamlett
Director - Talent ID

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Set up for success: Find the right person the first time

Emerging from the recession, recruitment choices are more important than ever before. Finding the right person the first time may be critical to the future success of your business.

A recent Chamber of Commerce snap poll of 1,100 businesses revealed that employers recognise the importance of this and are applying a more proactive and stringent approach to their selection process.

According to Penny Smith, manager of the Chamber of Commerce's Employment division, this is the reason for the increasing popularity of the New Kiwis recruitment and employment services, which are offered at no cost.

"Organisations can't afford to make bad employment choices and are looking to professional recruitment services for advice and support and to speed up the process."

"We find more and more businesses are eager to take advantage of our employment services. I think this is because they enjoy the convenience of being able to instantly construct their own shortlist from a variety of quality candidates."

"Our New Kiwis website (www.newkiwis.co.nz) links employers to highly qualified, migrant job seekers and returning Kiwis ready to start immediately, at no cost. These candidates are skilled and experienced in a variety of fields and have a wealth of local and international expertise to bring to your team"

Bobby Sharma, Export Manager of Turners and Growers and advocate for the service says: "We'd been looking for someone for a sales executive position and hadn't had any success in finding the right person. Admittedly we were looking for someone with really specific skills. However, this was no trouble at all for New Kiwis - within a day they'd found the perfect person for the job who is still a very valuable member of the team, four years down the track."

As the economy begins to recover and skilled job seekers get snapped up, Penny Smith believes it would be unwise to delay recruitment.

"Businesses need to act fast and be proactive by searching for quality candidates now if they expect to have the best pool of potential employees to choose from.

The Chamber has access to a large variety of candidates who are flexible in their work requirements and are ready to start immediately."

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NEW KIWIS
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Is your organisation on the waiting list for radical surgery?

Almost 40 years ago the Harvard Business Review published an article by Larry Greiner titled "Evolution and Revolution as organizations grow". This rapidly became a widely respected and often referred to explanation of how organisations developed and responded to the strain on structure and process created by growth.

At the risk of grossly oversimplifying Greiner's account, he argues that organisations follow a pattern of growth through relatively even evolutionary periods until the nature of the organisation reaches a point where some more radical surgery is required and changes to structure and processes at this point tend to be revolutionary rather than evolutionary.

Greiner describes a pattern whereby the small entrepreneurial 'start-up' company grows on the back of the creativity of the entrepreneur but at some point more formal direction is needed and a clearly defined managerial role is established. Growth continues under this period of 'direction' until a further crisis arises with too much centred around one person while others suffer from a lack of autonomy, a crisis resolved by the introduction of more widespread delegation.

Evolution & Revolution As Businesses Grow



This works well enough for a while until further growth brings a crisis of coordination which Greiner argues is resolved via the introduction of more processes and systems which in turn leads to a crisis of 'red tape' where the systems become dysfunctional and tend to hinder rather than facilitate growth. This is no doubt a problem many would have encountered at some time.

In Greiner's model this brings the organisation to a further evolutionary phase where growth is facilitated by collaboration as might be seen in team structures and generally elevated levels of participation through a process of empowerment, however this may be expressed. The interesting aspect to this and the reason for this comment is that Greiner suggests the evolutionary phase of collaboration will eventually hit a crisis but he does not know what this crisis may be and simply indicates it in his model as a



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question mark. Given that the article is 40 years old and that there has been extensive emphasis on teamwork and participation in recent decades, it seems to me that we should have either struck this crisis by now or have a fairly good idea of what it is going to be.

With this in mind I recently asked a class of students taking a paper in managerial behaviour to brainstorm this in groups and come back with ideas as to what the next crisis might be. The feedback was interesting and I am indebted to the class for their insights.

To be fair to Larry Greiner he did offer one tentative suggestion which was that the next crisis would be one of what he described as 'psychological saturation' arising from employees becoming "emotionally and physically exhausted by the intensity of teamwork" and the pressure to be innovative. Certainly there is some evidence of this, although it is seldom discussed in the generally uncritical enthusiasm with which team structures are embraced. There have been the occasional references to things such as 'initiative fatigue' whereby people are simply worn down by the seemingly incessant flow of new ideas and change.

What might be other possibilities and how will organisations respond to these potential crises? One of the suggestions from my class was that there would be a crisis of identity which would arise in several ways.

The intensity of team collaboration and the maintenance of the team as an entity would divorce the team members from clear contact with the wider reality of the organisation and its purpose.

Alongside this 'identity' problem others suggested that there would be a crisis of creativity in that the scale of the organisation and the pressures to sustain team and other collaborative processes may work to deter rather than foster innovation.

There is support for both these notions in research. First there is evidence from research on groups that there is a relationship between group cohesiveness and group productivity. Above a certain level the task of maintaining the intensity of group cohesiveness diverts energy from the actual work related tasks that the group should be focused on. With regard to the 'creativity' crisis there are good examples of large corporations that have seen the need to move innovative projects outside the established structures so that innovative processes can flourish without the dead hand of the established bureaucracy.

Another suggestion concerned the impact of technological developments and it may be important to recognise the way that relatively recent technological innovations have had a marked effect in intensifying the processes of collaboration and engagement more generally. Most notably is the impact of developments such as cellphones, emails, laptop computers and now devices such as smartphones, tablets and iPads that combine the cellphone, email and laptop.

Cellphones have become ubiquitous, certainly for those with any managerial responsibility and this means that the manager is always within reach. Similarly emails can be created and dispatched at great speed, magnifying the demands for a response. Given the nature of the technology there is the implied expectation that the response will be not long delayed in coming.

As with cellphones, email systems do not respect distinctions between work time and non-work time. And, to amplify the effect of these things for most managers, the laptop means that the work environment and all it entails is carried with the manager. In effect it becomes easier for the manager to remove his or her underwear than it is to remove their work environment.

This technology-enabled and constant engagement assists trends to reduce the number of managers while retaining the same, if not increased, levels of managerial work to be done by fewer but more intensified managerial roles. The potential for unhealthy levels of stress and burnout are clearly inherent in the way these pressures come together.

But what are organisations and managers doing about this? This seems to be an important question that needs to be addressed. Given the pressures to collaborate more and to become more 'engaged' fuelled by the ability to intensify these processes with the technology now available it is surely time to have some greater regard for the impact that this will have on the wellbeing of employees.

CONTRIBUTOR:

Dr John Gilbert

Co-Chairperson
Strategy and HR Management,
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Find your unique point of difference and your sales will multiply

What is it that you do that no-one else does? This is it, the fundamental million dollar question. Because if you can answer this then you have the key to a truly successful business. In this article we look at why you need to work on this and some steps to help you get there.

It's a very tough and competitive market out there. Too many brands are fighting for a smaller slice of the pie. Consumers are wary and they're smart. They know times are tough so they sit back and wait to see what deals you might be offering and how far you're prepared to go to close the deal. Knowing what makes you unique does two very powerful things for you. Firstly it gives you a point of difference in a cluttered and aggressive market.

This point of difference allows you to position yourself uniquely in the market and depending on what your point of difference is, it allows you to be seen as more appealing to your target market than your competition. Secondly, identifying exactly what is your key point of difference and then strategically developing compelling wording and packaging to articulate this gives you a very powerful communication platform. Effective marketing is about connecting with your target market and influencing them. By knowing the key solution that you bring to their lives and by articulating this well your target market will see and hear you, they'll appreciate the benefit you offer them and they'll want you!

So how do you identify just what makes you unique?

For starters, make a list of all the products or services that are your best, have the greatest potential or provide the best profits as features of your business. Then identify the key 'benefit' of each of these features. Now rate their importance out of 10 and finally state whether these features/benefits are standard or different in the market place. The ultimate aim of this exercise is to highlight one or more features/benefits that only you provide. When we work with clients sometimes we have to do this exercise a couple of times, because your unique point of difference may not be immediately evident or may not be strong enough or even unique first time round, but with a bit of strategic thinking it will be there and trust me, once you've identified that core essence of your brand that sets you apart – you're on your way to realising your full potential.



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How encouraging is the recovery post Christchurch

More than a month on from the shattering Christchurch earthquake, there has been little to alter our initial assessment of the economic impact. Nationwide confidence has taken a severe blow as expected, but there are encouraging signs that activity outside the Canterbury region has retained some of the momentum that was building at the start of the year.

The economy sidestepped a technical recession in the second half of 2010, although the negligible 0.2% rise in GDP in the December quarter meant that growth was effectively flat for most of the year. By far the weakest spot was retailing. This weakness flowed up the supply chain to drive a fall in wholesale trade and transportation.

Most recently, housing market indicators have been slightly more positive. Nationwide sales volumes bottomed out around October last year. Since then, there have been signs of the market firming up, helped by a gradual pickup in economic activity, an unsustainably low level of new building activity, and lower mortgage rates. Prices, rents and sales have strengthened particularly in Auckland, where limited supply and a growing population have been most apparent.

In a similar vein, credit and debit card transactions have shown improved growth up to March, though some of this is undoubtedly due to the persistent rise in fuel prices. However, given that transactions in Canterbury are down more than 10% since the earthquake, the figures suggest some reasonable strength in the rest of the country.

The latest Quarterly Survey of Business Opinion (QSBO) showed the expected plunge in confidence about the broader economy after the February quake. However, indicators of firms' own performance and intentions held up reasonably well - on the face of it, consistent with a weak positive growth in March quarter GDP. But this headline hides a substantial undercount as the worst-hit firms in Christchurch were unable to respond.

As a result, we continue to expect little GDP growth in the first half of 2011. Activity is expected to pick up more substantially in the second half of the year as post-quake repairs and reconstruction ramp up, and the Rugby World Cup provides a tourism-led spending boost.

The QSBO also showed that inflation pressures are an increasing concern for businesses, with rising fuel prices the most obvious culprit. Actual and expected cost increases were at their highest since mid-2008. The crucial difference between then and now, however, is the relative slackness of the labour market. For now this is likely to act as a circuit-breaker against a wage-price spiral.



In any case, commodity-led pressures on headline inflation are unlikely to faze the RBNZ any time soon. The most recent policy statement made it clear that the post-quake timeline will dictate the path of monetary policy: interest rates will remain low to support the economy until the rebuild gets under way and the economy's spare capacity begins to be soaked up.

The New Zealand economy's biggest good-news story – the strength of export commodity prices – has largely continued to roll on, although dairy prices have softened since the Japanese earthquake. This aside, commodity prices set new records again in March, and were 24% above their 2008 peaks in local currency terms.

CONTRIBUTOR:  Westpac



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Realising the value of your greatest asset - hope is not a strategy

The sale of your business will probably be the realisation of one of your biggest assets. Its ultimate value will be determined by how well the sales process is managed, and it is vital that you don't leave anything to chance.

Good luck rarely contributes anything meaningful to the outcome. Whether you're a one-man-band or an employer of hundreds; a lunch bar or a manufacturer, the same principles apply. One of the biggest mistakes that sellers make is to assume that buyers will simply trip over their business and that getting the best price is as easy as sending an email to a small database. It is possible that someone will stumble over your business but the reality is that creating the best result requires a considered strategy.

The means to achieving a top result is to have as many people as possible wanting to buy your business. The more people that know it's for sale creates competition and a greater chance that one or more of them will be a genuine buyer who is prepared to pay a premium price.



Confidentiality is also crucial and the effective promotion of your business does not have to mean going public. It's fine to tell lots of people, but you need to make sure that only the right people are given access to the information. Are you dealing with the decision maker or a front person? Are they tyre-kickers, nosy competitors, time wasters or genuine buyers? Do they have the necessary finance to be able to complete a deal? Is now even the right time to sell? And you sure don't want your staff or customers to know you're for sale.

The key to knowing what information is relevant, when it should be provided, and to whom, is to understand the dynamics of the marketplace and the motivation of the buyers. In this regard, there is no substitute for experience.

At this time of year, many new buyers enter the market. If you are considering selling, it is particularly important that all relevant information is current, available and well presented. There are no bigger deal-crashers than unreasonable delays in getting information that should be to hand, and even bad news can be effectively managed if it is known in advance.

When it comes time to sell your business, a good result requires a good deal of activity and proper planning. A well constructed, well considered process has a much greater chance of achieving a positive outcome than wishful thinking.

CONTRIBUTOR:
Paul Buer
Sales Manager

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How to use Google Search

Google Search continues to evolve in usefulness and reach. Using some of the tips and tricks below can reduce your search time and find you the perfect web-based information that you are looking for.

Using the "More" Menu on the left hand side of Google search engine results you can easily change your search from web pages to images to videos to blogs – depending on where you think the best source information could be.

An example of this could be when you research a potential supplier (or a new customer) – search for them by name and view those links, and then use the "Places" option to get a feel for their place of work.

What size is it – how do they describe it – does it look reputable...?

Use the "Blog" option to see if anyone in the organisation has a blog or has commented on someone else's blog and use the "Discussions" option to see how active their customer support and marketing departments are.

There are also lots of tools available under a link at lower left on the Google search engine results called "Show Search Tools". Here you can specify a time frame for the information you seek – in this case it could be finding information such as: "What were the comments of that MP on a particular issue during the last General Election?"

There is also a level of detail that you can search within if you have logged into Google while you do a search. One of the most useful tools here is to search only amongst the web sites that you have already visited – or use the "Not yet Visited" option to display the search results of any web sites that you haven't already visited for a particular search phrase.

For people doing overseas research in another country – use the "Translated foreign pages" to search for English terms in other countries' web pages – even if the pages are in French, German or any of the Asian languages.



The "Timeline" option reveals how much historical information is now available online – even for Rotorua based information.

Search for "Rotorua Chamber" then select "Timeline" to find some great discussions from the late 1800s and early 1900s through to now about Rotorua business.

Google Search is a must-use resource for business. Let me know how you are using Google Search for your business at www.facebook.com/webfootnz

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members directory

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