

Round about.

LOCAL BUSINESS IS OUR BUSINESS

Ashley Goodwin

Building a family Business

Success in 2019

Our Partners give their perspectives

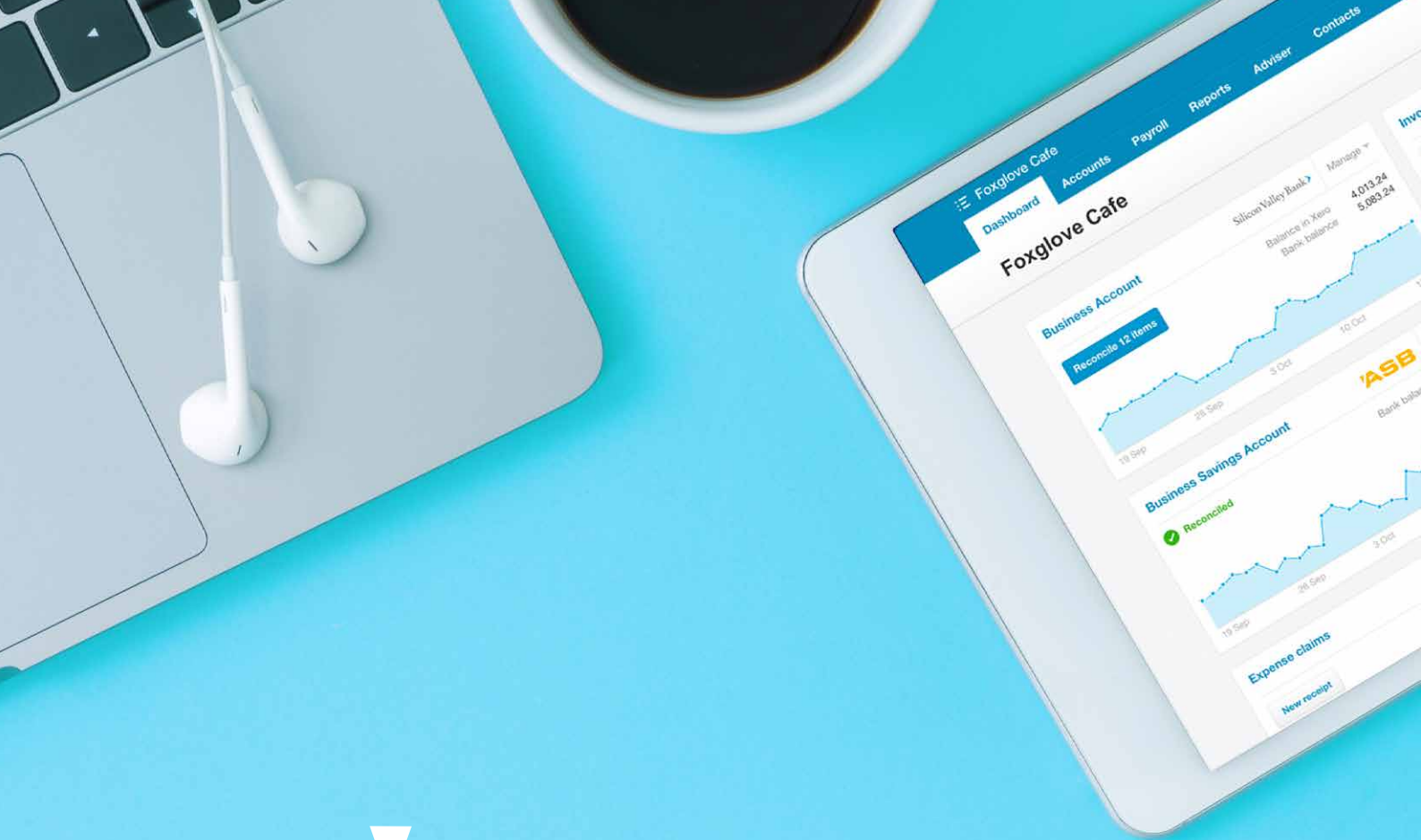
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With thanks to our partners ...



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From Our Perspective

RBA CEO **Mike Gibson** gives his perspective on what's happening in Rosebank



Mike Gibson,
RBA CEO

Well! Christmas and January's introduction to the 2019 New Year has been and gone and seemingly with little change. The intransigent UK Prime Minister Mrs May has steadfastly stuck to her guns (loaded with blanks) pursuing her pledge to those British voters who opposed England leaving the EEU i.e. (Brexit). As steadfast and as resolute as she has been on defending her position and that of the Conservative Party coalition, this has now forced Labour leader Jeremy Corban to be the pace-maker in offering concessions. What is not clear however, is the reality of what really do the voters want. Yes, on one hand they want full trade agreements to all and sundry but they don't want a bar of any migration policy that will free up entry for migrants to free passage in to the UK ie, England, Northern Ireland, Scotland and Wales. The Brits have for the last couple of decades already

More of the Same (I don't think so)

undergone that transfusion with examples such as the coffee baristas from Belgium, who in their droves dominate the London cafe landscape for Barista supposedly denying hard working Brits specialist roles in making coffee. Simply put however, the foreign workers make far better coffee than the locals.

Teresa May is if nothing else pragmatic, loyal to her constituents and won't be bullied by her Conservative Party, small coalition party partner and anyone else. When it comes to negotiating if the remainder of Europe and the UK politicians thought Maggie Thatcher was tough (and she was) they underestimate Mrs May at their peril.

Whilst in Europe, may I congratulate our Prime Minister Jacinda Adern on her absolute ability to capture the minds and affection of World leaders in the Swiss Alps. It doesn't matter whether the subject is the global threat of Climate change, establishing Wellbeing based budgets for an economy across all aspects of our community, she grabs their attention. She exudes charisma, so much so that I wonder if she is tough enough to manage the hard yards of managing our fragile coalition based NZ economy ie "She talks the talk but at home will she walk the walk?"

The housing proposition alone is transmitting groans originating in Auckland to being heard in the Deep South. KiwiBuild will need to be resilient to survive ongoing criticism.

Because of it's model Public /Private partnership and an attitude of wanting to please it's media driven growth announcement of building 100,000 houses over 10 years it's a model of government influenced and privately owned Housing designed to defy economic logic.

In a country where owning and or building your own home has been the most productive and simplistic method for "getting ahead" since time immemorial, being based on a purely simple economic matrix of supply and demand, why does it try and complicate it by undermining its future in establishing unrealistic production time frames.

Who actually cares if KiwiBuild produces 10,000 or 1000 homes annually, just get on and get it done, any growth in this market is good growth. However, there will always be other forces at play, land availability, associate job opportunities, Commercial and Industrial business communities pull like a magnet, the businesses, trade workers and white collar staff into business precincts. Local councils need to play their roles in establishing transport nodes that don't burden roads and workers with increasing unproductive travel times.

In closing the Jamie-Lee Ross pantomime with his continued declarations of being sorry to his National Party colleagues are self-serving at best, and his party resignation was surely leader Simon Bridges best and most highly valued Christmas gift.

Travel well if you're still on holiday, and enjoy if hard at work.

Cheers,
Mike Gibson.



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From Our Perspective

RBA Chairman **Bernie McCrea** gives his perspective on three things that he has been thinking about

Bernard McCrea

RBA Chairman

During the Christmas festivities, there's so much going on especially for Santa. And that's why he makes a list and checks it twice to not miss that one gift or child's smiling face. And I believe this is something every CEO should also be doing. That is, always assessing what is working, what isn't and then adjust the plan accordingly. From this you can create your own business performance index and measure your improvement, which is something I've been doing for some 30 years. It's a great way to keep you on point and focussed on what are the right things to be doing, not just doing things right, as one of my previous managers used to say.

Holidays

I had a great time in Tolaga Bay again this year. It's a wonderful place to look back on past year's effort and think on ahead for 2019. Regionally it's the best I've seen it, especially the roads, and it's great to see some 25,000 people still going to Rhythm & Vines for their rite of passage. I'm also going to participate in the Tour Down Under road cycle race in

Making a list and checking it twice!

Adelaide. Not necessarily to lead it, but to participate in it, as it's a great event and captures South Australia brilliantly.

Financial Outcomes

For the 31st March businesses, you are coming to the business end and are into the last quarter. I trust your results are going where you want them to.

We have done some preliminary work on starting the review of our 3-year strategic plan. It'll be interesting to see where this takes us and I will later share what the outcomes are.

Two unbeatable 2018 Apps

recommendations for 2019 are:-

CamScanner is right up there with sliced bread. It can scan multiple pages into one PDF editable document thereby enabling you to be mobile as it quickly captures documents to return to clients for completion.

Trello is another tool that I've been using for 18 months for my business and

personal plans. It gives you the chance to see the BIG picture and feels like you're the project manager driving the outcome.

If you want any help using this please call me and I'd be happy to show you how I'm using these Apps.

Thank you for your support and look forwarding to seeing you at the upcoming RBA events.

Regards Bernie.



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Rosebank Events

Find out about the latest **February RBA** Events.

February 2019 Member Hosting

***Omni**graphics*

When: Thursday 21st February 2019
5 PM - 8 PM

Where: Omnigraphics
447 Rosebank Road, Rosebank

Register: Contact Briar Dunn
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"Kick Start the year and get the best out of your work force"

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Rosebank Plus and MYHR present "Kick Start the Year and get the best out of your work force" workshop.

Following on from our successful HR workshops in 2018, we bring to you our next workshop that will focus on helping to take your business to the next level with your biggest asset - Your People!

Join us, where you'll learn how to deliver and use feedback effectively, tips in coaching and how to have those tough conversations (in the right way of course) that will help maximize your people's potential! And subsequently improve productivity.

Our HR Partner and highly sought-after HR specialist, Jason Ennor from MyHR, will cover:

- The best process for coaching to get results
- The importance of how to deliver and receive feedback and the power of getting this right
- The importance of having hard conversations (and the fall-out of avoiding them)

- How to best manage tough conversations with your people

Outcomes of the workshop:

- Learn how to better support your people to be able to reach their potential
- Learn how to handle and prevent performance and behavioral issues in your team
- Ability to create a work environment where communication is constructive and free-flowing

This is a practical and interactive session with likeminded leaders, managers and business owners, where you'll have the opportunity to take your knowledge straight back to the workplace.

Date: Thursday, 28 February, 2019

Time: 7.45 am Registration, Start 8.00am, Finish 10.00am

Venue: Browne St, 50 Rosebank Road, Avondale

RSVP: julie@rosebankbusiness.co.nz

Rosebank Advocates

With **Dr Grant Hewison**, specialising in local government consultancy and legal services.



Dr Grant Hewison

Submission to the Regional Public Transport Plan 2018/28

Auckland Transport (AT), together with its partner agencies, is in the process of transforming Auckland's Public Transport (PT) system to deliver its vision of seamless end-to-end customer journeys that are safe, accessible and reliable.

In developing the Public Transport Plan 2018/28, AT sought feedback about how it should:

- expand and enhance rapid and frequent networks
- improve customer access to public transport
- improve Māori responsiveness, and
- harness emerging technologies

AT also sought feedback about what other factors should be considered for each of these and whether there are any other comments.

In response, the RBA submission agreed that the PT system was a critical part of providing transport choices for a growing, vibrant and sustainable Auckland. The RBA supported AT fundamentally redesigning the public transport network by creating a connected network built around new rapid and frequent services enabled by a zone-based fare structure and the HOP smartcard ticketing system.

The RBA agreed that these initiatives have resulted in improved services, greater

reliability, improved perceptions of the public transport network and, ultimately, a record increase in boardings.

The 138 - Henderson to New Lynn Station via Edmonton Rd and Rosebank Rd bus route is an example of this enhanced service that directed benefits RBA members and employees.

The RBA also supported the continued transformation of the public transport network over the next ten years. The RBA looks forward to AT:

- embedding the recently completed New Network and increasing bus frequencies
- expanding the Rapid Transit Network with the completion of the City Rail Link and delivery of Light Rail services.
- growing the ferry network with off-peak and weekend services
- enhancing customer experience for all parts of the door-to-door journey.

The RBA submission said it looked forward, over the ten year period, to patronage on the connected network continuing to grow as the network becomes more useful to more people.

With specific emphasis on Rosebank, the RBA asked for consideration to be given to the following -

Bus Services

With regard to bus services, the RBA supported the Plan to initially increase the frequency of the 138 - Henderson to New Lynn Station via Edmonton Rd and Rosebank Rd from 30 minutes to 20 minutes in 2021 and then to 15 minutes by 2028 (during peak periods).

The RBA also supported the 22R -

Avondale Peninsula (starting at Copsey Place) to City Centre via Rosebank Rd, New North Rd, St Lukes and University bus service with Double Decker buses from 2021 and late night services on Friday and Saturday. The RBA supported this service running every 10 minutes at peak.

Northwestern Rapid Transit Network

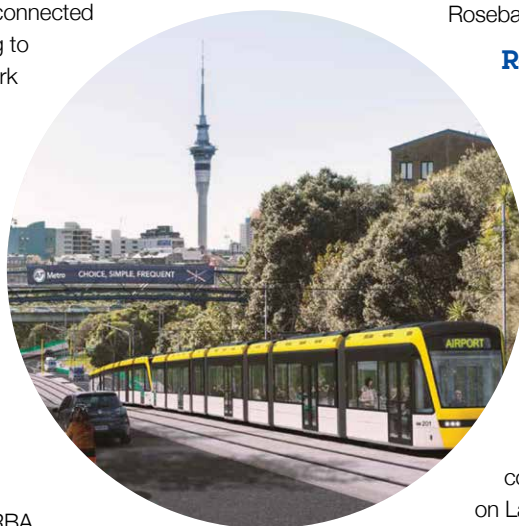
With regard to the Rapid Transit (Light Rail) Plan, while the Plan presumes stations on the Northwestern Rapid Transit Network (RTN) (City to Brigham Creek SH16) at Point Chevalier, Te Atatu and Lincoln Road, Royal Road, Westgate and Brigham Creek, there is currently no station planned at Rosebank Road. The RBA asks for this to be reconsidered and a station be planned for Rosebank Road.

In the alternative, the RBA submission supported the 138 - Henderson to New Lynn Station via Edmonton Rd and Rosebank Rd bus route being replaced with a new service from Lincoln Rd Station to New Lynn via Rosebank Rd.

Rail

With regard to access from Avondale Train station, the RBA said it remained concerned that one of the limiting factors is the current local street configuration on Layard Street and limitations on bus circulation. The RBA asked that AT prioritise longer term solutions regarding the St Jude street level crossing.

Auckland Transport will be considering all submissions over summer, with the Regional Public Transport Plan 2018/28 ready early in 2019.



Rosebank News

News, views and any other tidbits from the Rosebank Business Community.



Goodman Sells the Concourse for \$35 million

Goodman (NZ) Limited, the Manager of Goodman Property Trust, is pleased to announce the sale of the Concourse in Henderson for \$35 million.

The industrial estate, adjoining SH16 in Auckland, has been sold to a local fund manager in an off-market transaction following an unsolicited offer. The property comprises 9,700 sqm of industrial space and 2.17 ha of development land.

James Spence, Director Investment Management said, "We've added significant value since acquiring the asset in 2016, reconfiguring the layout, creating additional yard space and securing new leases. It was a compelling offer from Stride and rather than complete the development of this property we'll be reinvesting in new opportunities elsewhere in Auckland."

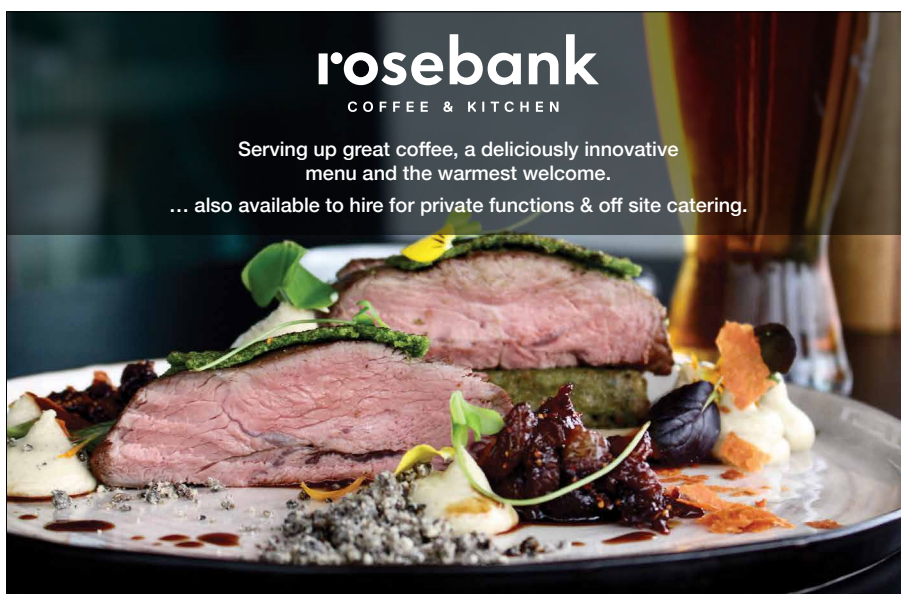
The sale, which adds around 0.5 cents per unit to GMT's net tangible asset backing, is expected to settle in June 2019.

Local Rosebank business see their MD appointed Board Chairman for the Vodafone Warriors

In late 2018 Autex Industries managing director Rob Croot was appointed as the new chairman of the Vodafone Warriors board. He replaces Cameron McGregor, who stood down unexpectedly as club chairman and resigning from the Auckland Rugby League. Cameron still remains on the board as deputy chairman.

In May 2018 Rob Croot, Managing Director of Autex Industries (a Rosebank business with a long-standing history of supporting rugby league) joined Autex owner Mark Robinson to become part-owners of the Vodafone Warriors with the Carlaw Heritage Trust (which is an arm of the Auckland Rugby League).

Autex took on a 33 per cent share in the club when the partnership purchased the Warriors from former long-time owner Eric Watson.



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Pathways Trust Trustee Profile - Janine Roberts

Pathways to the Future Trust is pleased to announce the appointment of another trustee to be a part of the young employee rewards initiative. Mike Gibson and Julie Stevens nominated Janine Roberts, an Accounting Associate with Haven Accounting and Financial Services, as a fourth trustee.

Based in Rosebank Road, Janine's role at Haven Accounting sees her working diligently to ensure that every client and their business is receiving the best possible accounting and business advice, as well as standout local service.

Janine has a flexible approach and is accustomed to working alongside an extensive number of clients, understanding and delivering customised reports specific to their industries and requirements. With her strong reconciliation and analytical skills, Janine is able to provide good support to businesses in managing and monitoring results against forecasts and budgets.



New Pathways to the Future
Trustee - Janine Roberts

From West Auckland herself, Janine takes great pleasure in supporting the community she lives and works in. Passionate about working with and mentoring young people, Janine manages a young team at Haven and enjoys seeing them succeed. Never one to rest on her laurels, she believes in continually investing in your professional development in order to continue on a successful path. She embodies this every day in her work and ensures her team do the same.

Prior to coming onboard with Haven, Janine dedicated over 17 years to working with KPMG specializing in Not for Profit organisations, supporting them to ensure they were financially sustainable. She currently sits on two fundraising committees for a school and sports club.



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Brendan, Ashley, Catherine and Aleina Goodwin

Ashley Goodwin

We profile an original supporter of the Rosebank Business Community.

The 'old-hats' who've been around a while know of Ashley Goodwin, even if they haven't worked with him before! The Goodwin's name is synonymous with success in real estate in and around West Auckland.

The Goodwin family has strong associations with the city's real estate pioneers dating back to the first decade of the last century. Ashley commenced in Real Estate career in 1973, and in 1991 founded Goodwins.

Ashley has been a staunch supporter of the Rosebank Business Association since he opened his former franchised agency in the service of both sales and rentals from the previous Bank of New Zealand building - on the corner of Great North Rd and Rosebank Roads in the late 90's. It was his third office, which ultimately grew to seven in total.

"Rosebank is a very strong industrial and commercial hub," says Ashley, "and as soon as I arrived there, I approached Mike Gibson (Gibo) RBA founder and then GM of the RBA saying I'd like to be associated with their work in the community. I recall I may have been one of the very first sponsors of the Rosebank Business Association!"

"Yes!" exclaims Gibo, "I recall vividly our first conversation with Ashley about the Avondale branch."

Ashley and, indeed the Goodwin Realty Group have remained committed supporters of the RBA brand since its inception in 2002. Aside from this business connection, both Mike and Ashley share some other interesting personalities traits. Both support a joint love of thoroughbred racing, an immediate intolerance of fools, good humour, men's dress fashion, (where Ashley wins hands down!) and both see loyalty to Brands and Employers as a prerequisite to success for business models which may help you understand their own old-fashioned characteristics in-life, of your word being your bond.

With 45 year's Real Estate Experience, and being a very highly regarded salesperson, manager, and business owner, Ashley is evidently very proud to oversee the evolution of Goodwins.

Goodwins still operates from their founding suburb of Mt Albert, whilst recently shifting their head office and consolidating their City branch to Parnell, this past December. Ashley has handed over the day-to-day reigns to two of his children - appointing Catherine

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(who joined Goodwins in 2005) as Chief Executive, and Brendan as New Business Manager. They are the 4th generation of their Cassidy/Goodwin clan to join the industry - the company will celebrate 28 years in business this August.

With new leadership came the shift to a bigger office, a rebrand, and a new website is under construction.

However, the company is still proudly associated with the Western suburbs of Auckland, and throughout Waitakere.

Brendan: "My three sisters and I were born in Mt. Albert and, spent many years living in Blockhouse Bay. Rosebank has always been the closest industrial hub to us and it's one we know well. We're pleased to be one of the few privately owned and operated family businesses with a strong West Auckland presence."

Quite uniquely for the real estate industry, Brendan is a qualified barrister and solicitor. He graduated from Otago University, and practiced as a commercial property lawyer in Auckland, Melbourne and London before returning to Melbourne to practice. It was there he made the transition into selling and leasing commercial real estate.

Brendan returned to Auckland in 2017 with his wife Aleina, also now part of Goodwins' Senior Management team, and with a strong background in commercial property. With their combined expertise, and understanding of the local West Auckland area, they're well-placed to work closely with small to medium-sized businesses wanting personalised, effective property management solutions.

"We ourselves, are in our own growth phase," says Catherine, a vibrant CEO with a passion for property and the law. "Goodwins has been built on reputation - we're known for our care, attention to detail, and exceptional service. We're now seeing second generation clients joining us, children of our long-term customers who are wanting to protect and grow their own investments," she says. Our portfolio quite literally spreads Auckland-Wide. From as North as Snells Beach, West as Muriwai, East as Maraetai, and South as Papakura!!! But, the Central-West of Auckland and Waitakere remains at our Heart.

Catherine is also a qualified barrister and solicitor, graduated from the University of Otago, and in London during her big OE was admitted to the High Court of England and Wales at its imposing courts



Goodwin's new Parnell office

in the Strand, London. She worked for the borough of Southwark - one of the better run London councils, before transitioning to private practice in the UK.

She's passionate in pointing out that the company's foundation and work ethic remains the same as when they first opened their doors on Rosebank Rd. "I continue to be aghast that the service of Property Management was de-regulated in 2008 and, any 'Joe Bloggs' can now essentially place a shingle on their garage door and advertise the services of a Property Manager: No specified qualifications, no trust account, no auditing, or continuing professional development requirements".

"Goodwins is licensed under the Real Estate Agent's Act, we operate a non-interest bearing trust account that is regularly audited, and we remain voluntary members of both the Real Estate Institute of New Zealand and LPMA, we are accountable. It's one of the reasons our customers from the early 1990's are still with us - peace of mind, ease and total trust. Maintaining and protecting their investment(s) is the backbone of our business and one we take very seriously."

Managing one of Auckland's larger residential rental portfolio's, the wider Goodwins' team currently comprises 17 and is set to expand further as the new generation lead the way into broader areas of Auckland, and of course their expansion into Commercial leasing and management.

They're also working on several very exciting new projects, says Brendan. Goodwins has just been announced as the official partner of America's Cup challenger, American Magic. The only official partner of

American Magic, Goodwins are now taking enquiries to place Tenancies across various combinations of time from October 2019 to 31 March 2021, as well as short-term accommodation options for visiting media and fans. They are working closely with other inbound travel operators, expecting to announce additional direct partnerships in the weeks to come.

"We have been working closely-with, and developed key relationships to place crew, their families, and supporters for fixed term rentals, secured by American Magic as either the tenant or a guarantor," he says.

Catherine: "We are thrilled to have been chosen as this key accommodation partner, and to be expanding our footprint into Commercial Property Management," she says. "We wouldn't have achieved that were it not for the huge amount of loyalty and support we have from our existing customer base, whom we value hugely."

"The expansion of our Commercial division is really exciting for us," adds Brendan. "We're especially excited about continuing to grow our customer base out West, where we know a lot of owner/landlords with commercial spaces for lease are wanting a closer working relationship with their Property Manager. We've always said we partner with our customers to protect and grow their investment - this is a continuation of the same great service - we just make lives easier basically. And our legal backgrounds come in handy at times too," he laughs!!

From early beginnings on Rosebank Rd, to sailing celebrities, it's clear those Avondale roots are very much a part of the new generation's legacy. Smart people with very smart ideas, Goodwins are one to watch.

New \$60m Retail Store to be NZ's Largest - sited in West Auckland

A new \$60m retail store with a floor space larger than three rugby fields is set to open in Central Park, West Auckland.

Nido, a furniture, furnishing, homeware and lifestyle store will employ more than 200 staff and carry more than 10,000 product lines.

The store will open after nine years of research into the most innovative retail models from around the world and will house 80 exclusive brands, with more than 100 display rooms to be continuously updated.

Managing Director Vinod Kumar says the scale and style of the offering will be unlike anything most Kiwis have encountered before.

"Carrying thousands of mainly European and US products, Nido will cater for the wide range of budgets and tastes across the local market. Kiwi shoppers will be able to access the latest products, technology and global design trends.

"At 27,000 square metres this will be largest retail operation in the country and for those outside of Auckland, we will offer online shopping functionality through our website," says Kumar.

He says New Zealanders will be able to shop online prior to the opening of the bricks & mortar store. The company will partner with a logistics supplier to provide nationwide distribution for its product lines.

Kumar who has been twice voted New Zealand Retailer of the Year says Nido is entirely New Zealand owned and operated.

"Nido will be funded through commercial property investment Maat Group by dozens of local investors from around the country who believe the market is ready for a new retail concept," he says.

Construction on the more than 31,000 square metre site at 158 Central Park Dr, Henderson began in October 2018 and is expected to be completed around spring of this year.



Gems from Jooles

Julie Stevens RBA Membership Manager

Phone: 021 940664, julie@rosebankbusiness.co.nz



Happy New Year and welcome back. 2019 promises to be another jam-packed year and we look forward to sharing our upcoming events and workshops with you, so watch this space!

What is happening in the local community?

Rosebank Coffee and Kitchen under new ownership

Sharon and Kai Zhang are the new owners of the Rosebank Coffee and Kitchen. Ironically "Kai" is the Maori name for food which ties nicely with Kai being a chef. He also studied business management and is fluent in



French. Sharon considers herself a Kiwi, as she has spent over half of her life being raised in NZ. Sharon achieved a diploma in Hospitality at AUT and always had the dream of owning her own business and worked hard to make this dream a reality.

The key for Sharon is to continue with what makes Rosebank Coffee & Kitchen a success which is all about having a strong community focus and fostering the relationships with the locals while delivering a delicious innovative fresh menu, excellent coffee and a light, inviting space to relax in.

"Our friendly, passionate team understand what "hospitality" means we'll make you feel right at home. Our house is your house" says Sharon.

Les Mills - 50 Years Strong

As the world's largest group fitness provider turns 50, three generations of the Les Mills family have a remarkable story of struggle, success and striving for a fitter planet.

Behind every business sits a defining core belief that drives the company forward. For the Mills family, it's a passion for improving the health of others, teamed with the unyielding competitiveness stemming from their rich sporting heritage.

"It's something my dad said when he opened our first club in 1968," says

Les Mills International Managing Director Phillip Mills. "The job of the fitness industry is to help people fall in love with fitness' and that's a mission we're still driven by today."



February 5th 2018, marked the company's 50th anniversary - a rare feat in what is still a young industry. Les Mills started as a tiny gym in Auckland New Zealand has evolved into a global fitness movement, spanning 23 different programmes. Today, Les Mills workouts are licensed in 20,000 clubs worldwide, with a team of 140,000 instructors delivering group fitness classes to over six million people a week.

A strong emphasis is placed on the satisfaction of their members, which is reflected in the two running years that Les Mills have won the award for Canstar Blue Awards (Gym category).

Through our programs and events, we aim to empower businesses to ensure our business community continues to grow and be vibrant. I am keen to work with meet with our members to see how the RBA can assist you in your business!

On my final note - A smooth sea never made a skilled sailor. Never give up, chase those dreams and make it happen for 2019!

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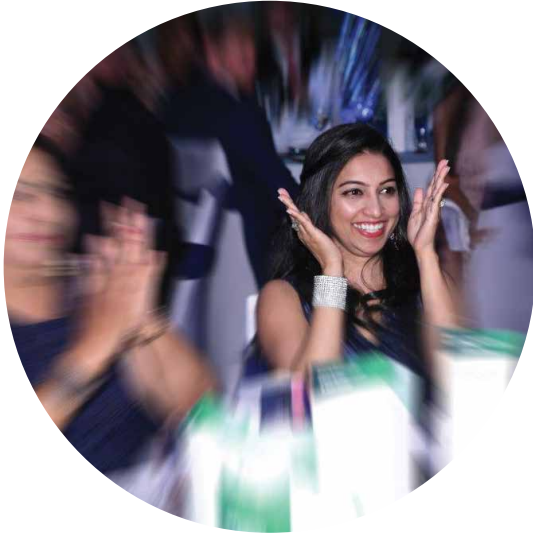
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Success in 2019

We profile Rosebank Business Association **Partners** vision for **Success in 2019**



Paramount Services

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Paramount Services enjoyed a spectacular year in 2018, with our national commercial cleaning franchise network winning the Westpac Supreme Franchise System of the Year award in November and in April moving our Auckland head office to bright, new premises in Rosebank Road. We also won new contracts with corporates, processing plants, schools and cinemas around New Zealand and our key account manager Sangeetha Shaikh was named Field Manager of the Year at the Franchise Awards.

In 2019 we will celebrate 40 years in business and we plan to build on our previous successes. Our business growth over the years has been based on the systems and services we have developed to provide clients with reliable, environmentally sustainable and economical commercial cleaning. This consistent service is the reason clients choose us and stay with us. We have earned a reputation for innovation. For example, two years ago we introduced an innovative mobile car cleaning franchise that is now widely used by individuals, small businesses and corporates. This year we will offer a Perspex polishing service to office clients that was developed by our car cleaning franchisee.

A goal focus for us in 2019 will be adding new franchisees in Taranaki, Hauraki Plains, Bay of Plenty, Waikato, Hawke's Bay and Manawatu to serve existing clients in those regions. So, if you're interested in a lifestyle change to operate your own business in one of those areas with a guaranteed income, we'd love to hear from you.

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Employers and Manufacturers Association (EMA)

The Employers and Manufacturers Association (EMA) looks forward to its partnership with the Rosebank Business Association and West Auckland businesses, to help business succeed through 2019 and beyond.

Our Employers Survey conducted late last year, looked at a range of members' issues such as business outlook and confidence, demand for skills, productivity, the ageing workforce, technology and immigration (amongst others), highlighted a number of challenges and opportunities that business will face in 2019.

Key themes in the survey were the uncertainty in the upcoming employment relations framework, revising the Holidays Act and improving immigration policies to assist with skills shortages.

Difficulties in finding staff with suitable skill levels are reaching critical levels for the majority of employers, who identify skills shortages as the major issue facing their businesses. In the survey, 79 per cent of employers said it's "difficult" or "very difficult" to find skilled staff. Further, 70 per cent are finding it "difficult" or "very difficult" to recruit for any position, let alone skilled roles, an increase of 9 per cent compared with the same time a year ago.

The majority of employers, 55 per cent, prefer to employ people with basic skills and up-skill them to meet their needs. In addition, 44 per cent will re-train existing staff on the job. Seeking skilled migrants from offshore has become a solution for more employers with 33 per cent looking to solve their problem through immigration compared to 23 per cent a year ago.

Recognising the ongoing need for employers to train their staff, the EMA offers more than 100 different business training topics, delivered as seminars, conferences and courses.

To obtain a copy of the Survey, or to look into EMA training, email Jacqui.Dunphy@ema.co.nz





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Our clients are at the core of everything we do and we've structured our commercial and industrial business to provide solutions that achieve great results. Our integrated service offering, knowledge, and unique understanding of different commercial divisions builds trust and enables us to deliver a superior level of service that consistently exceeds our clients' expectations.

We operate in a family-founded and values-based corporate environment that demands integrity, excellence and results. In today's rapidly changing world, we continue to innovate and challenge our thinking, while maintaining a clear focus on building lasting relationships with our clients.

We look forward to working with you in 2019.

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Stuart Bode, 027 493 6223, stuart.bode@bayleys.co.nz

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Laurie Bell, 021 979 032, laurie.bell@bayleys.co.nz

Mike Bradshaw, 021 244 2264, mike.bradshaw@bayleys.co.nz

The Trusts

Here at The Trusts we plan to make 2019 a success by giving back more than ever to the West Auckland community, through our business and investment strategy.

In the coming months, every household in West Auckland will receive a free first aid kit and we'll announce the 2019 finalists in the Million Dollar Mission, our flagship giving back programme. We will also continue to give back via donations, grants and sponsorships through the year.

We're maintaining a sharp focus on our operations and will continue to invest some of our profit to reach our goal of giving back more than \$5 million per year by 2020.

We are continuing to upgrade and open new stores and venues. Watch out for the new Village Wine and Spirits store opening in Te Atatu Peninsula. This concept store will be one of the most modern and innovative liquor retail outlets in Auckland and is located close to our new modern eatery, Mr Illingsworth.

We are also constantly investing in our people. We employ over 300 people and we are excited to welcome this year's intake to our leadership and career development programmes.



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Janine Roberts
Accounting Associate at Haven

6 signs you need a business adviser

Whether you're managing an innovative start-up or you're thriving in an existing business, it always pays to check in every now and then.

If you're feeling a little overwhelmed or stuck in a rut, it might be time to have a chat with the Haven business advisory team. Even if you think you're doing well, it doesn't hurt to sit down and get a different perspective on how you can continue on a successful path.

Sign #1: You don't have a business plan

Every business should already have a plan in place for how they're going to build and sustain the company and its success. If it's slipped under the radar and you're making it up as you go along, you'll need some help creating something solid that encompasses your goals and shows you a clear path to get to where you want to be.

Sign #2: You need more accountability

Similarly, if you are making it up as you go, you're more likely to let things slide. If you have goals in place, you need to hold yourself accountable for achieving them. Checking in with a business adviser means that someone else knows your plans and will be working with you to ensure you're working to the best of your ability.

Sign #3: You feel like 24 hours just aren't enough

Often business owners have a hard time delegating and end up doing the majority of the work themselves, or they spend endless amounts of time working out the best ways to do things. Having

a business adviser on hand to give you valuable advice and steer you in the right direction can save you a lot of precious time.

Sign #4: You're feeling overwhelmed

Whether it's for the reasons outlined above or something different entirely, it's easy to feel overwhelmed when things don't work out the way you planned - we are only human after all and there's only so much one person can do. Sitting down with a business adviser and outlining your main concerns can go a long way towards lessening the stress and ensuring the good health of your business.

Sign #5: You're stuck in a rut

You may not be feeling overwhelmed, but feeling stuck is just as detrimental to yourself and your business. If you feel like everything is going well and on an even keel but you'd like to increase productivity or profit, a business adviser can help you brainstorm ways to shake things up and grow. It doesn't have to be a big change but anything that gets you excited and will ultimately help your company thrive should be a focus.

Sign #6: You need a fresh perspective

Even if you feel you're on track, it's always important to have a fresh, objective set of eyes to look over your current situation and your plans for the future. A business adviser is perfect for acting as a springboard for new ideas and innovative ways to improve your business.

As an Accounting Associate at Haven, Janine is accustomed to working alongside an extensive number of clients, understanding and delivering customised reports specific to their industries and requirements, as well as in ensuring their tax compliance requirements are met. With her strong reconciliation and analytical skills, Janine provides valuable support to businesses in managing and monitoring results against forecasts and budgets. Phone Haven on 0800 700 699

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Jennifer Wyatt Sargent
Human Resources Consultant

Do You Employ Leaders or Managers in Your Business?

Manager. Leader. Are they interchangeable titles for positions of authority within an organisation? Do they actually mean the same thing? I don't think so!

My Thesaurus threw up a doer, a responsible person, expert, controller, dominator and boss for a manager. But a leader is far harder to define.

Over many years in human resources, I have at times been asked to manage major organisational issues. There was, for example, the complete restructure of a manufacturing unit, including the installation of new and unfamiliar machinery on the production line. When I knew the details, I asked who the staff's leader was in that area. "I suppose you mean the Operations Manager," the CEO said, doubtfully. I acknowledged that it might be - if he was the person everyone went to when there were any issues and who took up those issues with management on their behalf.

There was immediate understanding. The CEO laughed and said, "You mean Joe. He looks after that crew like a mother hen, and he's up here like a shot if he thinks someone's not being treated right." That was our man. He was the person we did all our communications through and who we used at every step to ensure that the whole exercise, although radical, was seen to be of benefit to the organisation as a whole, and that every employee in that unit was treated as fairly as possible during the transition.

And in case you are thinking that Joe had the authority of position (Deputy Operations Manager or Supervisor) to back him, think again. Joe was a machine operator. But what he did have was the absolute trust of his fellow workers and of management and, in this instance, the ability to see the direction the organisation was moving in and to inspire and motivate everyone to get behind it. Joe was a natural-

Manager. Leader. Are they interchangeable titles for positions of authority within an organisation? Do they actually mean the same thing?

born leader.

For a good many years now, NZ employers have tended to recruit "potential leaders," and if they aren't recruiting them, they are growing their own by sending staff on leadership courses. According to Birgit Schyne, Professor in Organisational Behaviour at Neoma Business School, "Most employees won't end up as leaders. Even those who are leaders have to be followers at some point, either early in their career or even when they are the boss and dealing with those higher up the food chain. Every boss has a boss."

The more sensible route is for an employer to recruit really good staff who are able to get on with the work without having to be told what to do all the time. And from these people, a true leader will occasionally emerge. What happens to the rest is that the organisation's senior managers look at them and see diligent workers who are doing a really good job and decide to promote one of them to manager status. If they are lucky, the appointment works out. The new manager takes to the job, there is barely a blip in their performance as they get to grip with their new responsibilities and the new team works well together.

But too often the promotion fails. The new manager is unhappy, performance drops and the team spends its time grumbling and in-fighting. The new manager is fired. What went wrong? Usually it is that the senior managers equated good employee with good manager. What they forgot was that a manager usually has to manage a team of workers and for that they need people skills. Not all employees have - or even want - people skills. They are happy doing the job they were employed to do and doing it well. Appreciate that and leave them to get on with it.

Jack Welch, past CEO of General Electric, said "Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." This probably describes his own approach to leadership very succinctly.

Certainly leadership is not easy to define. Yes, creating an inspiring vision, and then motivating and inspiring others to achieve that vision is important, but it's more than that. A leader is like Joe, able to gain co-operation from others by persuasion. So I would throw in other attributes like good communication skills, sincerity, loyalty (to the organisation and its people), charisma, empowerment and, most important of all, integrity.

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Preparing for the Coming Wage Rises

All employers will be affected in some way by the coming rises to the minimum wage, not just those employing minimum wage workers. Planning and budgeting should be commencing now as there will be a knock-on effect for most NZ employees and employers.

On 1 April 2018 the New Zealand adult minimum wage increased by 75 cents to \$16.50, by 2021 it will rise to \$20 per hour.

The government hasn't announced how they intend to stage the increases beyond April 2018, so I have assumed it will be an annual increase using (roughly) an even percentage jump, which looks like this:

Year	Example Percentage Increase	Potential Minimum Wage Rates
2017		\$15.75*
2018	4.76%*	\$16.50*
2019	6.65%**	\$17.60**
2020	6.55%**	\$18.75**
2021	6.65%**	\$20.00*

*actual number

**examples

The government may opt for an even dollar increase instead, or they may phase increases over six-month periods, but the eventual result is the same: \$20 per hour by April 2021.

As far as I can recall, this is the first time we have had a fixed minimum wage increase, scheduled 4 years in advance. The advantage to this is that businesses can prepare for the increase well ahead of time.

Whether you agree with the increase or not, it is happening and employers with minimum wage people must simply budget accordingly.

However, it is not only the lowest paid workers that you need to consider, the impact of these increases will go beyond the lowest paid workers and factors such as internal wage relativity and external benchmarking are critically important.

Internal wage relativity defines the pay-rate relationships between your workers. As the minimum wage jumps, there is a risk that the relative difference for more senior positions is eroded, if you don't plan properly.

For example; if you currently employ Supervisors on a rate of \$20 per hour, to supervise a team of workers on the minimum wage, and the Supervisor rate normally increases by 3% each year, in 2020 the Supervisor will be paid \$22.50 per hour. The additional money they receive for their extra responsibilities has been eroded to the point they would only earn \$2.50 more than the staff they

supervise.

Some people may feel it's not worth an extra \$100 per week (before tax and KiwiSaver) to carry the additional workload and stress that comes with the more senior position.

As a result, employers will need to consider all pay rates in their business and factor such increases into budgets or potentially risk losing staff. A failure to budget properly could result in employment problems as the statutory pay rate rises. Unprepared employers may get caught out.

While internal wage relativity is a big issue for hierarchical, wage-based business, these are not the only workplaces that will be affected by this change. The issue of external benchmarking will also come up.

When considering salary and wage rises, businesses should consider a range of factors, which generally include all or some of the following:

- The business' own remuneration strategy
- External market rates
- Average industry pay rise %
- Internal relativity
- Business performance
- Individual performance
- Value of the role
- Length of service
- Rate of inflation
- Resourcing needs
- Resource availability
- Business / growth strategy

The minimum wage increases will have an impact on the external benchmarked factors on this list, which in-turn will flow to the internal factors.

People in NZ's lowest paid jobs will be getting more money and receiving pay rises at a rate that is twice the normal rate of wage increase.

Expect Unions to use this as a benchmark when commencing bargaining, they will likely argue that a 6% pay increase across the board can be justified due to the minimum wage rise as opposed to the more traditional 3%.

Employee's may also use this to request more money at pay review time.

Employers who already pay above the minimum wage to attract staff will clearly have to adjust to maintain this position.

This also applies to graduate positions. Entry-level job will be affected and companies will likely need to pay a bit more to remain competitive and also do a much better job at promoting the medium to longer term advantages of starting in a grad role.

The implications and knock-on effects of the coming minimum wage rises will have an impact on almost all workers in NZ. Be prepared, those employers who act early and factor this into to their plans will be at an advantage in this tight labor market.

For further information contact;

BDM, Michael Perree, 021 024 71726, michael@myhr.co.nz



Peter Corban,
Craigs Investment Partners

STRATEGY REPORT: Pricing power

The below are selected highlights from a Strategy Report we have produced. If you would like further details, or to see the report, please contact David Boyce or Peter Corban.

A company has pricing power if it is able to increase prices without seeing a large drop-off in demand for its products or services. These companies tend to have wide economic moats, which means they have significant barriers to entry, material intellectual property, sticky customers, valuable brands and proven management - basically all the good attributes we look for in a 'bottom-draw' company.

In the current environment - a slowing economy and business confidence at low levels - pricing power is increasingly critical. Companies with pricing power have the ability to pass higher costs on to customers, ensuring that margins aren't squeezed and earnings overly adversely impacted.

Many firms are facing rising input costs and lower profitability, with a difficulty in finding labour as well as an economy facing capacity constraints which has pushed up costs. Commodity price increases and a weaker NZ dollar are also not helping. With profit expectations low and pricing intentions reasonably stagnant, this suggests that overall margins will be pressured.

The tight labour market is making the cost of labour a major issue for firms. The unemployment rate sits at historically low levels,

while the minimum wage is on track to rise to \$20 per hour by 2021, a sharp acceleration on recent increases. We see the potential for labour shortages and higher labour costs to persist, which will lead to further hurt for those with a high proportion of costs being labour that are unable to pass price increases on to consumers.

With the NZ dollar expected to continue to decline on average, this is also not helpful for firms who purchase inventory offshore and sell in local currency, or companies who import raw materials from overseas.

As an example, the construction sector has been particularly downbeat with firms expecting profitability to deteriorate due to labour shortages and rising material costs. Several firms have recently entered receivership.

At the same time that firms are facing the above cost pressures, our economic growth has also slowed appreciably. While our economy remains solid with high export prices, low government debt and budget surpluses, we nonetheless expect domestic economic growth to continue to moderate, driven in part by a tapering in net migration from recent highs, and a moderating 'wealth effect' as house prices peak and credit growth slows. The global outlook has also become more uncertain with 'trade wars' ongoing and China again showing signs of slowing.

In this environment pricing power is more important than ever. Despite the challenges above, there are a wide range of companies, and sectors, that we expect will be well positioned to deal with these issues, with the most obvious being quality companies with sustainable competitive advantages and high margin products.

Disclaimer: The above is not investment advice, and Craigs Investment Partners Limited recommends that before making any investment decision that professional assistance from an investment adviser is sought.

For more information please contact either
Peter Corban, on 924 0504 or peter.corban@craigsip.com
David Boyce on 358 7956 or david.boyce@craigsip.com
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Introduction.

Rosebank is a vibrant home to hundreds of businesses. Here at the Rosebank Business Association we started asking ourselves if it was possible to build an entire home using businesses in Rosebank? Once we started looking at the different companies around, we realised that not only would it be possible, we would be spoilt for choice when it came to the suppliers we could use.

Thus, the concept for the Home that Rosebank Built was born. We are now into our fourth issue of this twelve-month feature and so far, we've gained invaluable information

on building a new home.

We've discovered new products and heard of tried and true systems to help you transition seamlessly from the conception to final building stage.

By using local suppliers, not only will you be supporting local businesses, chances are you'll also find ways to save money, too.

If you're looking to build or are in the process of building your own home, there will be something of interest for you. So far, we have looked at three separate elements of building your own home: the design and planning stage, roofing and cladding for your home, and flooring and insulation.

We've sifted through and found the best companies available for the jobs you need done. By working with companies that have earned a solid reputation in the industry, the process does not need to be a headache. When you finally get the keys to your new property, you'll be glad you had them by your side.

Some companies in our upcoming features are large international companies, some are national, some are small family owned businesses - this is the nature of Rosebank. Whatever the situation, the companies featured each have

excellent reputations and expertise to help the whole process be as seamless as possible.

Over the course of this feature we have and will continue to feature the best products, suppliers and service providers on offer - period. Not just the best in Rosebank.

If you like what you've seen so far, keep an eye out for our upcoming features. Still to come are features on windows and doors, kitchens, bathrooms and bedrooms, electrical and lighting, utilities and appliances, glass solutions, furniture and finally landscaping.

Twelve features, twelve months. Let's get a solid foundation of knowledge and build a house. We bring you feature four of the Home that Rosebank Built.

Feature by Alice Cranfield

Got you covered.

Welcome to the fourth feature of the Home that Rosebank Built. This month it's time to start looking at the two P's: plumbing and painting. While the two areas are separate from each other, both are essential to your home and each is equally important. You'll quickly recognise problems with a home that is not plumbed correctly, and a bad paint job is noticed immediately.

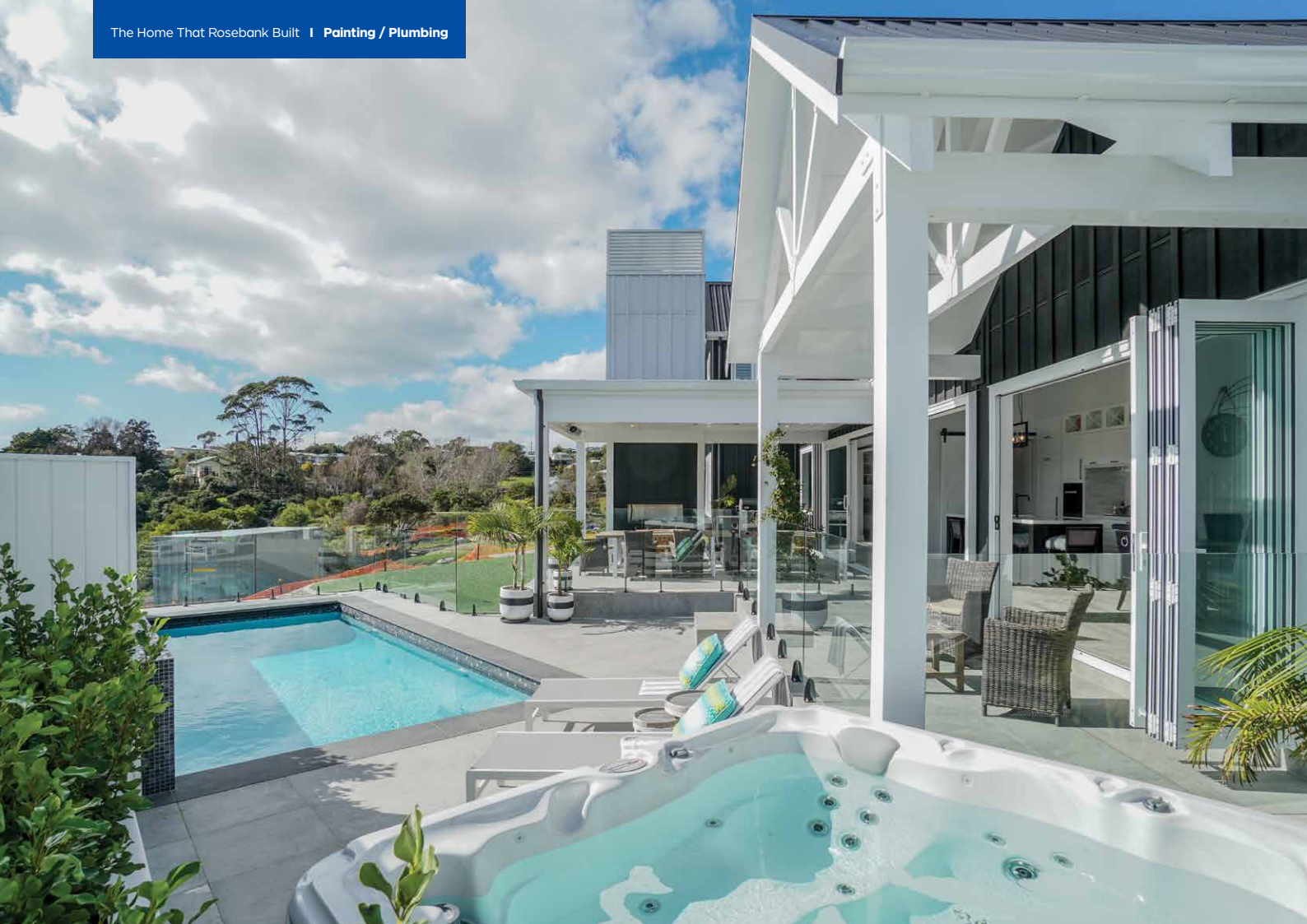
When selecting a plumber for your home you want to be sure you can trust the integrity of their workmanship. Your plumber must be able to work with your design and deliver a system that works with your family's needs. We speak with several

plumbing companies this month and hear the tips they have for selecting a plumber and planning your plumbing works.

Once the final touches have been made to your new build it is time for painting to begin. A bad paint job can undermine the quality of your new build and equally, a good paint job can prolong the life span of your home. It's an important element. We've spoken to some of the best painting companies in the game this month for their insight into the art of selecting your paint and a quality painter.

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The Painting Co.

After many years of using subcontractors for painting works, The Building Co established a new branch of the company, The Painting Co. The team, led by a Master Painter, came to life as The Building Co found it very hard to find consistency in the quality of painters it was subcontracting to builds.

By establishing The Painting Co, The Building Co knew they had formed a team that would consistently deliver painting work to the highest standard available.

The Building Co director, Kendal Read, believes the colour choices and colour pallets for a new build need to be considered about half way through a project. By selecting the right colours, he says homeowners can make a huge difference to the overall outcome.

“We always encourage clients to

engage an interior designer or an interior decorator to help facilitate colour choices so that when the painting is completed to a high finish, everything tones in and works well.”

When working with The Building Co, the entire painting process is taken care of meaning customers can sit back and enjoy the process rather than engaging in lots of co-ordination with subcontractors.

Kendal Read says that by managing their own team of painters, The Building Co can keep ahead of key milestones with a projects program and ensure deadlines are met.

As a company that has a wealth of knowledge within the construction industry, The Building Co has developed systems that work to manage all the practical aspects of your construction work. Tied into this,

they’ll work with you at the back end of the planning too to ensure your building project happens on time and to budget.



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Payless Paints.

When Payless Paints owner, Richard Battersby first saw a gap in the market for a quality, NZ made, affordable paint, he knew he had to fill that void. Fast forward ten years and Payless Paints has earned a reputation as one of the best in New Zealand.

When painting your home, Richard says the first thing people need to understand is the substrate they are working with. Weatherboard, plaster surfaces or cedar surfaces, for example, all have unique differences and need to be treated in different ways. By understanding what you are working with and how-to best prep and apply to the substrate, the better the finish and longevity will be.

"The biggest problems we see in painting happen when people take

shortcuts," he says. "By coming in and talking to a paint professional you will receive the best advice."

Supplying to both trade and DIY painters, Payless Paints has a range of interior and exterior paints, wallpapers and Tri Board for your home. The resins used in Payless Paints are sourced from Europe and the paints are mixed by an industrial chemist using Payless Paint recipes – the paints are 100% Kiwi made and developed for New Zealand conditions.

Richard says it is important to note that the cheapest painter is not always the best option. He says it is good to do your homework and go with painters that have developed a good name for themselves, not necessarily the painter that can give

you the cheapest deal.

Payless Paints can deliver throughout New Zealand for customers wishing to shop online and for those in Auckland the shop is at 571 Rosebank Road, Avondale. The Payless Paints store has a full range of samples and paint professionals who can sit with you and discuss your homes painting needs.



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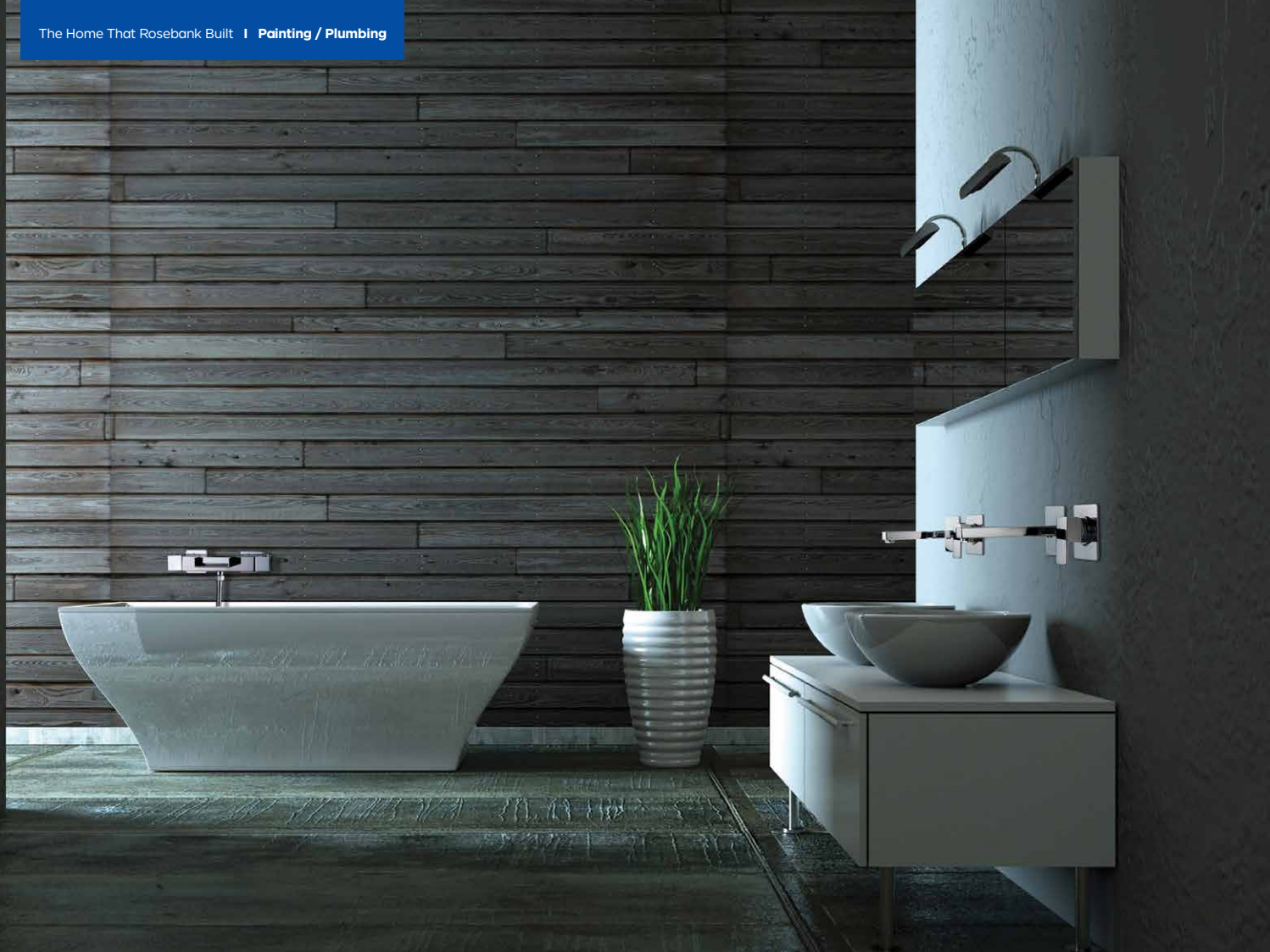
Richard Battersby

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Heron Plumbing.

With over 50 years in the plumbing industry, you can be sure you're getting the job done right with Heron Plumbing. The Auckland company employs 27 licensed plumbers and gasfitters and have gone from strength to strength since starting in 1960.

Plumbing is an essential element of a house and its planning begins in the early stages of a new build. Once plans have been drawn up and approved by Council, plumbing for a new build generally begins prior to the slab being poured.

Heron Plumbers are proud members of the Master Plumbing Association meaning you can rest assured you are receiving the best quality work. From plumbing, to gas fitting, drainage, back flow prevention, spouting, down pipes or roofing - Heron Plumbing

does it all.

Marketing manager, Andrea Lovell, says Heron Plumbing is a strong family orientated business that trains and promotes within the company.

"Most of our senior plumbers did their apprenticeship with Heron plumbing and are now employed in the company through varying rolls: contracts manager, estimator, project managers or site managers. They are now training and mentoring our new apprentices," she says.

On top of providing a full plumbing and gas service, Heron Plumbers have plumbers trained in IQP backflow prevention which is essential for commercial properties building WOF. Heron Plumbing can undertake annual certifying inspections required by Council.

Heron Plumbing is a Rheem accredited service agent for the Auckland area and can service and install all other hot water and heating systems for your home.

"As the plumbers employed by Heron Plumbing have limited electrical licences, there is no need to call an electrician as well as a plumber," says Andrea. "Heron can take care of the whole system."

Get in touch with Heron Plumbing today to see how they can help you. Services are available in West Auckland, East Auckland and Central Auckland.



more than just plumbing

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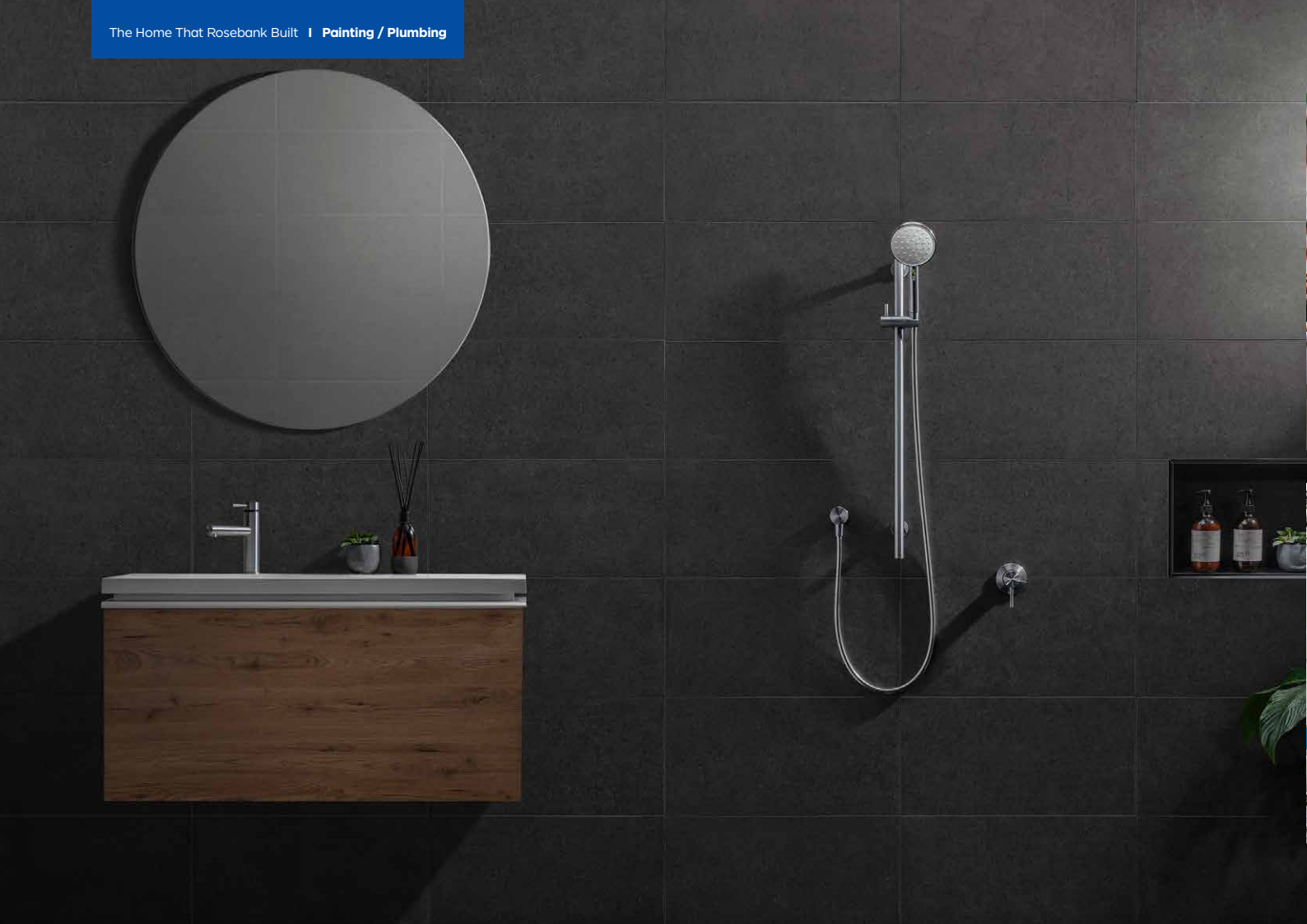
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Laser Plumbing.

Laser Plumbing Grey Lynn believe plumbing systems in your homes, investment properties and businesses need to be maintained. The company has built a business geared around looking after and maintaining the plumbing needs of your property - both reactively and proactively.

Craig Bowie, Laser Plumbing Grey Lynn Director, says there is a lot that needs to be done in the home annually to ensure the house runs smoothly and your investment is maintained.

"Issues such as dripping taps, leaking toilets, high water bills, roof leaks and gutter clearing need to be taken care of," he says. "There are also some regular maintenance items that need to be booked in regularly such as annual maintenance of gas appliances as these are often an insurance requirement."

With 26 plumbers who specialise in maintenance plumbing, Laser Plumbing Grey Lynn is one of only a few plumbing companies in Auckland that work year-round, 24/7. Not just limited to plumbing, the company specialises in gas fitting, drainage, roofing and backflow prevention work.

With an operations manager and administration support team working alongside plumbers you can be sure your work is completed in a timely fashion. You can also rely on the tradesperson turning up and completing a quality job. All the workmanship and materials are guaranteed.

"We pride ourselves on turning up on time, communicating with our customers and giving reliable customer service," says Craig Bowie. "All of our plumbers are licensed, experienced and qualified. We take health and safety

seriously and the team are Site Safe registered."

Laser Plumbing Grey Lynn is based in Eden Terrace and services the Greater Auckland area. Owned and operated by Craig Bowie, it is part of the Master Plumbers Association. All work comes with the Laser Totally Dependable Guarantee giving you total peace of mind that the job will be done right.

The company is a member of Laser Plumbing who has a nationwide presence with over 600 vehicles on the road nationwide.



greylynn.laserplumbing.co.nz Ph: 09 376 1635
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