



Business Manukau
Strategic Plan Notes
2017-2022



Prepared by Jungle Strategy
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Introduction

In March 2017 Business Manukau invited the Jungle Strategy team to work with them to review their 5 Year Strategic Plan.

The existing Manukau Business Association strategic plan was created in 2012 and expires on 30 June 2017.



Aerial View - Manukau City

This document contains background information about the process followed to seek input for this plan in Section A and expands on outputs to inform the accompanying strategic plan in Section B.

A strong strategic plan needs to be visionary and provide a stretch goal that is not beyond the realms of achievability. It should also be inspirational and compelling. Most importantly, to ensure goals are achieved, the plan should have specific defined measures. The new Business Manukau plan incorporates these criteria.

Key Resources

The major resources available to Business Manukau to achieve the vision are listed below:

- The Business Manukau leadership and team
- The Business Manukau Executive Committee
- Targeted rate funding of \$490,000 per annum from 1 July 2017
- The current office premises and location
- Existing plant and equipment including two branded vehicles

Key Stakeholders

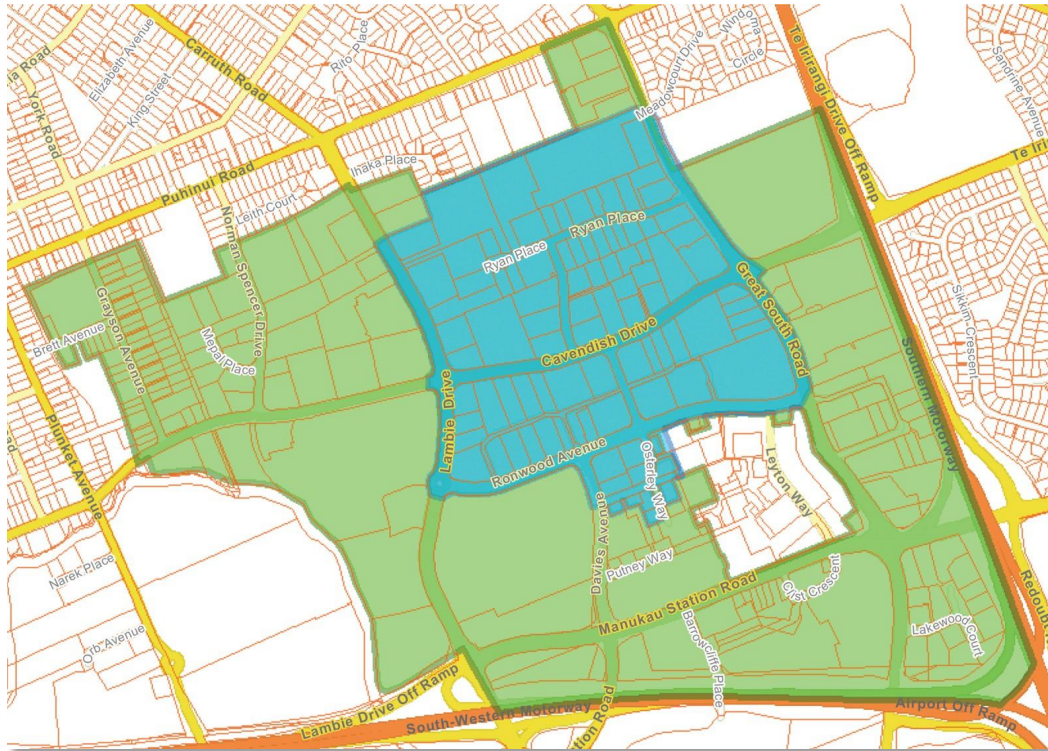
Several groups were identified as having an impact or being impacted, through the work of Business Manukau. The primary stakeholders were identified, and many were invited to meet with Jungle Strategy to discuss the strategic plan. Please refer to the list below:

- Business Manukau members – business and commercial property owners
- Auckland Council / Panuku
- Otara-Papatoetoe Local Board
- Education providers – AUT, MIT and PTEs
- Auckland Transport
- ATEED and The Southern Initiative TSI
- New Zealand Police
- Manukau community with emphasis on cultural diversity

A copy of the one page Business Manukau Strategic Plan 2017–2022 is in Appendix A.

Section A - Inputs

From 1 July 2017, the Manukau Business Improvement District (BID) will expand to include business owners and commercial property owners within the new Manukau boundary map below. Business Manukau will represent approximately 1400 members from this point.



New Manukau BID area – blue and green areas combine from 1 July 2017

The brief for this project required Jungle Strategy to work in close collaboration with the Business Manukau General Manager (GM) Kerry Burrige, and with her team and Executive Committee to establish a new plan from 2017 through to 2022.

Jungle Strategy outlined the process for reviewing the strategic plan and reached an agreement with the GM before the project commenced. All members (current and new) and most key stakeholders were invited to participate. It should be noted that some key stakeholders elected not to be involved (Panuku and MIT).

Interviews

Members and key stakeholders were contacted by Business Manukau to request their time to contribute to the strategic planning process. Each respondent willing to offer time was met with for 45 – 90 minutes and asked a standard series of questions.

A good cross section of business owners and commercial property owners was selected to create a robust feedback process. Unfortunately, some willing potential participants were unable to meet in timeframes required due to work commitments.

A total of 32 members provided feedback through the interview process for this project. 7 key stakeholders also provided input through interviews. A summary of the questions asked, with the main thread of responses, is provided in the following sections.

Questions – Current Strategic Plan

Our initial questions were designed to establish the level of knowledge and engagement the participants had with the current Business Manukau Strategic Plan. Approximately 75% had little to no knowledge about the contents of the current plan and attributed this to never having seen a copy or heard about the strategy. Four members who had read the plan were all from Business Manukau management or executive committee.

Questions – Current Business Manukau Role

The second series of questions were designed to gain insight into how participants saw the current role of Business Manukau. While management and executive could easily articulate the role of Business Manukau, other participants were less than certain. Many stated they were aware of security, advocacy, running network events and promoting the businesses as the role of Business Manukau.

We also asked participants what they believed Business Manukau did well in their current capacity. While some participants did not feel they were able to answer this, those that did, offered a variety of answers. Some responded that security and events were done well. Several also mentioned that they felt that Kerry was doing a great job and that things had been going well since she came on board.

When asked for areas Business Manukau could potentially improve, the main thread was to change the perception of a lack of safety in Manukau, and address the perception that Business Manukau was simply a Council puppet. Many also mentioned the need to improve collaboration and communication, both internally and with external stakeholders, and stand up to Council to get action. Respondents voiced their frustration at the apparent lack of transparency of stakeholder organisations which filtered through to impact on the role of Business Manukau.

Questions – Manukau Business Area in 5 Years

The third series of questions encouraged participants to describe their vision for the Manukau area in 5 years time. Most described an economically thriving area with vibrancy, energy and heart where people were out and about day and night. It will have a strong social aspect with people living and working in the centre. An area that was safe and easy to get around with good parking and an improved green space environment. They described Manukau being a destination of choice with notable events and a celebration of cultural diversity. Some saw it as an area that would be more interconnected and have a cemented position recognised as the second CBD of Auckland. They saw Manukau with a clear and respected brand and a reputation that locals and visitors can be proud of.

Property owners also saw growth in office tenancies that bring people into the centre and create the live-learn-work-play atmosphere.

In looking at the key drivers that would be required to make the vision happen, the participants noted the following areas:

- Traffic management
- Infrastructure
- Attractive to investors/developers
- Central government investment
- Council support and action
- Right people in right room at right time
- Awareness and communication
- Break down the silos
- Needs leadership/accountability/visionary
- Stakeholder support and action
- Attracting key tenants to office spaces
- Addressing perception of unsafe area
- Address parking issues
- Events
- Additional resources such as police
- Employment of qualified staff

The key barriers that participants identified included:

- Walk the talk/cut through the red tape/get stuff done
- Lack of safety/violent crimes and drug use currently
- People in power – short term vision
- Apathy, inertia
- Lack of taking ownership
- Lack of knowledge of what to do in Manukau (lack of promotion and branding)
- Shortage of visitors
- Insufficient funding
- Focus of Council on central Auckland (downtown)
- Perception of low socio-economic area
- Attract and employ of qualified staff
- High cost of living

The future of Manukau...

‘To make Manukau a better place to live, learn, work and play’

Questions – Business Manukau Role in 5 Years

The final series of questions encouraged participants to describe their vision for the role of Business Manukau area in 5 years time. They were challenged to consider how Business Manukau would operate within the future Manukau area they had just described.

1. Business Manukau will be a network hub for local businesses acting as inspiring leaders who are not afraid to stand up and be counted. They would offer services for business such as marketing, presentations, management and social media. They would operate with clear accountability, having targets with milestones with progress communicated to members and stakeholders.
2. Business Manukau would be collaborative leaders with an influential and strong voice that makes a difference for the region. They would lead advocacy and have more 'clout' with stakeholders such as Council, AT and ATEED. They would break down the silos of stakeholders and grow collaboration for the good of the area. They would lead these organisations to speak with one voice.
3. Acting as opportunity brokers, Business Manukau will drive customer enquiry and match with relevant member offerings. They will act as an economic development agency and be known as a proactive commercial identity.
4. Business Manukau will position and sell 'Manukau'. They will grow the brand through promoting Manukau with relevant stakeholders, driving tourism and residential growth as well. They will facilitate large events for the area to attract visitors, and influence a safe and positive second CBD that is a vibrant destination of choice.

Observations

The participants we spoke with all expressed a high level of passion for the Manukau area, and most had been living and working here for many years. They were unanimous in their vision for the Manukau area and expressed frustration at the apparent lack of progress by key stakeholders to date.

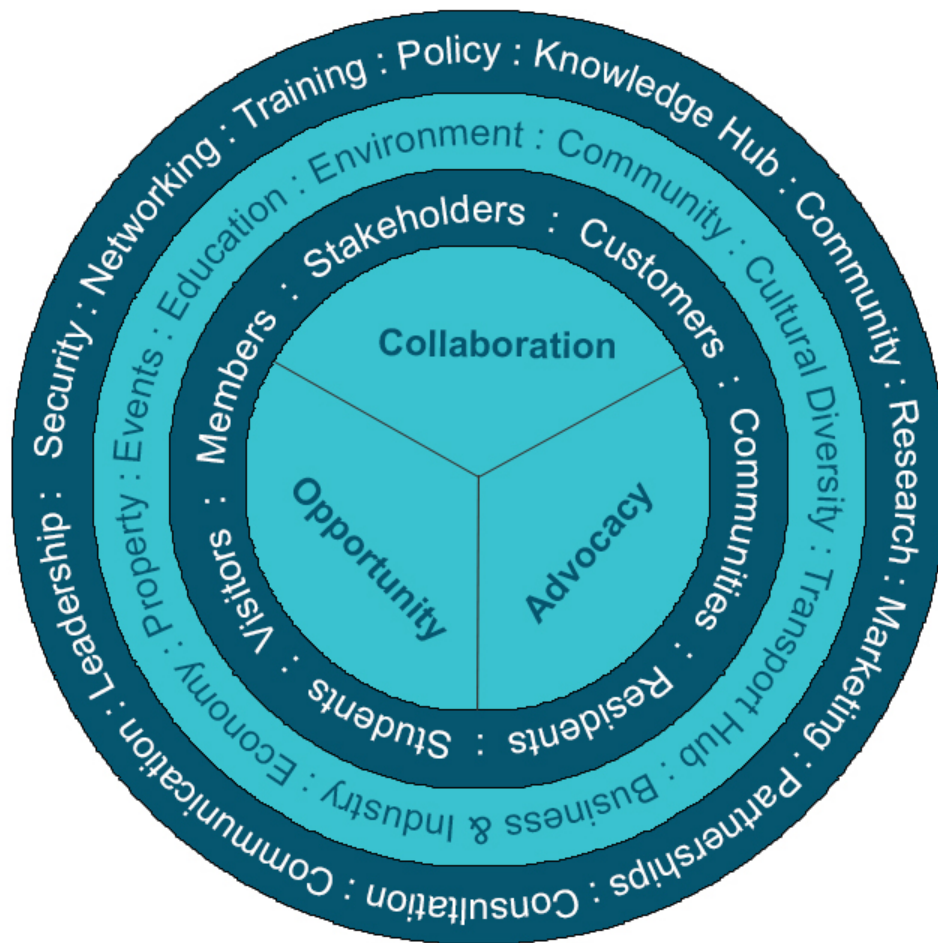
There was a widely held concern that Business Manukau may not have the sufficient level of leverage required with key stakeholders to create collaboration and gain traction in projects. In other words, many felt that Business Manukau was not 'heard' by these stakeholders. Some participants felt that the perceived links with Council (targeted rates and policy) undermined the credibility of Business Manukau.

Participants acknowledged that stakeholders were acting singularly and often in seeming conflict with each other - known as a 'silo mentality'. Many anecdotal stories were provided to substantiate the observations we noted.

Section B - Outputs

Influencing factors

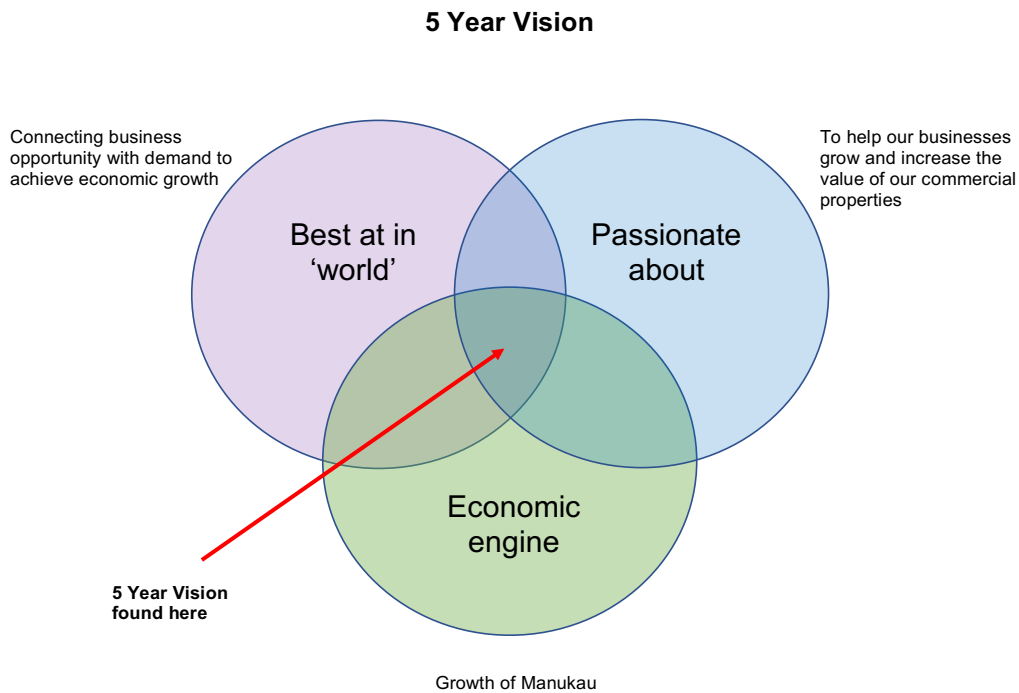
The inputs gathered from the interviews were collated to create a chart of influencing factors as shown below.



Legend
 Centre - Core focus activities
 Second - People
 Third - Surrounding environment
 Outer - Business Manukau activities

Future Vision

We can derive the Business Manukau vision is from the point where Core Purpose (what we're passionate about), What We Do (what we can be leaders in) and what drives the Economic Engine (where we make money) overlap. See graphic below:



Core Purpose

In defining the core purpose, we listened to the underlying message from participants to define what Business Manukau is really passionate about.

- **To help our businesses grow and increase the value of our commercial properties**

What we do

In the context of our 'world' being Manukau, we defined the area Business Manukau can be the leaders.

- **We connect business opportunity with demand to achieve economic growth**

Economic Engine

This is typically how we will make money or grow our economy.

- **Growth of Manukau**

5 Year Vision

Based on the information collated, a clear and compelling 5 year vision statement was drafted for Business Manukau. This was tested with staff and members, and reviewed and amended, to ensure it met the essential components sought for a strong strategic plan as outlined in our introduction on page 3. The agreed 5 year vision statement is below:

1. To lead growth in our business community to position Manukau as the recognised second Auckland CBD by 2022

MEASURES: To conduct a brand survey to ascertain positioning
Known as a 24/7 destination
Has a distinctive point of difference
Has signage welcoming to second Auckland CBD
Known as an 'Edge City'

In researching the parameters to define a Central Business District (CBD), it was acknowledged that a CBD is a perception in the eyes of the visitor. Commonalities exist between fringe CBDs globally. These were termed 'Edge Cities' and can typically be defined as:

- A 24/7 destination to live, work and play
- Entertainment and cultural opportunities available
- Distinctive – it has a unique point of difference
- High pedestrian count
- More jobs than homes
- Known as a single end destination
- Ratio of office to retail 8:1

2-3 Year Strategic Moves

For Business Manukau to be clearly on track to achieving their 5 Year Vision, three key strategic moves were identified for them to have incorporated by 2019 - 2020. These are listed below:

- 1. To have established collaborative agendas with combined stakeholders**
- 2. To develop systems and technology to connect opportunities with business**
- 3. To be recognised as the go-to source of knowledge, advice and support for Manukau businesses**

SWOT Analysis

A breakdown of the Strengths and Weaknesses (internal) and the Opportunities and Threats (external) impacting on Business Manukau within the next 12 months was created from the participant discussions. The key points can be seen below:

STRENGTHS

- Strong member base
- Captive audience
- Strong leadership
- Relationships with key members and stakeholders

WEAKNESSES

- Lack of clear communications
- Lack of transparency
- Perception as Council puppet
- Focus on BAU
- Lack of pro-active action

OPPORTUNITIES

- Target/attract ideal tenants
- Develop and grow unique events
- Opportunity brokers
- Advocate/breakdown stakeholder silos
- Develop formal partnerships
- Leverage expansion
- Promote as second CBD

THREATS

- Non-performance by stakeholders
- Reluctance to collaborate (loose cannons)
- Inactivity - apathy
- Economy
- Political changes

12 Month Actions

The SWOT analysis was used to inform the top 4 key actions needed for Business Manukau to impact their targets in the next year. Along with the key metrics to measure progress, these are listed below:

1. To engage and align key stakeholders in vision for Manukau

MEASURE: To hold one joint key stakeholder meeting every quarter

2. To support key attractions and events to drive Manukau visitor numbers

*MEASURE: Identify and support one key annual event
Quantify with MarketView \$ spend report*

3. To pro-actively assist in targeting strategic business tenancies and acquire tenancy data

*MEASURE: Conduct exit interviews with businesses leaving Manukau
Identify 2 strategic tenants to attract to Manukau
Create a database of tenancy vacancies
Create page on Business Manukau site for commercial real estate*

4. To support our education sector to achieve growth required to be the second largest education hub in Auckland

*MEASURE: Meet with education providers quarterly to support sector growth
Monitor and collate Tertiary Education Commission (TEC) student data to track growth*

Next 90 Days

Breaking this down, the 90 day goal for Business Manukau is to communicate the plan successfully. The 90 day goal below also shows key metrics required to measure progress for the quarter.

1. To communicate and engage Business Manukau members and key stakeholders with the Strategic Plan

MEASURE: To inform members and stakeholders and make strategic plan available with a target of 75% reach by 30 September 2017

Key Performance Indicators

Establishing targets for the next 12 months to provide measures of progress, we looked at the actions that could most influence the desired outcomes as set out in the goals. We established the parameters for a visual traffic light indicator system in conjunction with General Manager, Kerry Burrige. A copy can be seen on the Strategic Plan in Appendix A. For a 'by when' date, the KPIs are set for a 12 month period, aside from communicating the strategic plan which runs for the next 90 days.

- **To inform members and stakeholders and make strategic plan available with a target of 75% reach by 30 September 2017**
- **To hold one joint key stakeholder meeting per quarter by July 2018**
- **Identify and attract 1 key strategic tenant to Manukau by July 2018**
- **To hold one joint education provider meeting per quarter by July 2018**

Next Steps

Dynamic Plan

The purpose of the Strategic Plan 2017-2022 is to provide a live dynamic document that guides the path forward for Business Manukau.

To ensure this occurs, the following steps need to happen:

1. Communication of the Strategic Plan to all members and stakeholders is essential
2. The Strategic Plan should be reviewed formally each quarter
3. Feedback should be sought from members and stakeholders for each quarterly review
4. Data and analytics from relevant sources should be captured to report progress and inform current and new KPIs
5. Targets should be adjusted and monitored per quarter
6. 12 month priorities should be adjusted and reset relevant to progress

Contacts

If you would like to discuss any aspect of this plan, please feel free to use the contact details below.

Business Manukau **www.businessmanukau.co.nz**

Kerry Burrridge – General Manager

Ph: 09 263 7959 Email: manager@businessmanukau.co.nz

Janene Pryce – Office Manager

Ph: 09 263 7959 Email: info@businessmanukau.co.nz

Jungle Strategy **www.junglestrategy.com**

Jenne von Pein – Business Alchemist

Ph: 021 590 662 Email: jenne@junglestrategy.com

David Aitken – Business Alchemist

Ph: 021 509 898 Email: david@junglestrategy.com

Strategic Growth Map



Our 5 Year Vision To lead growth in our business community to position Manukau as the recognised second Auckland CBD by 2022

Our Resources

- Our Business Manukau team
- Our Executive Committee
- Our funding of \$490,000 pa
- Our office premises
- Our plant and equipment

Our Core Purpose

To help our businesses grow and increase the value of our commercial properties

What We Do

We connect business opportunity with demand to achieve economic growth

2 - 3 Year Strategic Moves

1. To have established collaborative agendas with combined stakeholders
2. To develop systems and technology to connect opportunities with business
3. To be recognised as the go-to source of knowledge, advice and support for Manukau businesses

Key Focus Activities

1. Collaboration
2. Advocacy
3. Opportunity

Key Stakeholders

- Members - business and property owners
- Council/Panuku & Otara-Papatoetoe Local Board
- Education providers - AUT, MIT and PTEs
- Auckland Transport
- ATEED & TSI (Southern Initiative)
- New Zealand Police
- Community

12 Month Priorities

1. To engage and align key stakeholders in vision for Manukau
2. To support key attractions and events to drive Manukau visitor numbers
3. To pro-actively assist in targeting strategic business tenancies
4. To support our education sector to achieve growth required to be the second largest education hub in Auckland

Next 90 Day Focus

To communicate and engage Business Manukau members and key stakeholders with the Strategic Plan

Key Performance Indicators

WHAT	BY WHEN	RED	YELLOW	GREEN
To hold one joint key stakeholder meeting per quarter	July 2018	0-1	2-3	4
Identify and attract 1 key strategic tenant to Manukau	July 2018	0	0	1
To hold one joint education provider meeting per quarter	July 2018	0-1	2-3	4
Inform members and stakeholders of Strategic Plan	Sep 2017	<59%	60 - 75%	>75%

Reviewed May 2017