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Issue 210. August 2024

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In This Issue

4 FROM MY PERSPECTIVE

Business Development Manager, Phil Clode

6 ROSEBANK ADVOCATES

6 Grant Hewison

8 Kimmy's Korner

10 ROSEBANK NEWS & EVENTS

12 Cook Islander Mary Ama
awarded Museum Medal

14 Western Mailing celebrates 40 years

16 New Look, New You:
Rebranding Your Business

18 Did You Know

20 Don Oliver Youth Sport Foundation:
Championing Future Sports Stars

21 BUSINESS NUTS & BOLTS

21 Tips for Managing a Company Restructure

22 Protecting Your Domain Name

23 Stop Calling Workplace Safety Failures "Accidents"

24 Caleb Male

25 Shareholder Agreements in New Zealand
- A Structure for Success

26 Know Your Customers!

27 Bayleys expands West Auckland capability



Cover: RBA Member Southern Spars supply carbon wheels to NZ Cycling track team at the Paris Olympics.

With thanks to our partners ...



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From My Perspective

Phil Clode, Business Development Manager, phil@rosebankbusiness.co.nz



Stupidity At The Highest Level

As I write this editorial, the Paris Olympic Games have been running for five days. Every four years, the games become the highlight of my life, thanks to my lifelong love for and involvement in sport.

Playing sport is a fantastic way to build resilience and commitment to anything you do in life.

Having had my time in the sun, I now love to coach and see young people go on to be great men and women. Whether players compete at a national level, international level, or go on to a scholarship in America, it really doesn't matter, as long as they get something out of it, like I did. Hopefully, in time, I'll get to see my athletes become Olympians.

Regarding the Olympics and the joke that has been the triathlon event, I cannot believe that someone decided to hold the triathlon in the middle of Paris and make the athletes swim in the River Seine. There has been a ban on swimming in the River Seine for over 100 years.

Organisers have said that about \$2.57bn NZD (£1.2bn) had been spent on a



Hayden Wilde

regeneration project to make the Seine safe to swim in. The only problem is that when it rains, all the faeces from the city of Paris goes into the River Seine and it can't be swum in. And guess what -- it rained for two days at the start of the Olympic Games.

And so, because the water was so dirty, they postponed the men's race until after the women's race, in the heat of the day. Instead of racing at 8am in the morning in 21 degrees, they raced in temperatures of 29 to 30 degrees. Apparently, the hotter it is, the better for killing the bacteria in the water. I can tell you that running a 10K in 30 degrees by itself is hard enough.

The organisers' only plan B was to remove the swimming portion from triathlon and turn the event into a duathlon, which is like running a marathon and cutting it short to a 10K. In other words, a completely different event for the athletes. The athletes can't speak out about how angry they are because they sign an agreement to not say anything while at the Olympics.

Whoever decided to keep the triathlon in Paris has rocks in their head. There is nothing athlete-centric about this at all. The French have wonderful venues for triathlons, like Nice, which hosts an Ironman. The rowing isn't in Paris. The sailing isn't in Paris. The surfing isn't in Paris. Why is the triathlon in Paris? We will never know.

We are on the move

From the 5th of August 2024, you will find the Rosebank Business Association at 527A Rosebank Road. Please feel free to drop in between 9am and 4pm.

Make sure to keep an eye on our RBA Rewards Program as we have new offers from our RBA members each month. This month we have added 20% off Babich wine. Check out all the offers at <https://rosebankbusiness.co.nz/rosebank-rewards/>

Regards,

Phil Clode,
Business Development Manager

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Dr Grant Hewison

Time Of Use Charging

Auckland Council has been considering congestion charging / time of use charging as a means to reduce traffic congestion in Auckland.

Demand-based road pricing has previously been investigated for introduction. Based on international experience it has been considered an important part of the toolbox to manage demand for use of the roading network.

The 2020 Congestion Question (TCQ) report by the Ministry of Transport found that congestion charging / time of use charging would be an effective way to reduce congestion in Auckland.

This was confirmed by the August 2021 Parliamentary Transport and Infrastructure Select Committee report 'Inquiry into Congestion Pricing in Auckland'.

The Auckland Council Transport and Infrastructure Committee endorsed, in November 2023, an indicative work programme, and the creation of a joint Auckland Transport / Auckland Council programme team to progress Time of Use Charging as soon as practicable, including the establishment of a Councillor Political Reference Group.

Central government signalled support for an Auckland time of use charging scheme through the Draft Government Policy Statement on Land Transport released in March 2024.

However, new legislation is required to enable time of use charging.

The programme is progressing against the indicative work programme, to align the timing and development with potential government policy and legislation, and to enable proactive engagement.

The proposed primary scheme objective is to manage travel demand to achieve an improvement in road network performance by reducing congestion, increasing the throughput of people and goods, and improving the reliability of the road network. Other benefits, such as public transport mode shift and public health through emissions reduction will also be tracked.

The next steps are to progress detailed analysis of the recommended options from the previous work delivered by 'The Congestion Question' and highly congested locations across the motorway and arterial road network, including early engagement with Local Boards, mana whenua and key stakeholders, so as to inform the scheme recommendations to be reported back to the Auckland Council Transport and Infrastructure Committee (hopefully this year).

So far a longlist of 26 schemes have been considered against a multi-criteria analysis evaluation framework. This considered their impact on network performance, second order impacts (economic, social, environmental and safety), and wider considerations (efficiency, flexibility, risk, practicality etc.). The assessment was supported by a range of census data and information about Auckland's demographics, travel patterns and household incomes, along with lessons from overseas schemes.

Based on the multi-criteria analysis evaluation, subsequent sensitivity testing and consolidation of similar options, the recommended approach from The Congestion Question (2020) was to begin with a city centre cordon (step 1), before expanding outwards into strategic corridors by sub-regional area (step 2).

Next steps will progress detailed analysis of The Congestion Question (2020) recommendations along with highly congested locations on the Auckland motorway and arterial road network. Analysis will determine respective costs, benefits and impacts. The criteria being considered to inform this analysis includes: **A.** Congestion improvement: traffic volumes, level of service and corridor productivity (average speed and volume of people and goods movement), and journey time reliability. **B.** Travel pattern analysis: origin-destination assessment, impacts on transport poverty/deprivation, diversion impacts, overall impacts on travel costs and benefits for users, and the distribution of costs and benefits across Auckland. **C.** Assessment of any potential impacts on Māori. **D.** Potential negative impacts, particularly on disadvantaged groups. **E.** Alternative viable travel options. **F.** Future planned network improvements and interventions. **G.** Trialability and future flexibility of the scheme.

Progressive insight gathering and engagement will be undertaken during the programme with mana whenua, public, stakeholders and elected officials.

Auckland Council's Transport and Infrastructure Committee will be kept informed of progress.

**Auckland
Council has
been considering
congestion
charging
Auckland.**

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Meir Alfassi



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Meir Alfassi

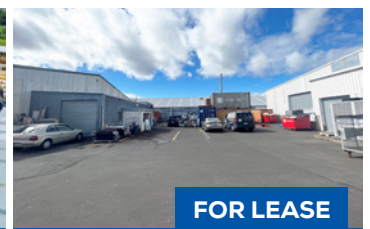


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Meir Alfassi



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Kim Watts RBA Executive Engagement Manager
Phone: 021 639 509, kim@rosebankbusiness.co.nz

Meet and Greet



On Monday, 22 July, the RBA team pounded the pavement as part of our Winter Warming Giveaway, once again handing out trays of Westie Food Group mini pie packs to all our Rosebank businesses.

This initiative aims to motivate businesses receiving the pie packs to create a shared morning tea or lunch. By using the pies as a base, the business could either supply the rest of the lunch or encourage staff to “bring a plate.”

Sharing a meal with work colleagues offers numerous benefits, enhancing both personal wellbeing and professional development. This simple act can significantly improve team dynamics, job satisfaction, and workplace culture.

Firstly, sharing a meal creates an opportunity for team bonding by breaking down barriers and encouraging open communication in a relaxed setting. Discussing topics outside of work helps build personal connections and trust, which are crucial for a supportive work environment. Consequently, team members who dine together often work more effectively and cohesively, boosting productivity.

Moreover, eating together enhances job satisfaction by providing a mental and emotional break from the daily grind. This pause helps to maintain a healthy work-life balance, reducing stress and burnout. When employees feel their wellbeing is supported, they are more engaged and motivated. Additionally, shared meals make employees feel valued and appreciated, especially if the company provides the meal as a gesture of thanks or recognition.

The informal setting of a shared meal allows for networking and professional development. Conversations over food can lead to the exchange of ideas and experiences that might not occur in formal meetings. This can be particularly beneficial for junior employees seeking mentorship from more experienced colleagues. For managers, it's a chance to understand their team's concerns and aspirations better, informing more effective management practices.

From a cultural perspective, sharing meals promotes diversity and inclusion. Food is a universal language, and sharing different cuisines celebrates cultural diversity within a team. This fosters an inclusive environment where employees feel that their backgrounds and traditions are respected and valued, enhancing loyalty and retention.



Practically, sharing a meal improves communication skills. Engaging in conversations during a meal requires listening, responding appropriately, and expressing oneself clearly. These skills are transferable to the workplace, leading to more effective teamwork and collaboration. The relaxed atmosphere also helps to resolve conflicts and misunderstandings more amicably by encouraging empathy and understanding.

Ultimately, sharing a meal with work colleagues is more than just a break for food; it is a strategic activity that enhances team dynamics, job satisfaction, professional development, and workplace culture. By fostering personal connections, reducing stress, and promoting inclusivity, this practice contributes to a healthier and more productive work environment. Companies that encourage shared meals are likely to see increased employee engagement, retention, and overall performance. Thus, incorporating shared meals into the regular work routine is a valuable investment in the wellbeing and cohesion of the team.

When out and about, it was wonderful to hear the appreciation from our local businesses regarding our efforts in the wellbeing space. They truly value what we are doing for the business community, and warming the bellies of their staff is always welcomed.

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Rosebank News & Events

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

Economic Update with Alan McDonald

EMA^{NZ} Lighting
the path for
business.



Presented by
Alan MacDonald
Head of Advocacy,
Strategy and Finance
at the EMA

Join the EMA's Head of Advocacy, Strategy & Finance Alan McDonald for an economic update, covering what's in store for business, details of the Government's

latest policy changes, and their approach to addressing our infrastructure deficit and rebuilding the economy. You'll hear the latest statistics, analysis, and economic forecasting, with time for Q&A.

EMA Economic Update

Where: Browne St Eatery, 50 Rosebank Rd
When: Tuesday, 6th August, 2024
Time: 7.45am - 9.30am
RSVP: maureen@rosebankbusiness.co.nz

Celebrations Group Hosting - *Jingle & Mingle*



Join us for an evening featuring warm mulled wine, cheesy Christmas music, and an introduction to the world of commercial Christmas decorations.

Located on Patiki Rd, Celebrations Group is New Zealand's leading supplier of Christmas decor to Shopping Centres, Councils and corporates.

Offering a full service, from design through importation, to installation, storage and everything in between - Celebrations can help any company in a sticky Christmas situation! Celebrations also creates seasonal displays, experiences and installs premium exhibition stands under the brand standout. You can also see the range of event props we have for you to hire for your Christmas party this year too.

Come and see how Celebrations can make your place magical this Christmas.

Celebrations Group Hosting

Where: 55-57 Patiki Rd, Avondale
When: Thursday, 22 August 2024
Time: 5:00 pm - 7:00 pm
RSVP: maureen@rosebankbusiness.co.nz



Hi, I'm Constable Jessie Stewart, the new community police officer covering the Rosebank area and Grey Lynn.

I recently moved from a public safety

team to a community role, and I'm excited to get more involved with your local community. You may see me out and about patrolling the area as part of the New Zealand Police's initiative to increase public place visibility. I also hope to introduce myself to local businesses along the way.

One thing I am aware of is that minor crimes and suspicious incidents aren't being reported as people often think the police are too busy.

I really encourage you to report all incidents, no matter how minor they may seem. We have the 111 emergency line for incidents that are happening now, and the 105 line for less urgent matters that have already occurred (such as a shoplifter having left the scene, damaged

or stolen property, and antisocial road user behaviour).

Your phone call is prioritised at the call centre, with the most urgent taking priority. Each report contributes to a bigger picture that helps us identify crime trends and determine if more patrols are needed in specific areas at particular times.

Please don't feel you are being a burden by calling us. The police are here to ensure everybody can be safe and feel safe. Most importantly, please remember to look out for your fellow local businesses by communicating with and supporting each other.

I look forward to seeing you in the area soon.

Community projects across the Whau to receive \$22.3 million investment

Community focused programmes and projects are set to receive a \$22.3 million funding boost over the next year thanks to Whau Local Board.

The funding covers projects across a cross-section of community activities including parks and facilities, the arts, heritage, events, social innovation and environmental programmes.

Whau Local Board Chair, Kay Thomas, is pleased that the entire community across the Whau will benefit from the funding.

"Whau Local Board is committed to working for the betterment of our area. We have carefully reviewed our programmes and services to ensure we meet the community's needs as best we can.

"We continue to foster our distinct identity through celebrating the rich diversity of our area, investing in arts and culture, and honouring our Māori heritage. We want to continue to build community and environmental resilience, increase our tree canopy cover, and invest in infrastructure to cater to our rapidly growing population.

"The projects and amenities enabled through the Customer and Community Services work programme will continue to strengthen our social fabric across the entire Whau Local Board area."

Alongside the ongoing funding of community leadership programmes, operational requirements of community hubs, facilities maintenance, community-led arts activities and engagement with youth and diverse communities, specific programmes received funding.

This includes \$15,000 of funding for the Kai Across the Whau programme to promote locally driven kai projects.

A \$97,000 operational grant was approved for Fund Portage Ceramics Trust to operate Te Toi Uku, a museum collection of New Zealand ceramics and pottery making equipment.



The West Auckland clay industry influenced the social and environmental landscape of the area. Recording and celebrating the unique stories of the Whau Local Board area clay works enables the community to access information about the unique heritage of the area.

The operational grant will enable community access to the Ambrico Kiln site and will provide opportunities to learn about the local ceramics heritage.

The Whau ecological and environmental programme was allocated \$29,480 to support volunteer initiatives including community planting, pest control, park and beach cleanups and community education. A further \$381,978 was allocated to arboriculture projects for tree management and maintenance in parks and on streets.

Library services for Blockhouse Bay Library, Avondale Library and New Lynn Library received \$996,563, plus a further \$17,100 for the provision of additional opening hours.

Event partnerships received \$93,750, supporting local groups to deliver community events.

Cook Islander Mary Ama receives her Museum Medal on stage. Photo: Supplied / Auckland War Memorial Museum



Cook Islander Mary Ama awarded Museum Medal for her contributions to preserving culture

Cook Islander Mary Ama has been awarded a prestigious Museum Medal (Companion of Auckland War Memorial Museum) recognising her contributions to Pacific arts and preserving cultural heritage.

Upon immigrating to New Zealand from Rarotonga, Ama founded 'Pacifica Mamas' in the 1980's, a space for Pacific artists and knowledge holders to actively practice, teach and preserve indigenous arts.

This gathering continues today through Moanaroa, the Pacific Arts Centre in West Auckland.

Home to over 32,000 members from 26 ethnic groups, the space provides the opportunity for an intergenerational exchange of traditional knowledge.

Weavers, carvers, artists, dancers and more congregate at the centre to share their talents with younger generations of New Zealand-born Pacific islanders.

Ama said she was "moved beyond words" at the awards ceremony at the Auckland Museum on 26 June.

"I feel honoured and humbled to receive the Museum Medal, but know it is not mine alone. It acknowledges the huge contribution, stories and knowledge shared by our people of Te moana nui a kiva (Pacific Ocean)."

Auckland Museum Tumu Whakarae chief executive David Reeves said the Museum Medals recognise individuals who have delivered excellence in the study of our cultural and natural heritage.

"This year's recipients have made major contributions to their areas of study and the creation of new knowledge, and it is a privilege to be able to celebrate their achievement with the

recognition of the Museum Medals," he said.

Ama was one of four winners of this year's Museum Medals, alongside Dr John Braggins (Associate Emeritus of Auckland War Memorial Museum), Dr Susan Abasa (Companion of Auckland War Memorial Museum) and Christina Hurihia Wirihihi (Companion of Auckland War Memorial Museum).

The Pacifica Mamas (and Papas) are a collective of respected Pacific heritage artists and cultural leaders, brought together by a shared passion for the arts and culture of their Pacific homelands.

Formed in the late 1980s the Pacifica Mamas are all first-generation Pacific immigrants to New Zealand, originally from island nations including the Cook Islands, Samoa, Tuvalu, Tonga, Tokelau, Kiribati and Niue.

This group of highly acclaimed Pacific Heritage artists comprises weavers, tivaevae makers, carvers, tapa artists, orators, performing artists and more. They meet regularly at the Pacifica Arts Centre at the Corban Estate in Henderson to fellowship, exchange stories, and strengthen their Pacific arts skills and knowledge.

The Pacifica Mamas activities include a school Pacific education programme, art exhibitions and workshops at local and international events. Their hands-on teaching style is engaging and fun-filled for any age group, and it is that very style that makes them popular at schools, Pacific Art exhibitions, and community, national, and international events.

They were awarded the Creative New Zealand Pacific Heritage Arts Award in 2012, and the Aotearoa Arts Access Corrections Community Award 2015. They've been recognised far and wide for the contribution to Pacifica Arts both in New Zealand and abroad.



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Western Mailing celebrates 40 years

Forty years is a remarkable milestone to achieve in any business. For Gary Lewis, founder and chairman of Western Mailing at 461 Rosebank Road, the accomplishment is especially sweet, as it marks four decades of absolute commitment, innovation, and countless hours of hard work.

"Like a lot of others before us, we started the business out of my garage," Gary says, "which we quickly outgrew, along with a few other premises, before we built the facility at 461 in 1998. It's our fourth building. We chose the location deliberately as the development of the North Western motorway made it easier to get around and see customers and suppliers - and for them to come and see us."

In the early days, Gary would park his Ford Escort panel van at the top of Rosebank Road and make his sales pitch to businesses up and down the length of it on foot, carefully keeping enough petrol to get home. "I wanted to save on petrol - and everything else - as all the money was going back into the business, mostly to buy equipment that would give us an advantage over the competition."

Three generations of Lewis work in the business, with grandchildren and nephews currently employed. Gary's son Wade started as a high school and then university student for extra cash, before joining in 1991. Like his father, Wade is an entrepreneur, who has successfully established his own businesses as well as returning to the family business as Managing Director.

"For me, Western Mailing has a great history," Wade says. "Greenpeace was a client when the French bombed the Rainbow Warrior. Dad called to offer his condolences and asked if they still wanted to mail. They did, and the donations poured in. Supporting charities with their fundraising has always been a big component of our business, and some of them have been with us for years."

Sheena Evatt Wood joined as General Manager in late 2023. Previously Manager of Customer Success, APAC, for global software and technology company Infor, Sheena brings a wealth of valuable technology and customer service experience to Western Mailing.

The Western Mailing of 2024 is a very different business Sheena says, "We solve problems for our customers. That's one thing that's never changed. But as the technology has improved, and as society communication preferences have changed, we have too, and that's reflected in what we offer. Our job is to find better, more creative, and more effective ways for our customers to communicate with their customers, and achieve their goals. We've undergone a huge transformation into digital, and this has opened up new opportunities for both us and our customers."

The power of a message can be greatly increased by using more than one platform, Sheena says. "Running an electronic direct mail campaign in coordination with a powerful and personalised print component can create amazing results. We've done that for a number of our customers with considerable success."



Gary Lewis
Western Mailing founder

Western Mailing worked with Hawke's Bay Regional Council to increase public engagement on its Three-Year Plan. Western Mailing first provided database cleansing and de-duping, to improve postal rates, and ensure each address only received one card. Then a simple postcard was designed and produced (the most cost-effective form of physical mail), including a URL, QR code and 0800 number to encourage people to contribute to the Plan.

The campaign allowed HBRC to minimise costs on production, postage and manual data entry. 98% of submissions were received electronically, with 72% submitted online, 26% by email, and less

than <2% by mail or in person. This greatly decreased the Council's manual administration time, a big change from three years ago. 21% of site traffic came from people directly entering the link, while 21% of submissions were made directly from the QR code, and another 33% driven by social media. Being able to lower the administration costs of manual data entry, gain direct visibility into where traffic and submissions were coming from and how they were tracking, lowering the overall campaign costs, was considered a success for both Council and ratepayers alike.

"The campaign was supported with ads in the local newspapers, social media ads, and posts in local Facebook groups," says Sheena "This integrated approach of using different digital platforms combined with print helps get people to engage and really works."

Western Mailing is still able to produce stellar results in the traditional mailing space, too. "Something as simple as producing invoices for large organisations, we've been able to achieve efficiencies that positively effect the bottom line. We redesigned the layout of their invoices, including hyperlinks to web-based bill explainers and FAQs, which resulted in 50% fewer inquiries to their call centre about billing. For them, that's a lot of customer service time they can now spend on more important things - and an increase in customer satisfaction as a result."

Sheena says one of the strengths of Western Mailing is the way it works closely with its customers, combining shared skillsets to work effectively as a unified team. We couldn't do that without our people, their years of experience and deep knowledge of our customers. "That's something we're quite proud of, and something our customers tell us is a real point of difference."

The business is also expert in managing more traditional mailings, such as invoices, renewals, catalogues or other direct



communications, including email receipt tracking (knowing if an email has been received and opened), as well as print brokerage, a role the business has fulfilled for customers throughout its 40 years of trading.

"We offer a one-stop-shop service," Sheena says, "and our knowledge in this area helps remove a lot of headaches for customers. Instead of them managing all the components and deadlines with multiple vendors, our team manage everything, allowing our customer to focus on their core business. It frees up their staff from low-value administration, while we pull together the communications puzzle for them, all at the right time.

"Our total focus is on problem solving for our customers," says Gary, "no matter what their needs are. It always has been. This milestone marks forty years of experience at it, and we've learned a lot in that time. Everything's changed since we first started in 1983, but our commitment to getting it right for the businesses and organisations we serve remains exactly the same."



Celebration offer FREE 1-hour communications consultation*

Talk to our experienced team about your current customer communications, changes in your market, and compliance requirements.

We will propose options for you to reduce your in-house admin and offer additional channels of customer communication. We can also show you how to streamline your customer calls to action and optimise your print and postal costs.

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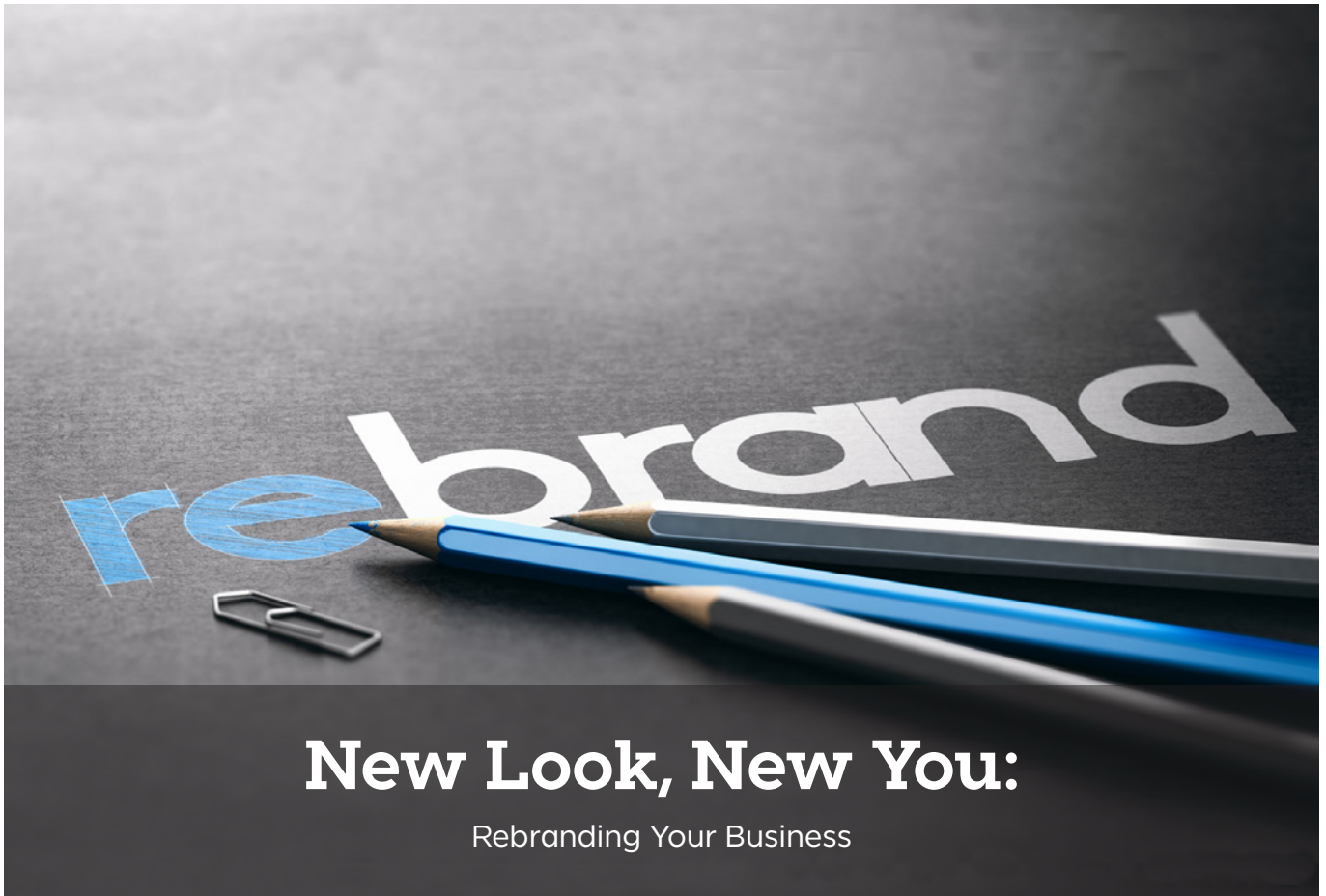
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P: 021 615 554 | 09 829 0800

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Celebrating 40 Years in Business

* offer available for our RBA community.



New Look, New You:

Rebranding Your Business

Back in the early 80's, Sir Steven Tindall cashed in his superannuation and sold his caravan to make real his dream of opening The Warehouse, a venture that began as a single store and grew into New Zealand's largest retailer. The original logo for "the big red shed" looked as budget friendly as it likely was, with one of the founding directors adding the finishing touch of yellow slashes behind blocky, shadowed lettering straight out of a high schooler's notebook.

When it comes to homegrown branding, many SME owners can relate. Businesses that start with little to spend often rely on the artistic talents of an optimistic founder (or free online programmes like Canva) to get their branding off the ground. If your business branding is homemade or was created before the dawn of the Internet, you may be wondering if it's time for a makeover. But what's involved in a rebrand, and what can it do - and not do - for your business?

"The main reason for doing a rebrand is when your branding isn't actually reflective of what your business is offering," says Hannah Lovatt, Managing Director of Enquire Marketing. "That could mean that your services have shifted, or you used to be really broad but you've niched in. It could also be that you started out with a very small budget and your logo and branding doesn't reflect the quality of the product or service you're providing now."

A rebrand is not, she cautions, an advisable hail Mary play for a business in distress. "I wouldn't be jumping to a rebrand if sales are on a downturn," she says, "because a rebrand is going to cost quite a bit. If you're going to rebrand you want to do it right, especially if you're doing it because the brand you have at the moment isn't necessarily at the right level for your business. A good, full branding package can be \$3000+, and on top of paying for your branding designer, you really need somebody to rebrand

the website and your media processes - you want to make sure you do a good, clean sweep."

Nor is it necessary to rebrand based solely on a desire to match current trends in colours and fonts - although evolving to a modern aesthetic can be among a suite of good reasons to make a change. Hannah describes working with a client whose branding was over 25 years old, and as such it no longer reflected where the business wanted to be in the market. "It was worthwhile to rebrand and refresh, do it once and do it right, than to put time and effort into the marketing and then try to segue away from the old branding. There is definitely a place for rebranding in terms of modernisation, it's just that a rebrand isn't going to be the saviour for a failing business. A rebrand is a refresh for a business that is still doing okay."

Nathan Chambers, Head of Design at renowned advertising agency Stanley Street, agrees that for a rebrand to deliver the best value for money, it has to be done right. In his varied career, Nathan has worked with businesses big and small, including government and not-for-profits, to develop brand identities that make their mark and stand the test of time. While a business owner might initially think of updating their logo and signage as the starting point for a refresh, Nathan says that the key to successful branding is to think bigger, looking at the story you can tell about your business and what sets it apart. He sums up good branding in one word: distinctiveness.

"Brands are built on distinctiveness. Aesthetics are part of it, but distinctiveness is everything. If you think of Gordon Ramsay, or Lady Gaga, or any other name or brand, you have an association to the character of that brand or persona because of some form of distinctiveness."



Nathan Chambers



Hannah Lovatt

She notes that even as a marketing professional, the logo she fashioned for Enquire Marketing when it first launched was only ever going to be a stopgap (“I did my first branding, but I’m not a branding professional”). Six months down the track, with more business equity on hand, she hired an external branding specialist.

“When you’re doing a rebrand in house, you’ll find that somebody who has been working within the business and working with that branding for quite a while can be too close, too attached, so the rebrand is not going to necessarily hit the mark of what you’re really after.”

The end result of professional brand design, both say, is well worth the cost. “Businesses that are for profit are in business to make money,” states Nathan. “A business with a simple and clear distinctive brand and story to tell, especially in a digital space, is going to come off much better than somebody who might cut corners. You want your money to stretch in the right places, and having a good brand is a good place to start.

“When you marry up branding, which is long-term creative thinking for your business to be distinctive in a space, with clever marketing short-term, what happens is you get this revolving cyclical effect of value. People see your brand, and they think, ‘That’s nice - I want to go check that out.’ They check it out, and if they’re rewarded with a great experience, then it becomes word-of-mouth, and it comes back around.”

If you do decide the time is right to rebrand, it’s important to take your customers along for the ride.

“If you’re on social media and you rebrand without bringing people along on the journey, your customers could feel like ‘I don’t even remember following this person’ and click unfollow before they realise who you are,” says Hannah. “So if you’ve got a customer following, followers on social media, or any form of community built around your business, go through that process to bring everybody on the journey so they stay committed and bought in emotionally to the business.”

Special thanks to Hannah Lovatt of Enquire Marketing (enquiremarketing.com) and Nathan Chambers of Stanley Street Agency (stanleyst.nz) for contributing to this article.

Nathan says that distinctive brands make it their mission to find gaps to be distinctive in. “As a brand, you’re trying to become distinctive by exploiting gaps to stand out in, so that you can drive fame or revenue or get more eyeballs on a product or service that you offer, or an event that you’re running. If there are 50 brands screaming the same distinctiveness, it’s not really going to cut through; distinctiveness goes hand in hand with finding a gap.”

He likens the concept to taking a sum-total view of the success of the All Blacks. “The All Blacks don’t win by being awesome. They don’t win by their training alone, with their psychology alone, or with their diet alone. They utilise all those things combined to exploit gaps.”

In today’s digital world, Nathan says that the tools you need to build distinctiveness look a lot different to decades past. While a smart-looking business card and a flight to meet a client in person might have helped your business stand out in the era of hand-to-hand relationships (“Right through to the 80s, the gap was created by your personal character conveying to somebody else ‘This is why I’m unique’”), distinctiveness in the digital era requires powerful storytelling. “The world has become very fast-moving. Success is not just being distinctive on its own, and it’s not just having a gap - it’s having a story to tell.”

Nathan says that hiring the right team to create your new brand is essential,

even if the cost outlay initially seems daunting. He encourages SMEs to look at the work of more than one reputable design agency to find the right fit, noting that good work should pay off in terms of sales, visibility, or whatever your end goal.

“Rebranding comes with its own set of preconceived notions. People will say, ‘Branding is expensive,’ and I totally understand that, because sometimes it is. We’re not just looking at the aesthetics, we’re doing research on where to find the best gaps, and it’s not just desktop or anecdotal research - it’s really digging into who your competitors are and how they behave.

“We all want to get value for money. But if you go to somewhere like Canva or you go online to get a crowd-sourced logo for \$200, aesthetically the logo might be great - there are some incredible designers out there - but there’s just no story to go with that brand and it doesn’t match. You could get away with that in the 70s, like the kid who designed the Nike swoosh and was paid minimally for it, but you can’t get away with that sort of thinking now because we’re playing in a space that is super noisy - now you’ve got to be really clever.”

Hannah agrees. “Branding is one of those things that you need to take the time for and pay attention to, so that you’re getting it right or it’s done cohesively - otherwise, your brand becomes less clear rather than more clear.”

Did you know..



PINK RIBBON BREAKFAST

On May 21st, 54 Rosebank employees attended a Pink Ribbon breakfast, raising over \$5,000 for the NZ Breast Cancer Foundation in conjunction with a live auction.



RESONATE HEARING

Between 7-9th May, Resonate Health NZ provided FREE hearing tests or wax removal to 98 employees at Rosebank.



ROSEBANK'S MOST WANTED

Local businessman Jason Ennor from MyHR donated new speakers to Fair Food after they had been stolen, a selfless act that deserves recognition.



BOUNCE AROUND

Rosebank employees bonded over a fun-filled event at Bounce, with lots of laughs with teammates and neighbours.



BAYLEYS HOSTING

Bayleys invited local RBA members to a Q&A with Paula Bennett and local MP Paulo Garcia at their hosting event in Rosebank.



MEET & GREET

The RBA team pounded the streets in July as part of our Winter Warming Giveaway. They once again handed out trays of Westie Food Group mini pie packs to all our Rosebank businesses.



NZ IMMIGRATION LAW WEBINAR

Aaron Martin from NZ Immigration Law guided us through the revamped work visa rules.



JUSTIN FLITTER & AI LUNCHEON

Justin Flitter from New Zealand.AI addressed 136 RBA members at our June 25th luncheon on making informed decisions about leveraging AI across their organisations.



MATARIKI COLOURING COMPETITION

For the second year, The RBA held it's Matariki Colouring Competition, with Rosebank School and local RBA business families, received 258 entries. Prizes include Auckland Zoo family passes and other goodies for winners!

Don Oliver Youth Sport Foundation: Championing Future Sports Stars in West Auckland

The Don Oliver Youth Sport Foundation proudly announces that three athletes from West Auckland, supported by the foundation, have qualified for the 2024 Paris Olympics. Cameron Gray, a current recipient, joins past recipients Tyla King (nee Nathan Wong) and Lizzie Roussel (nee Cui) in this prestigious achievement. This continues a longstanding tradition where talented young athletes from West Auckland, backed by the foundation since its inception in 1996, have consistently participated in Olympic and Commonwealth Games.

Named in honour of West Auckland weightlifter Don Oliver, the foundation annually supports outstanding youth talent from the region. Over the past 28 years, the Don Oliver Youth Sport Foundation has nurtured 300 young sports stars, including world age group champions, Olympic medallists, and national champions. Notable alumni such as swimmer Lauren Boyle, footballer Ria Percival, and boxer Alexis Pritchard underscore the foundation's profound impact and success.

The need for more support

Andrea Lovell, local business owner of Heron Plumbing, a sponsor and trustee of the foundation, emphasises, "The foundation's success is reflected in the accomplishments of our athletes, who bring immense pride to West Auckland and inspire the next generation. Scholarships provided by the foundation cover essential expenses like training, equipment, and travel, enabling athletes to compete on national and international stages."

Andrea further stresses, "To sustain and expand our support, we seek increased backing from the West Auckland's business community. Sponsorship is crucial for the foundation's continuity, allowing us to provide more opportunities for our athletes. We invite businesses to join us as sponsors, contributing directly to the development of young athletes and ensuring they have the resources to excel."

Opportunities for Sponsorship

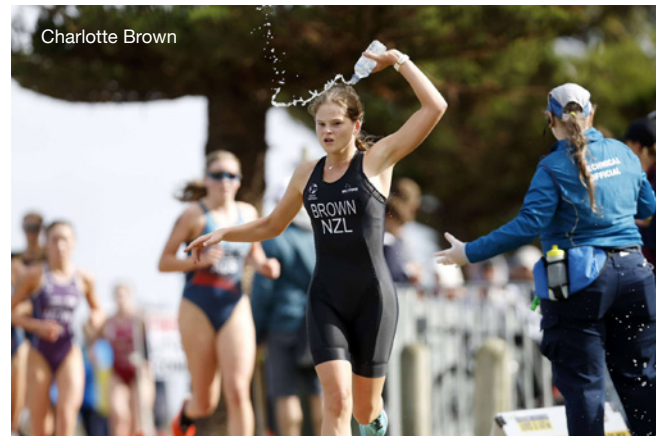
Sponsorship opportunities are available at four tiers: Gold, Silver, Bronze, and "Friends of the Foundation". Each package offers unique benefits, including branding opportunities, priority seating at award dinners, community engagement initiatives, and the satisfaction of fostering local youth success. Sponsorship funds are tax-deductible, with all proceeds directly benefiting athletes.

By becoming a sponsor of the Don Oliver Youth Sport Foundation, businesses can play a pivotal role in shaping the future of sports in West Auckland, empowering young athletes to reach their full potential.

For more information on sponsorship opportunities and how to get involved, please visit Don Oliver Youth Sport Foundation's website.

About the Don Oliver Youth Sport Foundation

The Don Oliver Youth Sport Foundation is a charitable organisation dedicated to supporting young athletes aged 14 to 21 in West Auckland. Established in memory of Don Oliver, the foundation provides financial assistance to promising sports talent, helping them achieve their dreams and inspire the community.



Business Nuts & Bolts

Business to Business advice from **RBA Members & Partners**



Jason Ennor
MyHR Co-founder
and CEO

Tips for Managing a Company Restructure

As companies continue to feel financial pain in the economic downturn, many business owners will be contemplating restructuring.

Restructuring is not to be taken lightly; there's a lot of preparation and business modelling to be done before you decide to take a scalpel to your organisation. Find the business's weak points before making hasty decisions. Do you have issues with staffing or productivity, or are margins the problem? If you make layoffs, will you need people back in two or three months?

Take all these questions and more into a discussion of proposed changes with people you trust. Talk to your accountant, an HR advisor, business mentors, and your advisory board, who have hopefully been through some bad times before.

Importantly, don't restructure for the sake of it and be careful not to panic. It's about finding a balance, and if you really do have to restructure, getting the timing right.



Select those you make redundant in a fair way

Some employers will see restructuring as a chance to ditch poor performers whose behaviour they haven't previously addressed. But any decision around who is laid off has to be done in a fair and reasonable way.

Making unilateral decisions and underestimating the consultation requirements of restructuring can lead to legal problems. If part of the restructuring process asks employees to re-apply for jobs, you should be very clear about the criteria you'll be judging people on so that it's defensible, fair, and transparent.

Also recognise that redundancies change the whole vibe of a team and your employees' experience of the company, so you'll

need some "survivor management" to ensure people can move on positively.

Communication tips when restructuring

Clear and consistent communication about the restructure is vital. Answers to these questions will provide a good foundation for all restructuring communications:

- What is proposed?
- Why is the restructuring happening and what do we want to achieve from it?
- How will we know if we've been successful?
- Who are the internal and external stakeholders?
- What is the activity timeline? (Before, during, and after the restructuring)
- What risks and opportunities does the restructuring pose to the organisation?
- What internal strengths and weaknesses do we need to take into account when communicating?
- Who will lead communication?

Be open and honest about why the restructuring is being done and what the potential outcomes are. Poorly delivered communication can cause reputational damage and badly impact employee and customer relationships.

Explain what will happen - the processes and timelines - and always outline the support in place for those going and those staying. If job losses are on the cards, say so. Be empathetic and use clear, consistent, and unambiguous language.

Employees should always be the first to know; then tell your customers and suppliers. Tell staff in an all-company meeting so that everyone hears the information at the same time. Employees should be given written information to take away with them.

Make sure your communications are ongoing. Employees typically feel anxious during a restructure, even if their jobs aren't at risk, and uncertainty provides fertile ground for rumours and conjecture. It's vital to communicate often, even if there's no news.

Common restructuring mistakes

- Not being able to substantiate the claims made to justify the restructure
- No clear communications lead
- Directing all the post-redundancy support and communication to those who are going rather than those staying
- Not keeping supervisors and line managers well informed, even though they're the first people employees will go to with questions
- Over-reliance on one communication method, e.g. email.



Protecting Your Domain Name

If you're in business, you'll appreciate the inherent value in your customers being able to find you quickly and easily using a Google search. You may have also experienced the frustration and confusion of searching your own business name online and finding a similarly named company.

Bret Gower
Smith & Partners Lawyers

This situation highlights the need to actively protect your business by ensuring conflicting or competing domain names are not infringing on your business's good name.

You may find there are competing businesses using domain names with confusingly similar domain names that you believe are potentially directing business away from yours or that are damaging your brand. Or you may find yourself in a "cybersquatting" situation, where somebody else registers a domain name using your brand or company name with the intention of selling it on to you – or worse, to simply prevent you from having it.

In an ideal world, you would be able to protect your brand or

company name by registering all the possible iterations across all the potential domain suffixes (.com and co.nz, etc), but in reality, that is not practical. The better solution is to secure domain names in the most commonly used domain suffixes and then take what steps you need to protect them.

Fortunately, there are legal remedies you can pursue.

Assuming you are protecting a New Zealand registered .nz domain, the first remedy would be to apply to the .nz Dispute Resolution Service (DRS) for an Expert Decision. The DRS is a service provided by the Domain Name Commission. They have the technical ability to lock domains while disputes are underway and to ultimately force the transfer of domains.

If the DRS is unable to resolve the issue, you might seek injunctive relief through the High Court to prevent a conflicting domain name from damaging your brand. This could be an action for passing off (essentially, a remedy against somebody misrepresenting themselves as your business or product) or for trademark infringement (if you have trademark protection that can be enforced).

Smith and Partners' commercial team, together with our litigation specialists, can advise the best approach to resolve this type of dispute as quickly and cost-effectively as possible.

Is there a website you believe is trading on your good name? Contact commercial law specialist Bret Gower by email: bret.gower@smithpartners.co.nz or telephone: 09 837 6893.



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Paul Jarvie, EMA Manager of
Employment Relations & Safety

Stop Calling Workplace Safety Failures “Accidents”

With the government signalling that significant reform of our workplace health and safety regulations are on the way, it's time to look at the language we use to discuss preventable harm.

For too long, “accident” has been a blanket term that absolves responsibility. Whether at home, on the road, or in our workplaces, we've grown accustomed to shrugging off incidents as accidents. But are they truly random acts beyond our control, or is there more to the story?

Insurance companies that provide cover for accidental damage base their premiums entirely on historical data. They know that accidental damage events will happen, and they know how many, and when, and how. The premium-setting process uses vast databases to ensure the number of claims do not exceed their premium income - that's how they remain in business.

This system is similar to ACC's system for injury claims. In 2023, ACC handled nearly 200,000 workplace claims, with many stemming from repeat incidents that were likely to have been identified in companies' hazard registers. As such, they were neither unknown nor unforeseen.

This data underscores the need for a more nuanced approach in our safety lexicon. In workplaces, terms like “incident” or “near miss” are often used interchangeably with “accident.” But these terms don't adequately capture what really happened: a failure in systems, procedures or human judgement that resulted in harm or damage. Take aviation, where research from Pilot Institute found that pilot error accounted for 69.1% of plane crashes, with 17.2%

due to mechanical issues and 13% due to an unknown cause.

Even legally, the term “accident” can be problematic. In cases of dangerous driving leading to convictions, calling the incident an accident undermines the severity of the offense and diminishes accountability.

When we label something as an accident, we imply innocence and inevitability. It's a linguistic shrug that suggests nothing could have been done differently. But reality, backed by extensive research, paints a different picture.

It's time to retire “accident” from our vocabulary where it inaccurately masks preventable harm. Let's reframe our approach; instead of accidents, let's call them what they often are: failure events. This term not only reflects a more accurate depiction of what occurred but also shifts our focus to improving systems and processes to fail safely when incidents do occur.

The British Medical Journal, among others, has moved away from using the term “accident” precisely because it fails to acknowledge the preventable nature of most injuries. When we say “accident,” we obscure the fact that hazards and risks were often identified beforehand through hazard registers, risk assessments, and safety protocols.

By embracing terms like “failure event,” we acknowledge that incidents are not inevitable but are often the result of foreseeable risks and inadequate mitigations. This shift isn't just about semantics - it's about fostering a culture of proactive risk management and continuous improvement.

As we move forward, let's celebrate successes in risk mitigation rather than merely recording failures. Let's invest in safer systems that reduce the likelihood of failure events occurring, and let's hold ourselves accountable by using language that reflects the realities of workplace safety.

And finally, let's embrace “failure event” - a term that compels us to learn, adapt, and prioritise safety above all else. Because, in the end, what we call things matters. And calling incidents what they truly are - failure events - moves us closer to a safer, more accountable future.

For those interested in the potential changes coming to the New Zealand Health and Safety At Work Regulatory System, I'm hosting a webinar on Wednesday, 31 July from 11am-12pm. I'll explain how the changes could potentially affect you and how you can have your say. Visit ema.co.nz for more details.

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Kate de Lautour
The Icehouse

Caleb Male is the owner of civil construction company Kenai and he recently completed the Owner Manager Programme (OMP).

What was happening in the business when you joined the Owner Manager Programme?

We are a young business and so the first three years have been hard work, focusing on getting the right people at the right time. I've had to find clients and team members to believe in the business, want to get on board and believe in my aspirations.

It's been tough, not just making a dollar but also turning the dial on change, which is why I got into business initially. I wanted to achieve environmental outcomes that I feel aren't currently being reached in the sector.

It's been a bit of a lonely journey at times, so getting into the OMP and having the support of the other business owners has been great, especially because the owners are from such a wide range of industries and backgrounds so there's been so many different angles and experiences to learn from.

What have been some of the learnings you've adopted being in the OMP?

I have come away being much more strategic about what I'm doing. It's given me structure and a gameplan to work from and now I can see where the weaknesses are, and it has identified opportunities for learning. It's brought up ideas that I would never even have thought of!

I come from a project management background which I find relatively easy, but running a business has been a sharp learning curve so having the support of the experts in the OMP and a different lens has been so helpful.

Learning about IP is something I hadn't thought of before and getting basic trademarks. Knowing your numbers was also valuable for me, learning how to read the balance sheet, where to get better performance and highlighting what I need to look out for to make improvements. And it's not just number crunching but also looking at the resilience piece, asking the questions like, how are you? And how are you affecting the people around you?

Are there any specific improvements that have helped "turned the dial on change" you were looking for?

We have recently done our 90-day implementation session and as a group we have all gone away and reflected on what we can do better. For me, we have picked up the ESG section (environmental social and governance principles) and while those principles were there in the business, it hadn't been brought to

the surface and OMP has helped us shape that up. We have now rolled it into the value proposition for the company. We have introduced it into our tenders, and we are workshopping this with our customers.

We have always had the cost quality time triangle, sustainable performance metric as part of our BAU but having the extra layers in there for a better environmental and community outcome allows us to differentiate ourselves.

What does the immediate future look like?



Caleb Male

We are really excited to have been selected to deliver a socially procured contract for Auckland Transport, which has been in negotiation throughout the time we have been on OMP. We sorted out our value proposition in that tender through those ESG principles and how we can deliver broader outcomes for AT. Our environmental impact and the suppliers we are using and the park we are creating for that community will shine through as part of our values alignment for the business and we will be able to showcase that alongside Auckland Transport.

This is a great first rung on the ladder to achieving our goals for the next 10 years. It's really important to me that I can lead our team to be on board with the Kenai journey and that they are aligned with our values and our clients' values going forward.



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Pierre Wong, Senior Solicitor
Henderson Reeves

Shareholder Agreements in New Zealand - A Structure for Success

If you're in business with someone or thinking about investing in a business with multiple shareholders, it is important to have a shareholders agreement in place.

A shareholder agreement (SHA) plays a pivotal role in defining relationships and safeguarding interests among shareholders within a company. While often overlooked at the time a company is set up (because they are not a statutory requirement), these often turn out to be crucial documents as they provide clarity on rights, responsibilities, can provide for a smooth exit by one party, and so help mitigate potential conflicts.

A typical SHA in New Zealand will cover a range of aspects such as:

1. **Shareholder Rights and Obligations:** what each shareholder is entitled to, including voting rights, ability to appoint a director, dividends and access to company information.
2. **Management and Decision-Making:** how major decisions will be made, including matters such as appointment of directors, financial decisions and changes to the company's structure and business plan.
3. **Transfer of Shares:** Procedures for buying and selling shares, including pre-emptive rights that allow existing shareholders to purchase shares before they are offered to a third party.

4. **Dispute Resolution:** Mechanisms for resolving conflicts, which may involve mediation or arbitration to avoid costly litigation.
5. **Exit Strategies:** Terms for how shareholders can exit the company, whether through sale of shares, retirement, or in the event of death.

One of the benefits of a shareholder agreement is that it can be tailored to suit the specific needs and dynamics of each company and its shareholders. Whether a startup looking to attract investors or a family-owned business planning for succession, the agreement can be adapted accordingly.

Without a SHA, you can end up stuck in a business with someone you don't get on with, end up owning far less of a company than you expected to, or be faced with having to go to Court to break a deadlock. For any company, especially those where shareholders have varying degrees of involvement, investing in a well-drafted shareholder agreement can be instrumental in protecting interests and ensuring the longevity and success of the business.

Henderson Reeves is a full service law firm, and we love shareholders' agreements. If you need advice on an existing shareholders agreement or you are wanting to put one in place, our team of specialist lawyers including Shelley Funnell and Pierre Wong are well placed to assist you in the process.

One of the benefits of a shareholder agreement is that it can be tailored to suit the specific needs and dynamics of each company and its shareholders.



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Know Your Customers!

Knowing who your customers are is important for many reasons, but it is essential for effective credit management.

Knowing exactly who is responsible for paying the bills is not just a matter of anti-money laundering compliance; it is critical when undertaking credit checks,

Steve Conti, New Zealand Business Tools registering securities, and for effective debt recovery. This is true for both business-to-business and business-to-consumer relationships, although the verification process is different.

Businesses often think they know who they are dealing with, and it only becomes apparent this is not the case when invoices are overdue for payment. It is not uncommon to learn that a person's name, or the name of their business, has been recorded incorrectly on the account application. Sometimes this can be a simple and easily fixed misunderstanding, but often this becomes a larger problem. When a customer does not use their full name or correct name when they open a trading account, recovering any money owed becomes immeasurably harder.

Fraud is what most people think of when an incorrect name or alias is used; in some cases, this is true. It is, after all, ridiculously easy to use someone else's name or business name to open a business account — if no one is actually checking for this. More often, mistakes like this occur because the procedure to open a credit account was not followed correctly, or because the customer completing the paperwork used the information that made sense to them, i.e. their commonly used name instead of the full name on their birth certificate.

There are legitimate reasons that someone may not use their full legal name all the time. Some people may choose to shorten their name, use an alias that is easier to pronounce, or maybe adopt an English version of their name. For example, Te Haeta Gareth Boyle might refer to himself as Gary, or Xu Wei might refer to himself as William Xu because he has adopted an English name for convenience.

The reasons why people do this are not important; what is important is how this impacts your ability to recover money owed for overdue invoices. If you have been invoicing the wrong person or entity, then the ability to recover the money and register a default on their credit record is compromised.

The Privacy Act 2020 is very specific about the information you can collect and how it can be used. You need to gain consent to collect and/or use a person's personal information for debt-recovery purposes before you can use this information or share it with a collection agency. Other options, such as statutory demands, can be rendered ineffective if the entity you are dealing with has not used their correct company name when opening a credit account.

All of this can be easily avoided by taking simple steps to verify the identity of your customers. Obtain a copy of a photo ID and/or check the NZBN and company name and number to be sure it matches the details on the credit application. This process should be part of a credit policy or process that an experienced credit controller will undertake as part of their job when onboarding new customers.

If this is not something that your business already does, or if you would like to learn more about what information you need, contact Steve from New Zealand Business Tools; email steve@nzbt.co.nz or call him directly on 027 511 8824. You can also visit www.nzbt.co.nz for more information.

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Bayleys expands West Auckland capability

A slowdown in speculative industrial development across Auckland's Northwest has seen supply tighten while demand for quality spaces intensifies.

Bayleys CEO of Bayleys Auckland, Lloyd Budd, says an acute shortage of favourably-zoned development land across the region presents opportunities for the sector, particularly delivering high-quality spaces incorporating sustainable initiatives.

"The collaborative approach required from local and central government necessitates that skilled developers demonstrate community value to deliver sustainable outcomes for unprecedented current demand," he says.

"At the coalface, we're observing the positive effects of greater coordination between the private and public sectors to plan for a pipeline supply of business-zoned land, which allows the market to respond in the forthcoming growth cycle."

Auckland's Northwest region continues to perform as a critical growth node for the country, with provisional estimates from Auckland Transport expecting 37,000 new houses, 11,000 new employment opportunities and nearly triple the number of road users by 2046.

"Investment – spanning residential, commercial and industrial, roading and infrastructure - continues to strengthen investor confidence, buoyed by the evolution of once-rural Westgate into a 56 hectare, \$1 billion-plus economic and service hub.

The addition of membership-only bulk retailer Costco, the world's second-largest bricks-and-mortar retail chain with some 803 stores worldwide, along with tech-giant Microsoft, developing a substantial data centre off Fred Taylor Drive, demonstrates that global players are taking notice of local opportunities.

Substantiating this assurance, Bayleys continues to build its local presence, with recent appointments of Craig Smith as director focusing on industrial and land opportunities across the region and Ankur Dakwale as the new retail and office investment specialist.

Ankur Dakwale has joined Bayleys Northwest Commercial to strengthen our retail and office capability. Building on three and a half years of experience in his former capacity as an analyst within the Bayleys Insights, Data and Consulting

team, his ability to blend market intelligence with a results-oriented approach makes him a trusted advisor in the competitive real estate landscape.

"West Auckland office and retail spaces are coming into their own strength, supported by the growth of the residential catchments in areas like Westgate, Hobsonville and Kumeu," Mr Dakwale says.

"Occupiers and tenants are noticing the growth and actively looking for spaces in West Auckland. The proximity to the CBD and South Auckland through the Waterview Tunnel is making the West market popular.

Furthermore, Mr Smith comments "Bayleys' Northwest team continues to identify and deliver on key growth openings, providing an informed conduit between council, landowners, occupiers and developers.

Backed by 14 years of agency experience, Mr Smith has returned to Bayleys as the driving force behind some of West Auckland's most significant recent transactions.

"Investment heavyweights are looking to the northwest corridor as a source of value, underscored by what is considered the 'largest urbanisation' programme in New Zealand.

Auckland Council's Northwest Transformation project is set to deliver regional economic growth by creating new housing, light rail and transport initiatives.

"The strong underlying fundamentals of the region allow both occupiers and investors to look through near-term challenges and the post-pandemic economic contraction.

"Landowners, landlords and tenants are aware of these trends and continue to seek informed advice about how best to extract value by identifying opportunities, and leveraging effective marketing and skilful negotiation with a spectrum of global juggernauts," he says.

Mr Smith concludes by saying he is thrilled to be a part of the leading commercial team in the Northwest and continue the exceptional work led by his colleagues.

For your commercial property needs, contact your West Auckland experts on 09 953 4740 or northwest@bayleys.co.nz



Ankur Dakwale



Craig Smith

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