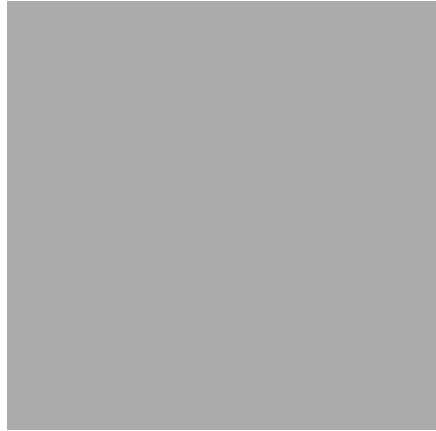
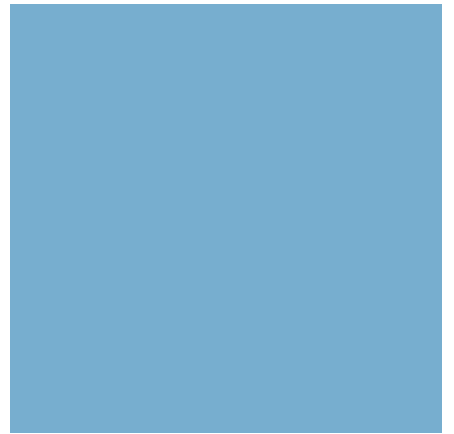


# Central Economic Development Agency: Business Research - Full Report

December 2016

# Contents

1. Overview
2. Background –methodology
3. Economic mood
4. Competitive advantages
5. Primary opportunities for growth
6. Supporting opportunities
7. Barriers to growth and reducing them
8. CEDA Strategy and recommendations



# Overview

# Overview

- Harness the underlying mood of optimism and frustration
- Need a unifying voice that stays stable through election cycles
- Communicate an aspirational long-term vision
- Ramp-up emerging hot bed of innovation and collaboration
  - Massey/Food HQ/Building Clever Companies (BCC) – with wider business community and business hub
- Focus on three to four strong sectors for potential
  - Agriculture and technology
  - Logistics and distribution
  - Central Government (Education and training and defence)
- Work to reduce three to four main barriers

# Overview – (cont.)

- Take steps to mitigate main barriers to growth
  - Attracting skilled staff to region
  - Assisting councils with staying on a business-friendly path
  - Maintaining a unified economic growth strategy and voice for the Manawatu
  - Helping to foster a strong sense of a positive Manawatu identity
- Make it clear what CEDA's role is
  - Here to facilitate, connect and make doing business easier in region – however, words must equal action
- Should aim to achieve a few visible and early wins
  - Will help to build confidence, trust and support
  - Will ease frustration and build optimism

# Optimism and frustration

## HARNESS DESIRE TO DO

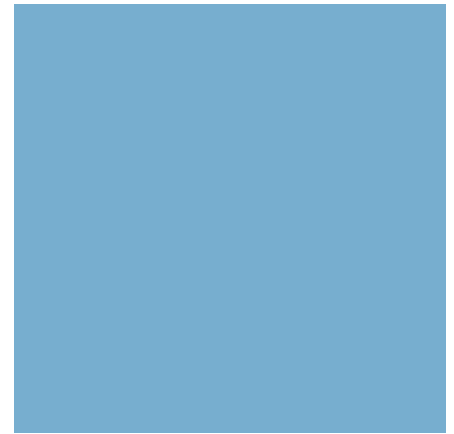
*I think the leaders need to take a bit of a step back and say how do we do this in a way that captures this frustration properly and this energy and this growing sense of wanting to do things.*

## ASPIRATIONAL GOALS

*[Advice for CEDA?] Probably set a small number of big hairy audacious goals and get on with it with confidence*

## SUPPORT THOSE WITH HOPE

*I have been here 30 years, I come from the South Island and I am very disappointed in the way the council behaves itself. I sat at the airport in Christchurch with six other businessmen from Palmerston North who were all reflecting the same desire to leave but now with Grant Smith I think that desire is changing. We still have a bit of hope and belief in the system.*



# Background/ methodology

# *Business and research objectives*

- Business objective:
  - To help provide direction on strategy for increasing economic growth in Palmerston North City and the Manawatu District
- Main research objectives were to identify:
  - Competitive advantages
  - Opportunities for economic growth
  - Main barriers to economic growth
  - Ways to overcome barriers
  - Perceptions of region
- And, to provide direction for CEDA strategy



# Methodology – qualitative interviews

- In-depth interviews: 37 completed
  - Logistics and Transport (8)
  - Agriculture (3)
  - Education, Science and Research (3)
  - Food (3)
  - Health (2)
  - Wholesale/Retail (1)
  - Manufacturing and Construction (3)
  - Professional Services (8)
  - Māori (1)
  - Tourism (1)
  - IT/Technology (3)
  - Entrepreneurship (1)
- Group interviews: 10 completed
  - 1x Tourism/hotels
  - 1x Federated Farmers
  - 1x Chamber of Commerce
  - 1x Defence
  - 1x SME
  - 2x Retailers
  - 1 x Construction
  - 1x Manawatu Young Professionals
  - 1x Professional services
- Throughout this report direct verbatim quotes from these interviews are included in *italics*

# *Methodology - quantitative*

- Representative telephone survey of n=350 randomly selected Manawatu businesses
  - The randomly selected sample generated a represented mix of Manawatu businesses
  - To ensure accuracy of data it was weighted to match Statistics New Zealand business demographics for the region
  - For a 50% figure at the 95% confidence level the margin of error for a n=350 sample is  $\pm 5.2\%$
  - Survey design was heavily influenced by prior qualitative research
  - Question format and scales were based on tried and tested techniques used by UMR for around two decades
  - Standard 1 to 5 scales used consistently through out survey (for example where 1 = strongly agree and 5 = strongly disagree)
- Across both the qualitative and quantitative research over 430 local businesses were included

# Sample design

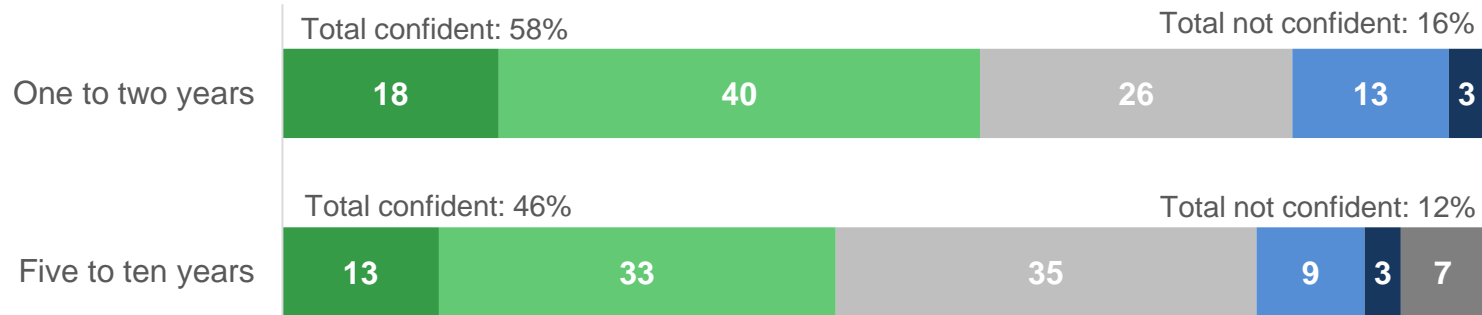
Industry Sector	Unweighted	Weighted (SNZ)
<b>Base: N=350</b>	%	%
Primary	8	12
Secondary	21	19
Trade	30	30
Professional Services	21	16
Social/other services	20	23
Total	100	100
Territorial authority	Unweighted	Weighted (SNZ)
<b>Base: N=350</b>	%	%
Palmerston North City	79	75
Manawatu District	21	25
Total	100	100



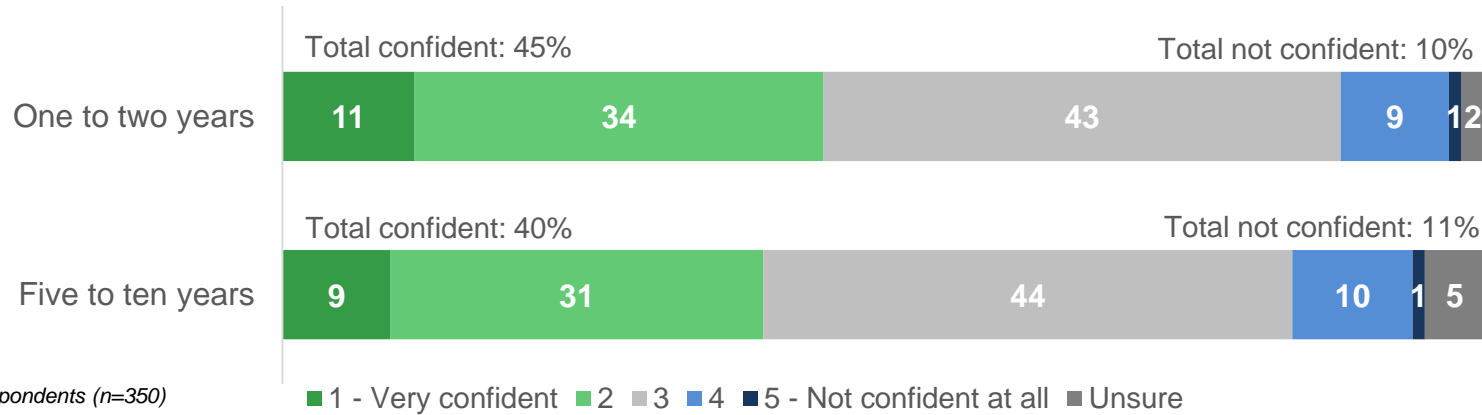
# Economic mood

# Economic mood – confidence

## Growth prospects for your business



## Growth prospects for the Manawatu economy

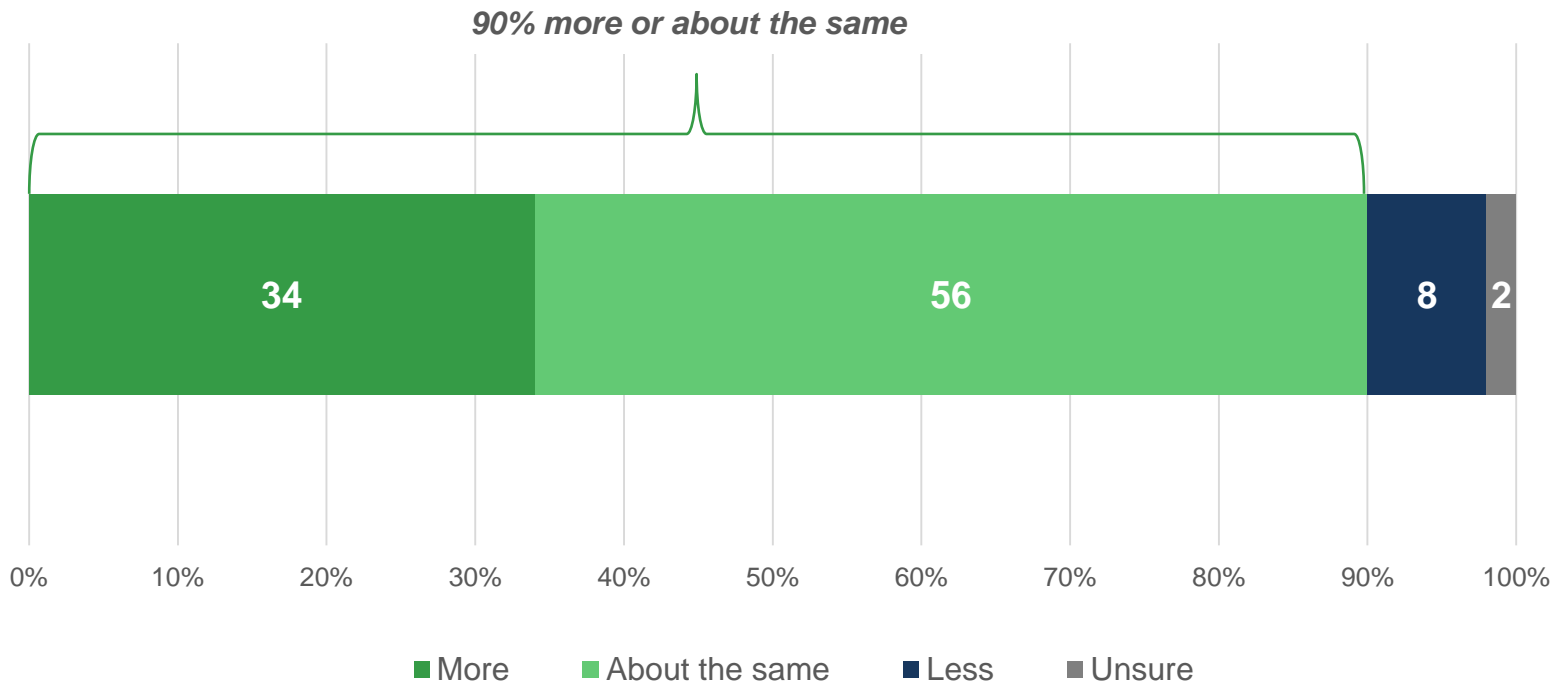


Base: All respondents (n=350)

■ 1 - Very confident ■ 2 ■ 3 ■ 4 ■ 5 - Not confident at all ■ Unsure

# Economic mood – investment expectations

Q. Compared to the last twelve months - do you expect to see more, less, or about the same level of investment in your business over the next twelve months?



Base: All respondents (n=350)

# *Economic mood*

- Best described as cautiously optimistic
- Strong sense fundamentals are falling into place for economy to flourish
  - Agriculture stable and improving
  - Large distribution businesses setting up in region
  - Central Government focusing on region
  - Strong levels of construction and building- spill over from main centres
- Stable economy – no massive swings
- Momentum and excitement are starting to build
  - There is a window of opportunity

# Economic mood – verbatim

## STABLE ECONOMY

*Just in terms of the general economy here like the housing market for example that picks up and drives a lot of things. You don't see the same amount of vacant commercial tenancies you may have previously seen a couple of years ago although they do still exist. I think like Paul says most people are employed. Things are happening but it is never a boom.*

## TURN OPTIMISM INTO OUTCOMES

*I think there is a good vibe at the moment. So we have to keep that vibe and make it practical.*

## GROWING POSITIVITY

*I think there is a growing sense of 'I do care and I want this to be a really great place and I want my kids to be here'. So there is a nice sense of growing positive parochialism.*

## MOMENTUM IS BUILDING BUT IT COULD BE LOST

*The 6 is around potential and there is a lot of really positive stuff in action. Probably the reason why I have scored it a 6 is I think there is a level of precariousness to it. I think the momentum could be lost quite easily. The government can make a change in decision around what they are doing to support regional growth. I think there are some very positive signs yet my words here are that we need delivery. When we move to an 8 is when we start seeing some serious delivery*

## IMPORTANCE OF RURAL

*I don't own a cow but I feel a hell of a lot better this week in our business than I did last week because there was an increase in the dairy pay out.*

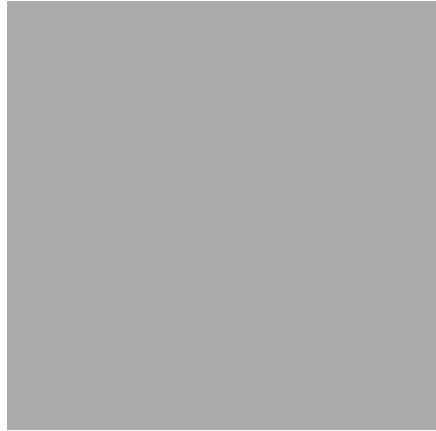
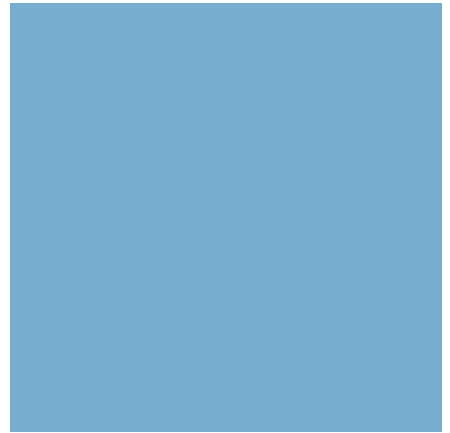
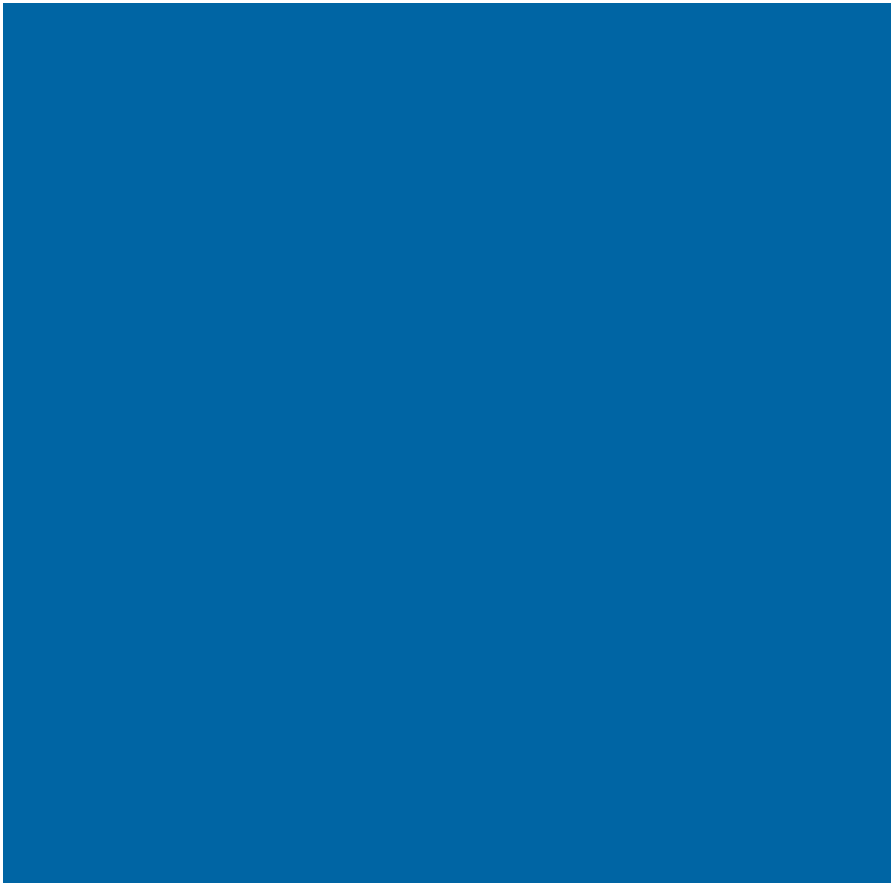
## GROWTH NUMBERS

*We have got Jetstar now so that along with the general economic upturn has meant we have grown 21% year to date in passenger numbers which is pretty significant compared to other years when it is typically 2.5 – 3% growth*

## CONFIDENT BUT MUST HARNESS IT

*I do think people are quietly confident but I do think that we can't rest on our laurels and now is the time to dig in and be different.*





# Competitive advantages

# *Standout competitive advantages*

1. Serious research, innovation and education capabilities
  - Has a world class agri-university and a strong technical institute
2. High quality plus wide range of productive land
  - Wide range of land classes (including underutilised first-class land)
3. Central location (the crossroads of the North Island)
  - No other region has this nor can they develop it
4. Central Government investment and services
  - Regional growth strategy (Accelerate25), education and defence

# *Secondary competitive advantages*

## ■ Great lifestyle

- Good access to services (education, health)
- Great place for raising a family
- Easy to move around and conduct your life
- Affordable housing

## ■ Stable workforce

- Low staff turnover and less stressed staff
- But key barrier is attracting and retaining skilled staff

## ■ Solid infrastructure and services (but needs investment to keep it up)

# Competitive advantages – verbatim

## EASE OF LIVING

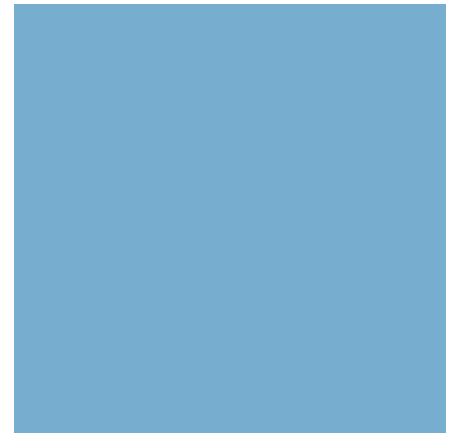
*We under estimated how good the ease of living here would be for our staff when we first came here. Say you have a water leak at home and you need to go home and see a plumber you are home in five minutes, sort the plumber out and be back at work.*

## REALITY BETTER THAN PERCEPTION

*The schooling here is probably as good as it gets around the country. If these guys opened their eyes and got here and realised that kids get a good education, there are great restaurants and I can be home in 10 minutes they would change their mind. We all know people who have moved here kicking and screaming and two years later they are preaching it.*

## EFFICIENT COST STRUCTURES

*Cost structures are lower, we have lower rent. Possibly our wages are a little lower although we pay people well here. House prices are lower so you have got more secure employees. Most of our employees own their own house.*



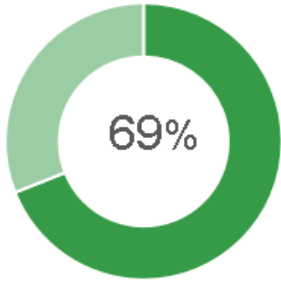
# Primary opportunities for growth

# *Overview: Main opportunities for growth*

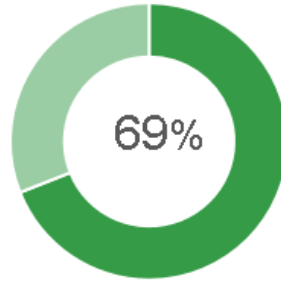
Focus on three to four strong opportunities:

1. Agriculture, technology, science and research hub
2. Distribution and logistics
3. Central Government sector
  - Regional Growth Strategy
  - Education and training
  - Defence
  - Second home of Government

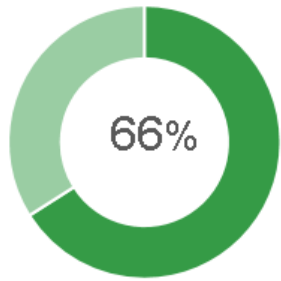
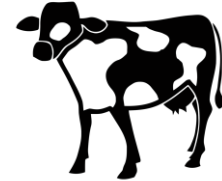
# Main platform for growth



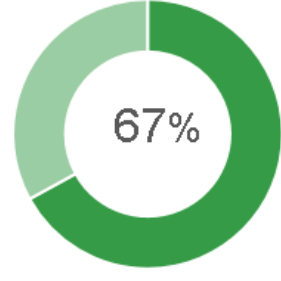
*Agriculture and related support services*



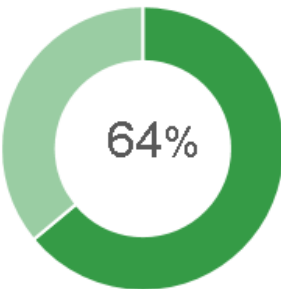
*Scientific research and innovation*



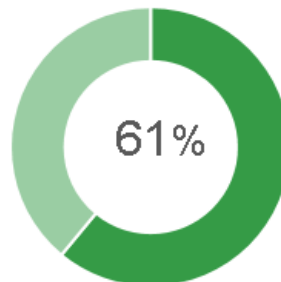
*Logistics and transport*



*Education and training*



*Technology and IT*

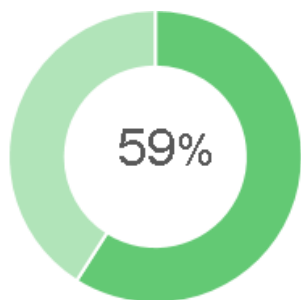


*Construction*

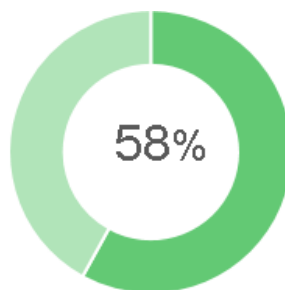


Total potential %, Base: All respondents (n=350)

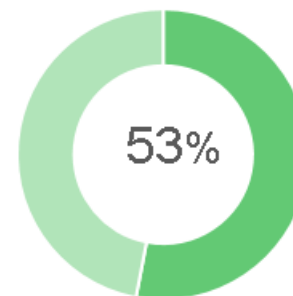
# Supporting sectors for growth



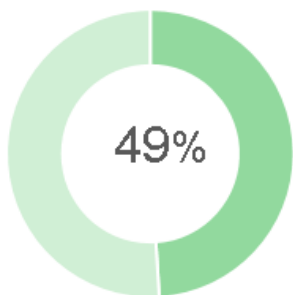
*Conferences and events*



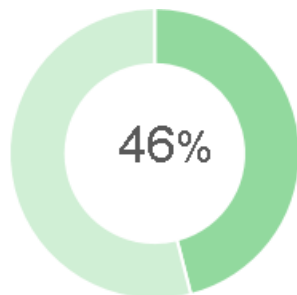
*Healthcare*



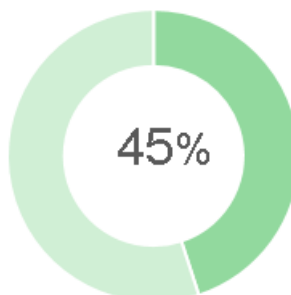
*Food*



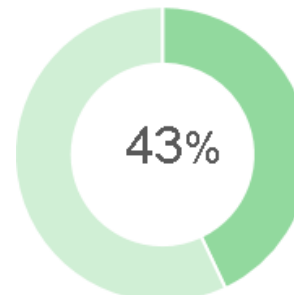
*Manufacturing*



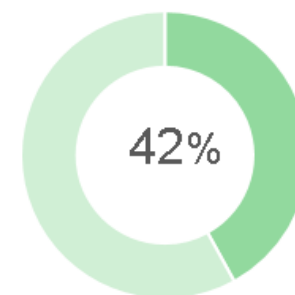
*Defence*



*Tourism*



*Professional services*



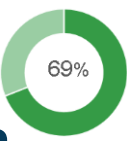
*Retail*

*Total potential %, Base: All respondents (n=350)*



# 1.0 Agriculture (land-based)

- Agriculture is the foundation of the Manawatu economy
- Underpinned by good quality land, and access to water
- Already strong in dairying, sheep and beef
- Emerging opportunities
  - Chicken farming – high value (processing jobs)
  - Manuka honey – high value export from marginal land
  - Fresh vegetables (class one land)
  - Organics – high value
  - Goat farming/ milking
  - Māori farming (focus on food/innovation/ provenance)
- Other organizations solely focused on growth in primary sector
  - Too easy to reinvent the wheel
  - Work along side (B+LNZ, DairyNZ, RMPP) – Federated Farmers



# 1.1 *Intersection of agri/science/research*

- Unique and massive research centre, innovation and science resource
- Ramping this up into wider business opportunities
- Already underway: Food HQ (must have strong commercial focus)
- The connection of intelligent and varied minds leads to innovation
- Development of paddock to plate story – provenance
- Agri-tourism potential safe food/supply chains/ organics
- Agri-investment week
- Overcoming environmental challenges

# Agri-tech – verbatim

## **BIG POTENTIAL BUT WORK TO DO**

*I think there are some really good opportunities for the region to grow around agri-innovation. We have got the hub there and that is really exciting. I think we need to build on that and we need to get farmers involved in that and build those networks so we can all benefit from it. But we are quite a long way from doing that right now. So it doesn't feel like we are really kicking some goals at the moment but I can see that the potential is there.*

## **OPENING THE DOOR**

*With Food HQ, the work they can help us with is to be a door that you can go through that will plug you into all the right places to where you need to go.*

## **OUR BACK STORY**

*Part of that back story will be great agricultural and food science and technological capability.*

## **UNIQUE TO REGION**

*So it is I think building a purpose around agri-food business and there is nowhere else you could do that more logically in the country.*

## **MAGIC HAPPENS IN THE HUB**

*With the hub - the real magic happens when the guy who is developing a new milk powder talks to the guy developing something else and they go there is an idea here and that is where the magic happens. Otherwise everyone is just working in parallel lanes. We need to get that magic to happen.*

## **TOURISM: PADDOCK TO PLATE MODEL**

*Not everyone wants to bungy or jet boat. A lot of people want to see the real heart of the country and agri tourism is a real strength because of our paddock to the plate chain here. We have got it all, the scientists, the education model, the factories and the farms.*

## **INCREASES INNOVATION GRUNT**

*The innovation ecosystem takes a lot of the hit and miss nature of finding the right research capability and makes it a lot easier to do that because it is there. The Manawatu Bio Commerce Centre is one of our cornerstone partners in Food HQ and for that reason we are not just about research we are about regional economic development and so a place for business to come to get innovation or to get help with their innovation. A great place for start-ups and ideas.*

## **COMMERCIAL FOCUS**

*The food hub to me is full of academics, they are not that commercial. They need a good blend to make it work. You only want to go A to B not do 1, 2, 3, 4, 5, 6 exploratory to get to B, you just want the straight line to B. And there is no sense of urgency.*

## **TOURISM POTENTIAL**

*Everything is here but if you had the freshest meat and the best vegetables to go with it you could put an experience together that played on that. You need to grow it a bit more.*

## 1.2 *Innovation hub (cont.)*

- Top-quality international agri-university (Massey)
- Also strong technical institute (UCOL)
- Ensuring Massey's strategy of linking more with business is well-known, facilitated and maintained through transitions
- Linking students and academics with entrepreneurs
- Continuing to work with BCC
- Making it easier for businesses to know who to connect with
- Internships successfully working for some businesses
  - Room for more of this – helps to attract and retain talent in region

# *Innovation hub – verbatim*

## **JOINING CULTURES (THINKERS/DOERS)**

*You have that porousness and people are coming in and looking at ideas and ideas are flowing out. The academics are looking at maybe I should start a business here because this is a great idea and I will lead the university or a student might take an idea through to business. That is the culture that we are trying to build. So the key thing to tell business people is that it won't happen on its own, it is about knocking on the door, saying what I want to do and gradually the two cultures will meet.*

### **MAKING MONEY FROM SCIENCE**

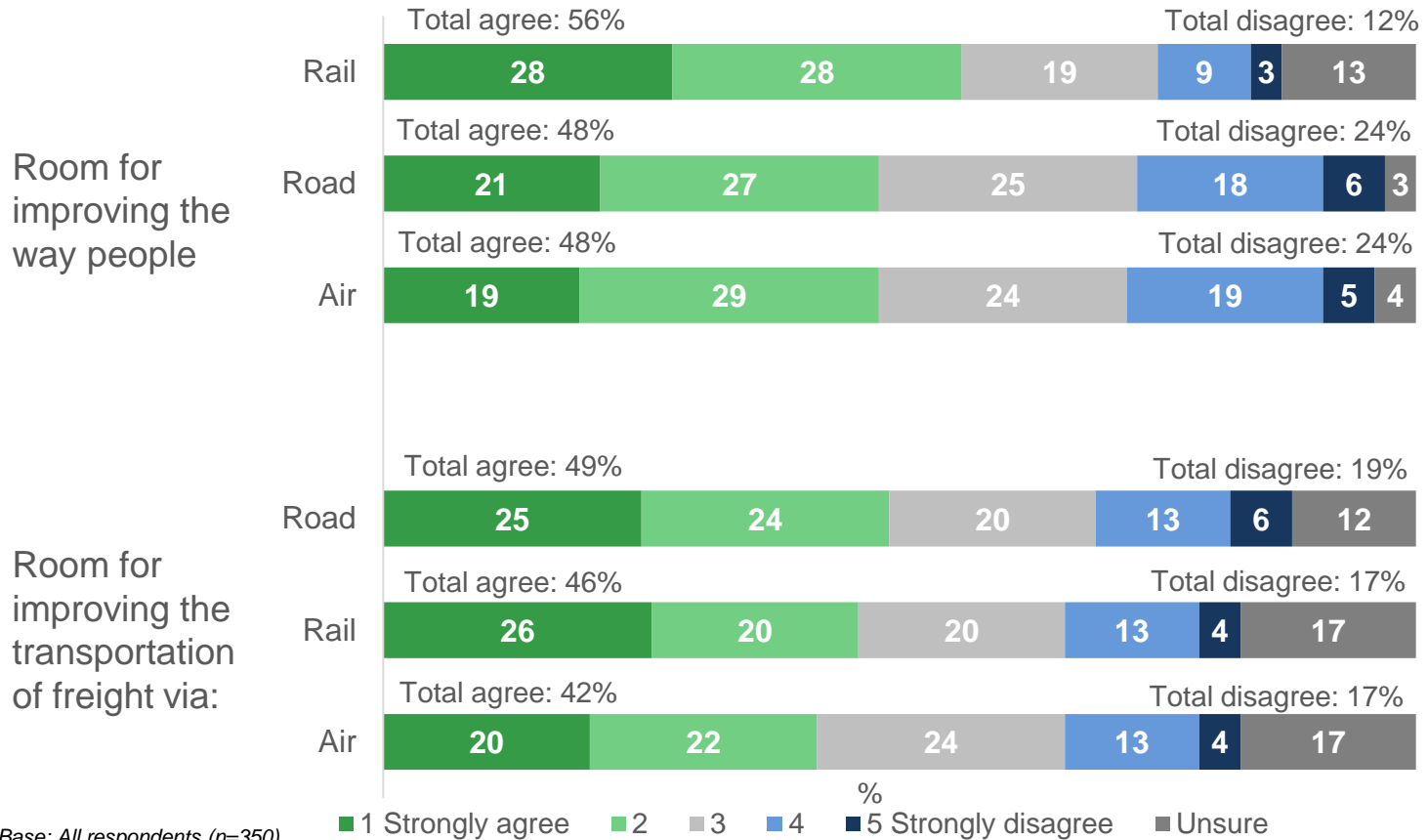
*The bit that we can help with is that innovation bit where we can bring the science together with business and funding to help make money out of science.*

### **CONVERTING RESEARCH TO BUSINESS**

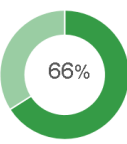
*Need to focus on developing the conversion of education and research into business. The amount of research that is done around Massey - if we could turn that into businesses which are employing locals and exporting instead of selling that intellectual capital out of the region.*

# 2.0 Transport and logistics - infrastructure

- There is some room for improving transport infrastructure in the Manawatu region



Base: All respondents (n=350)



## 2.1 *Transport and logistics – central hub*

- Palmerston North is the crossroads of the North Island
- Is a key connector of exports to major shipping ports
- Is central to the North Island rail network
- A mass of primary exports travel through Manawatu to the world
  - Dairy, meat and forestry
- Efficient transport is critical when moving commodities
- Advantages of central location could erode – if investment in infrastructure wanes
  - Other regions/cities will be competing (Hamilton to the north and Levin to the south)

## 2.2 *Transport and logistics – rail*

- May need strategic investment most likely in rail
  - Intermodal connectivity hubs (must ensure these are easy to build in Manawatu)
- Commodity based exports require cheap and efficient transport to market
- Wall of wood over next 15 years
  - Rail likely to be key player in moving this commodity
- Need to be having conversations with KiwiRail – exploring beneficial relationships (this is happening with other councils)
  - Hawkes Bay worked with KiwiRail to re-open Napier/Wairoa line (anticipation of wall of wood) protecting local roads – creating efficient transport
  - Palmerston North is critical to KiwiRail so they will be receptive



# Transport – verbatim

## CRITICAL CROSSROADS

*Palmerston North has always been a really critical junction for us. We refer to it as a bit of a crossroads because Palmerston North connects New Plymouth, Eltham, Stratford, Hawera, Wanganui through to Palmerston North and then up or down our main network and across to Napier.*

### LOGISTICS COMPETITION

*I think what we are going to see in the next 10 to 15 years Waikato is going to become the next South Auckland. And then it is really going to be how the distribution and how the supply chain plays itself out with ports and infrastructure.*

### STRONG INTEREST IN ENGAGEMENT

*[Kept up to date with CEDA?] That is a definitive yes but we would also like to be more involved as well because we see it as a key region for us. There is a lot of volume moving in and around that region which makes it very important for KiwiRail and therefore of course we want to be involved.*

### FORESTRY HUB

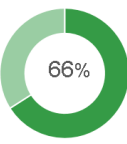
*We have got some areas down there that I believe will become a natural forestry precinct for us. So I can see Palmerston North as acting as a big forestry hub and it is just a case of time and capital, time and when it is best to do it.*

## 2.3 *Transport and logistics – ports*

- Shipping ports are jostling for dominance
- Central Government has taken a hands-off approach – the market will decide
- Important to be across long-term plans of main shipping ports
- Could consider strategic alliances ranging from financial to memorandums of understanding with a port or ports
  - Need to ensure necessary infrastructure is in place to serve the ports that are dominating the market
  - Includes the efficient movement of containers in and out of the region to accommodate needs of shipping companies
- Fonterra a key player in developing strategic alliances and investments in ports, rail and shipping

## 2.4 Transport and logistics – road & air

- Highway improvements bringing Wellington closer
- Some feel ring road needs to be completed
- Flow around inland ports needs to be efficient
- Concerns Palmerston North may struggle if main roads in and out are not developed
- No business case for international flights/freight out of Palmerston North
  - Efficient rail freight to Auckland provides greater flexibility and options
- Opportunity is parcel air freight – potential for new NZ post mail center
- Arrival of Jetstar has dramatically increased passenger numbers



## 2.5 *Transport and logistics – distribution*

- Proven track record as an efficient distribution location
- Important to work closely with the major distribution players
  - Understand their long-term plans and barriers to expansion
- Businesses make location decisions based on fundamentals
  - This region must become known as an easy place to set up and do business (This area needs some work)
- Good story to tell – believable when told by businesses not bureaucrats
  - Can distribute to most corners of New Zealand overnight
  - Access to cheap land
  - Access to good pool of labour
  - Lower cost of living/ lower salary and wage bills/ easier to own a home
  - Easy place for families to live = happier staff/less turnover

# Distribution – verbatim

## FOCUS ON FUNDAMENTALS

*You have to put your time into thinking what are the constraints for businesses to come and work you can't just attract them to it.*

## NEXT DAY DELIVERY

*We can offer within reason 90% next day delivery to all of New Zealand. Out of Auckland you haven't got a show of doing that to the South Island. And even though we are not arguably near a sea port we are not that far away from them either. It is only two hours from Napier or two hours from Wellington and you can get containers up here. Even if we moved to Hamilton you are not going to get to the South Island same day delivery. I know it is hard to put my finger on the people but it is the people as well.*

## MAKE IT EASIER TO DO BUSINESS

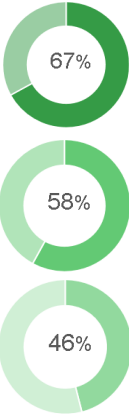
*We don't need an organisation like CEDA to say come to Palmerston North because that is a Colliers job, a Humphries job, we do that stuff but if the platform is here and the perception is there that Palmerston North is a good place to come and do business, is open for business, easy to set up shop here then the business will come.*

## NEXT DAY DELIVERY

*The first one is that it is a brilliant distribution centre so that we can get parts out to all of our retail outlets across the country by 8 o'clock in the morning if they have sent in their orders by 5 o'clock the previous night.*

# 3.0 Central Government – regional growth

- Education and training, health care and defence
- Regional growth identified as a focus for Central Government - Accelerate25 growth strategy
- A definite positive for growth in the Manawatu
- Central Government likes a unified voice
- Important CEDA finds synergies with Accelerate25 and maintains government relations
  - Agriculture, science and research, distribution and logistics and Māori involvement
- Needs to be clear to business that both CEDA and Accelerate25 are heading in the same direction



# Central Government – verbatim

## CENTRAL GOVERNMENT FOCUS IS A NEW OPPORTUNITY

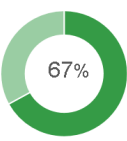
*The Accelerate25 Plan for example there is an actionable plan that has come up that the Government is supporting and will support. So while it is still pretty new that to me is quite different, that wasn't there before. And so previously perhaps regions were left to do their own thing and now Central Government is getting in there to help to align central government resources better for the purpose of regional economic development.*

## TAKE A COLLECTIVE VOICE TO GOVERNMENT

*The most important thing that we could do as a region is to approach Central Government collectively. When we are dealing with Central Government we need to do it as a team because they won't deal with Manawatu by itself.*

## LINK IN WITH ACCELERATE

*I think Accelerate25 is where CEDA needs to be looking at because I think they are sending some really mixed messages to the business community. So I think we need to collaborate and be a bit different and not just accept - we have to be better than the others.*



## 3.1 Central Gov't – education/training

- Quality primary and secondary schooling
  - An important aspect of what makes Manawatu an appealing place for families
- Massey University is a unique crown jewel
  - Massey needs to be more intimately connected to the city and the region
  - Strong opportunity for attracting international students and creating a stronger global presence for Massey
  - Online learning also a growing opportunity for Massey
- Globally - research focused universities are hubs of economic growth
- Massey is central to the success of the Agri-tech, science, research and innovation theme
- The region is also served well by strong technical institutes
  - Some calls to encourage more local students into local tertiary studies



# Central Government – verbatim

## UNIVERSITIES HELP TO DRIVE GROWTH

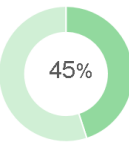
*Where there has been job growth in the USA and you have seen urban renewal occur there are often magnets for talent, almost inevitably it has got a strong research oriented university at its centre.*

## QUALITY EDUCATION IN REGION

*The level of education in Palmerston North is great, we have got good schools, no issues with that, it is getting the people to stay after that.*

## PROMOTE TERTIARY EDUCATION

*Our region, the Whanganui –Manawatu region, has got lower rates of transition out of schools into any kind of tertiary education than some other regions. Whether it is from a PTE, a wānanga, polytechnic or a university it is not an area of focus, we do not seem to want all of our young people to bridge to some kind of post-compulsory education and we really have to lift our focus there because in the world a secondary education is not sufficient. We have got to get the message out that post compulsory education is key to the prosperity of the region.*



## 3.2 Central Government - healthcare

- Business growth linked to population growth
- Potential to position as central North Island Health hub
  - Covers large population base north of Wellington and south of Hamilton
- Also potential in aged-care services

*“And given that the hinterland around here basically all the way across to Hawkes Bay is pretty slim in terms of population you have got to bet that is a big opportunity for Palmy to be the medical centre for everywhere from Taupo to North Wellington”.*

## 3.3 Central Government - defence

- Manawatu is an important region for New Zealand Defence
- \$300 to \$400m capital investment over next few decades
- No doubt will benefit local infrastructure companies
  - Warning that this is a one-off investment not a long-term sustainable growth platform
- Region needs to think strategically about sustainable benefits from housing defence
- Long-term opportunity is retaining defence families in the region once they move here for a posting
  - Creating more of interesting vibrant urban hub
- Conference resources to support large military events

# Defence – verbatim

## MASSIVE LOCAL INVESTMENT

*State [defence] regeneration is \$397 million of investment out to 2030 just on capital investment let alone all the other things associated with maintenance and investment that is of a minor nature.*

### LOCAL FIRMS WILL BENEFIT

*To the extent that investment right across New Zealand for Defence Force is about having the input into the local economy and we see the value that the Defence Force provides to the local economy. We are not about to race off to provide for the less cost bidder because there are other values that we can bring into delivery and ongoing value for money associated with that.*

### RETAIN DEFENCE FAMILIES

*The Defence Force, the third largest employer in New Zealand, we rotate our personnel every three years, so there is a pretty good chance that we are going to bring a lot of new faces to the Manawatu that may not have come here otherwise that other institutions and organisations don't. So if you can find a way to make an attractive Defence city and reasons for Defence personnel to want to come and stay then A) it makes policy decision making easier, it means you can bring more investment and grow more people over time but B) as people naturally leave you may see growth in the region anyway.*



# Supporting opportunities for growth

# *Building and construction*

- Most agree building and construction has ramped up
- Definitely the spill over from the main centre's are driving growth in building
- Difficult to find tradespersons
- However, developers and construction companies are frustrated by council barriers
  - General sense that councils are overly obstructive to development
  - More difficult to get new commercial builds underway
- Concerns expressed that Manawatu will miss out to regions who are proactively attracting business investment

# Construction – verbatim

## HARD TO BUILD

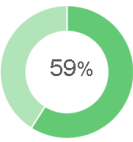
*Infrastructure is probably not an issue for us. Local rules and regulations is a bit of a pain. City council as much as Grant likes to sing the praises of everybody, you ask anybody who works in industry trying to build buildings here it is a nightmare to deal with.*

## HARD TO GET THINGS DONE

*The council itself we are dealing with them now building a house...The engineers and planning people you wonder how anybody gets a house built in Palmerston North .*

## OTHER REGIONS WILL WIN

*Levin is going to be the winner if we don't sort our act out soon.*



# *Events and conferences*

- Central location makes Palmerston North a useful conference venue
- But without a 300 to 400 room hotel it's a hard sell
- Also needs larger range of activities for delegates during downtimes
- Conference market is very competitive
  - Needs a comprehensive and unified strategy about who to target and when (to fill quiet periods)
  - Need a coordinated approach to attracting corporate conferences
  - Consider incentives for attracting events and conferences – cover venue hire and local economy wins
- Having some success with events – but needs much better promotion of what is happening
- Further promoting as a sports tournament location
- NZ Agri-food investment week is a good example
  - Event brings together all that is good about the region – example of paddock to plate



# Events and conferences – verbatim

## COMMUNICATE WHAT'S HAPPENING

*I think there is a fair bit that happens in the city but you don't know about it until it has been and gone. I think there is a big communication issue there. The netball girls playing it wasn't until three days later I found out about it.*

### BETTER COORDINATION AND COMMUNICATION ABOUT EVENTS

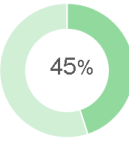
*There is no real focus around marketing events and you cannot find out what is going on. We did a presentation back to the councils and we spent five minutes and found five or six different website and we could find nothing that was going on.*

### STRATEGIC ATTRACTION OF EVENTS TO FULL SEASONAL LULLS

*If you look at the business I am involved in definitely events is where I would like to see a lot more focus on attracting events of significance through those tough months as well. When you guys are having trouble getting your accommodation number up we should be doing things to attract people in during those down times.*

### BRING DIVERSITY TO HOSPITALITY MARKET

*You are totally right there is a base business in the hotels which is corporate and [name] is right if we can have two bases, one tourism and one corporate and the cherry on the top would be events and that would really build the economy. So if your corporate is not so reliant and you have got tourism coming in.*



# Tourism

- Needs a better story but will not be a game changer
  - In time can be built around region theme
- No current strong competitive advantage in tourism
- Consider focusing on creating a better place to live/ enjoy
- This will have direct benefits
  - Make it easier for business to recruit and retain staff (keen on interesting things to do)
  - Help to build pride and excitement, and
  - Is likely to lead to a better tourism story
- Ideas suggested
  - Paddock to plate story linking farming, tourism and food
  - More of a unique and exciting story built around the Gorge (would need investment)
  - Cycle way connecting Feilding and Palmerston North
  - Gateway to 'real New Zealand'
  - One well promoted portal of all events and activities

# Tourism – verbatim

## GATEWAY TO NEW ZEALAND

*The gateway to New Zealand. You land here and it is two hour drive to Wellington, a two hour drive to the Hawkes Bay, two hours to Wanganui, two hours to the mountain. You could stay here and use it as the gateway in as a hub with spokes going out into surrounding regions.*

### REAL NEW ZEALAND

*I always say we are the heart of New Zealand, the middle New Zealanders and the real deal. So I think we should promote that a bit more too.*

### PROMOTION OF ACTIVITIES

*A lot of the time I pick up on things happening in town from people at work who have an interest in it otherwise I probably wouldn't even know what was going on.*

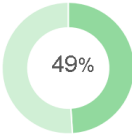
### NEED SOME TOURIST ATTRACTIONS

*New Zealand has been a tourism destination for years and the fact that Palmy is not on the map after that length of time is a failure really. We need attractions. I am sure there are some here just waiting to be discovered and launched. [Is that gorge an idea?] The gorge is a beautiful asset.*

# Other sectors

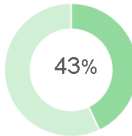
## ■ Manufacturing

- Some niche manufacturing companies experiencing increased growth
- But difficult given global manufacturing trends
- Links with Massey University important for driving innovation



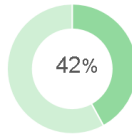
## ■ Professional services

- Not necessarily a driver of economic growth
- Linking with tertiary providers is important for attracting talent



## ■ Retail

- Hit by growth in online services – national and global trend
- Not necessarily a driver of growth
- Palmerston North retail will benefit from
  - Revamp of central city area
  - Increase in conferences and events
  - Making parking easier in the central city area
- Some calls for Sunday trading in Feilding



# *Small businesses*

- Some very successful and innovative with international export markets
- Seems to be a gap in the market for a small business association
- Strong need for mentoring programs and advice
  - Many Māori businesses are small businesses and need business mentoring services
- Topics such as marketing plans and accessing overseas markets
- Need to ensure CEDA continues with the capability vouchers

# Small businesses – verbatim

## NETWORKING GROUP FOR SME

*I like the idea of having a networking group and having four or five businesses sit around and talk about the way they operate. Like this sort of thing so people are learning from each other.*

## SMALL BUSINESS GROUP

*A small business group seems to be missing, where small businesses can join together and over time develop trust and learn from each other.*

## NEED TO MAKE SURE NOT LEFT OUT

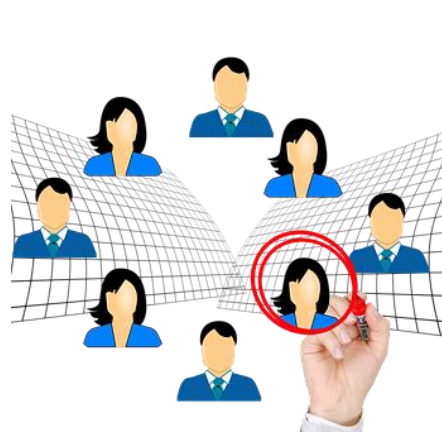
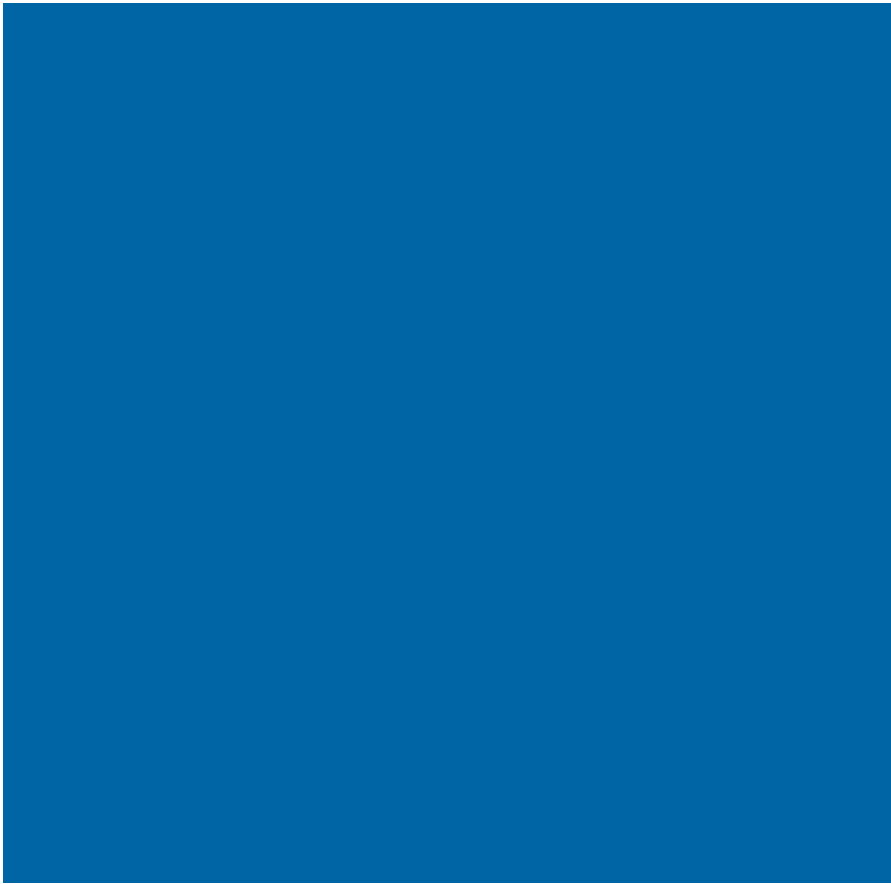
*Without seeming too rude I think they should be a little bit across small business because I think that has been forgotten in the merger of the two organisations and that has been left with Will coming in just to function on its own and so much support and opportunity has been missed.*

## POSITIVE NETWORK

*I would like to be in a network of people who genuinely want other people to succeed.*

# *The Māori business sector*

- There is a significant and growing Māori business sector in Manawatu – impending treaty settlement
- Their growth objectives align closely with CEDA's
  - Agri-tech and food (Manuka honey)
- Māori culture brings an extra unique dimension to the providence story – this needs to be fostered and revived in the Manawatu
- There is strong opportunity to work in partnership
- Important that CEDA identifies and talks with the right people – this is already happening
  - Connecting with the Poutama Trust is a good first step
  - There is a revived Māori Business Network (80 members)



# Barriers to economic growth and reducing them



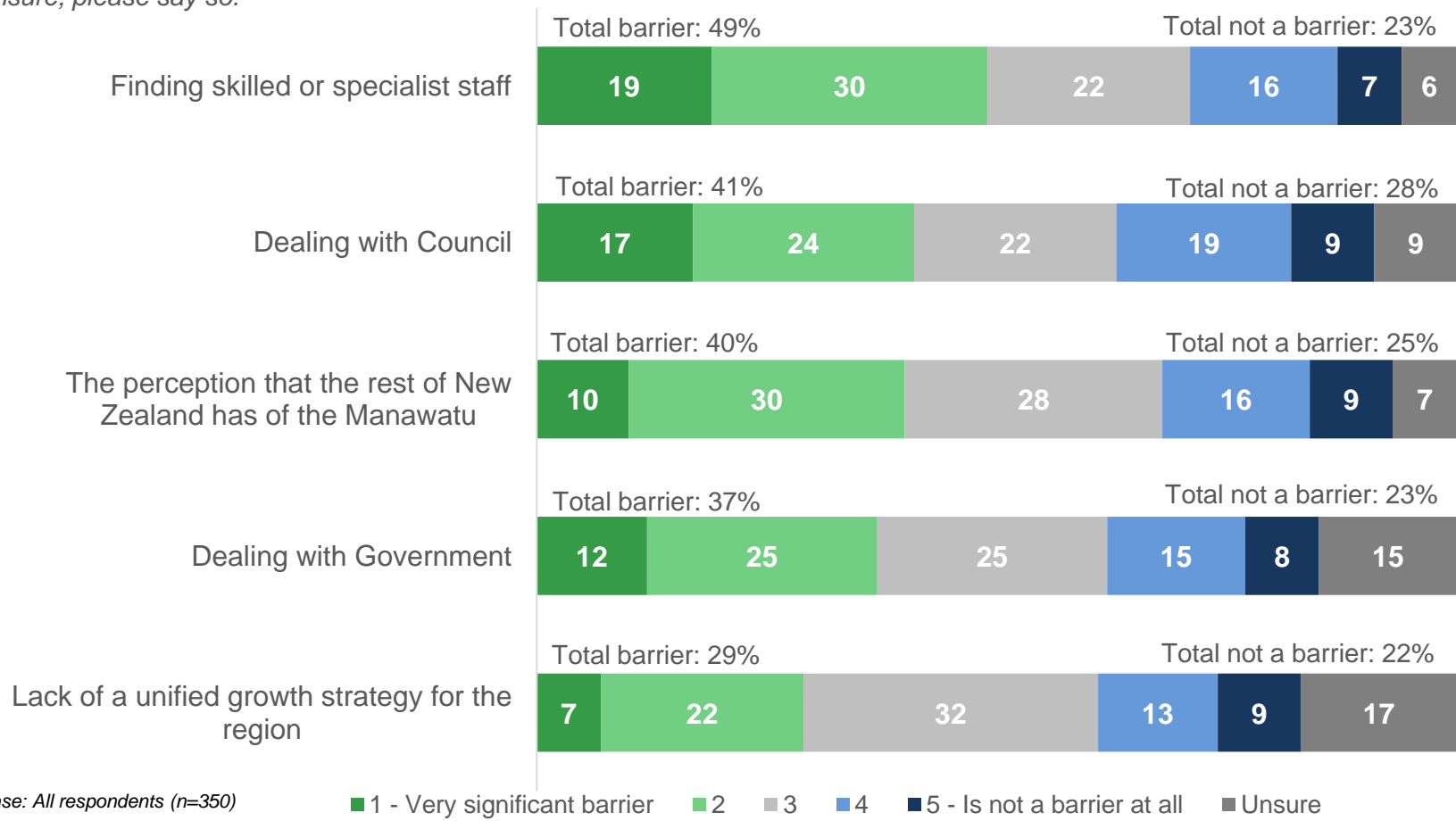
# *Overview barriers to economic growth*

Develop and support strategies to address main barriers:

1. Attracting and retaining skilled workers
2. Council constraining economic growth
3. Negative perception of the region
4. Lack of unified direction of who we are and where we are going

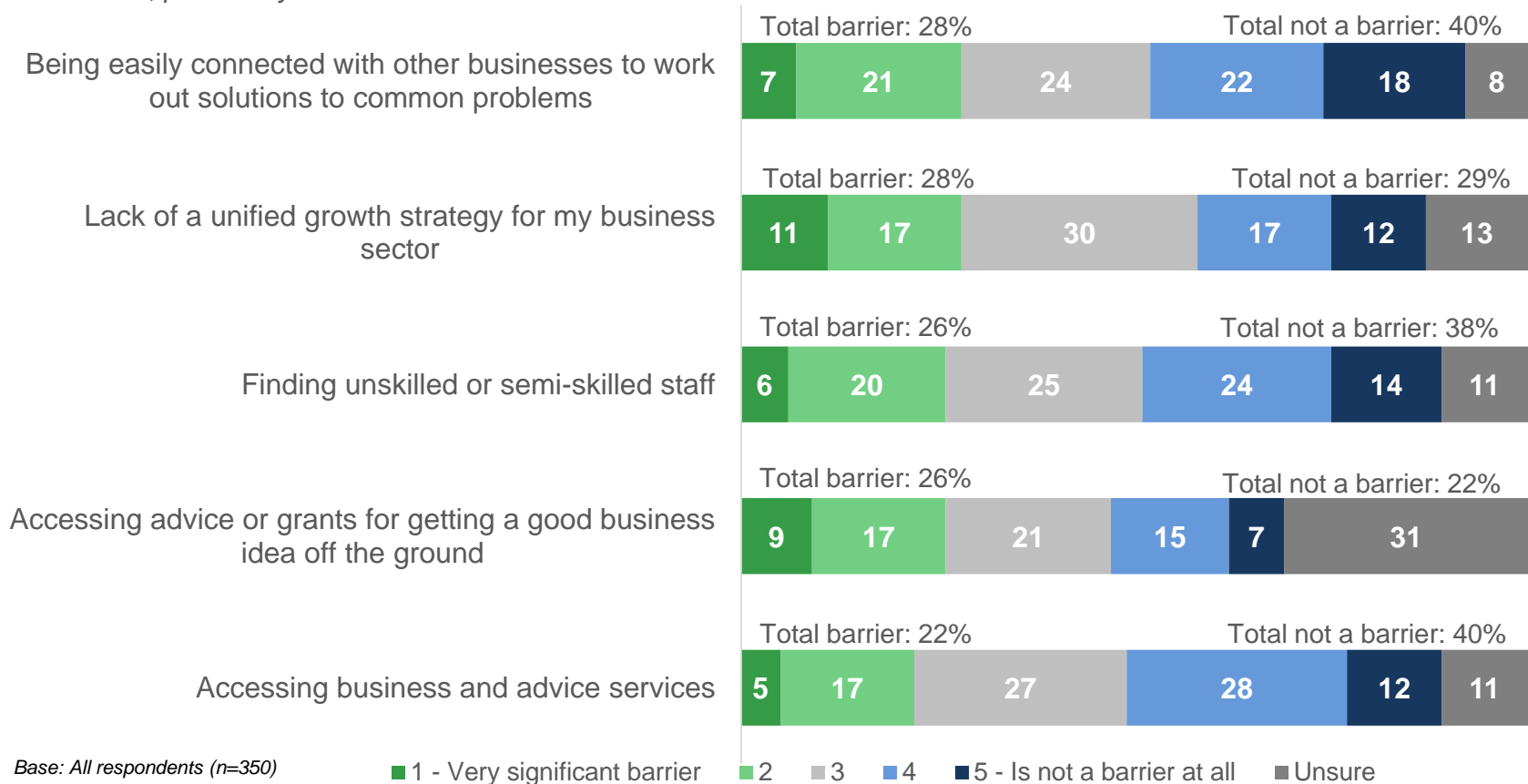
# Main barriers

Generally, when doing business in Manawatu on a 1 to 5 scale where 1 means it is a very significant barrier and 5 means it is not a barrier at all, how much of a barrier would you say each of the following are for doing business in this region? If you are unsure, please say so.



# Low-level barriers

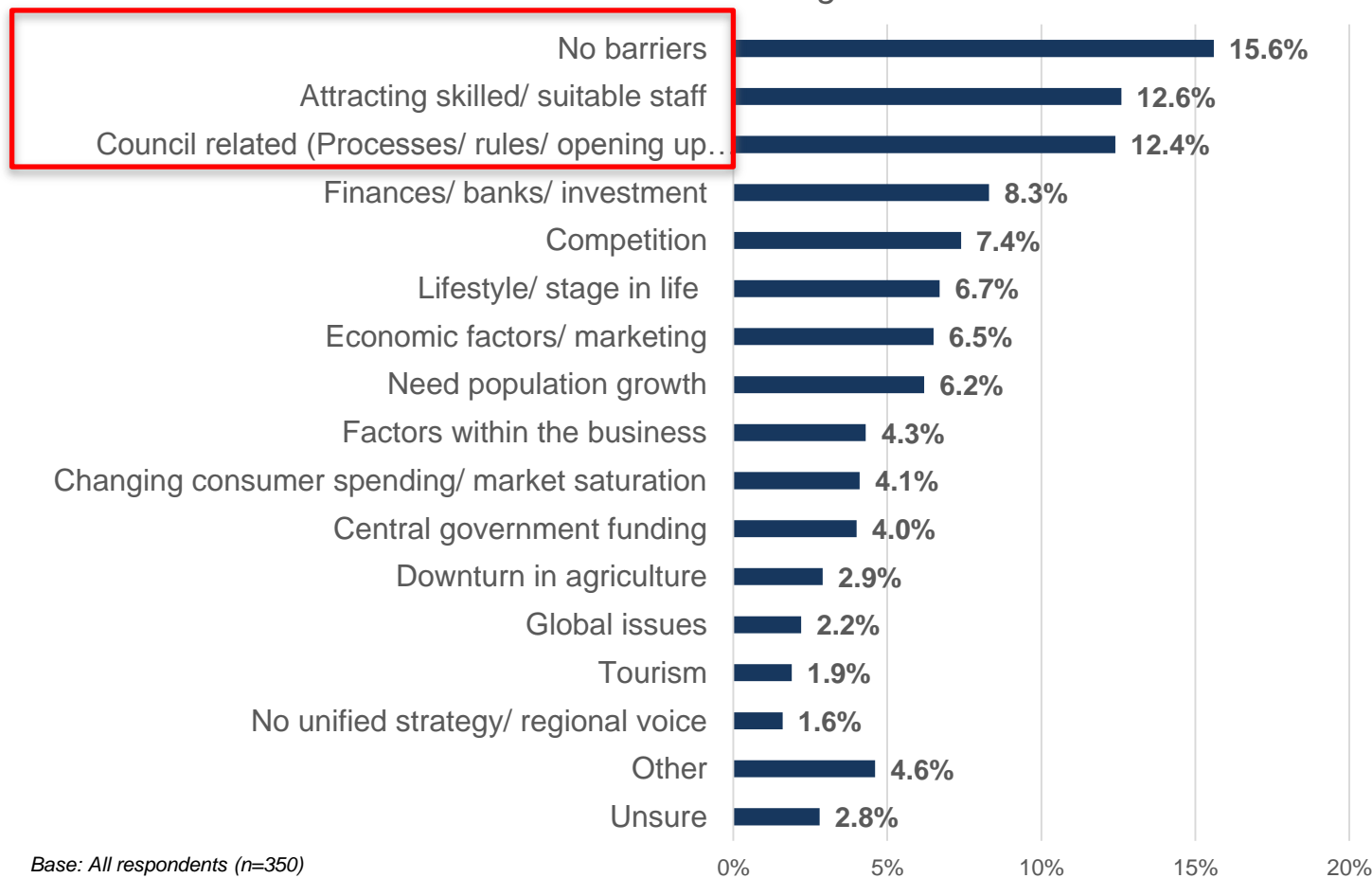
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# Barriers holding back your business:

*unprompted*

What would you say are the main factors that are holding up your business from further growth?

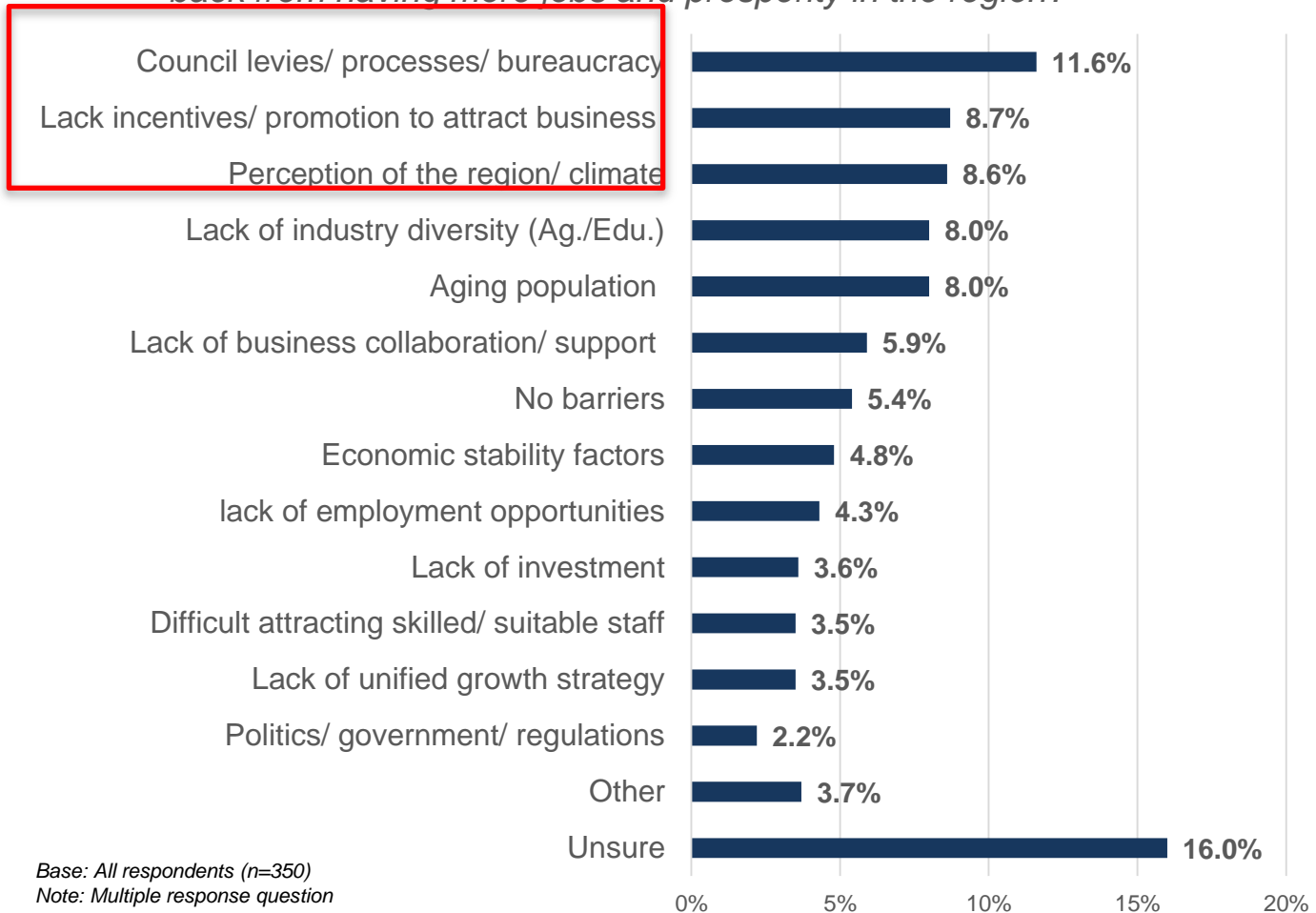


Base: All respondents (n=350)  
Note: Multiple response question

# Barriers holding back the region:

*unprompted*

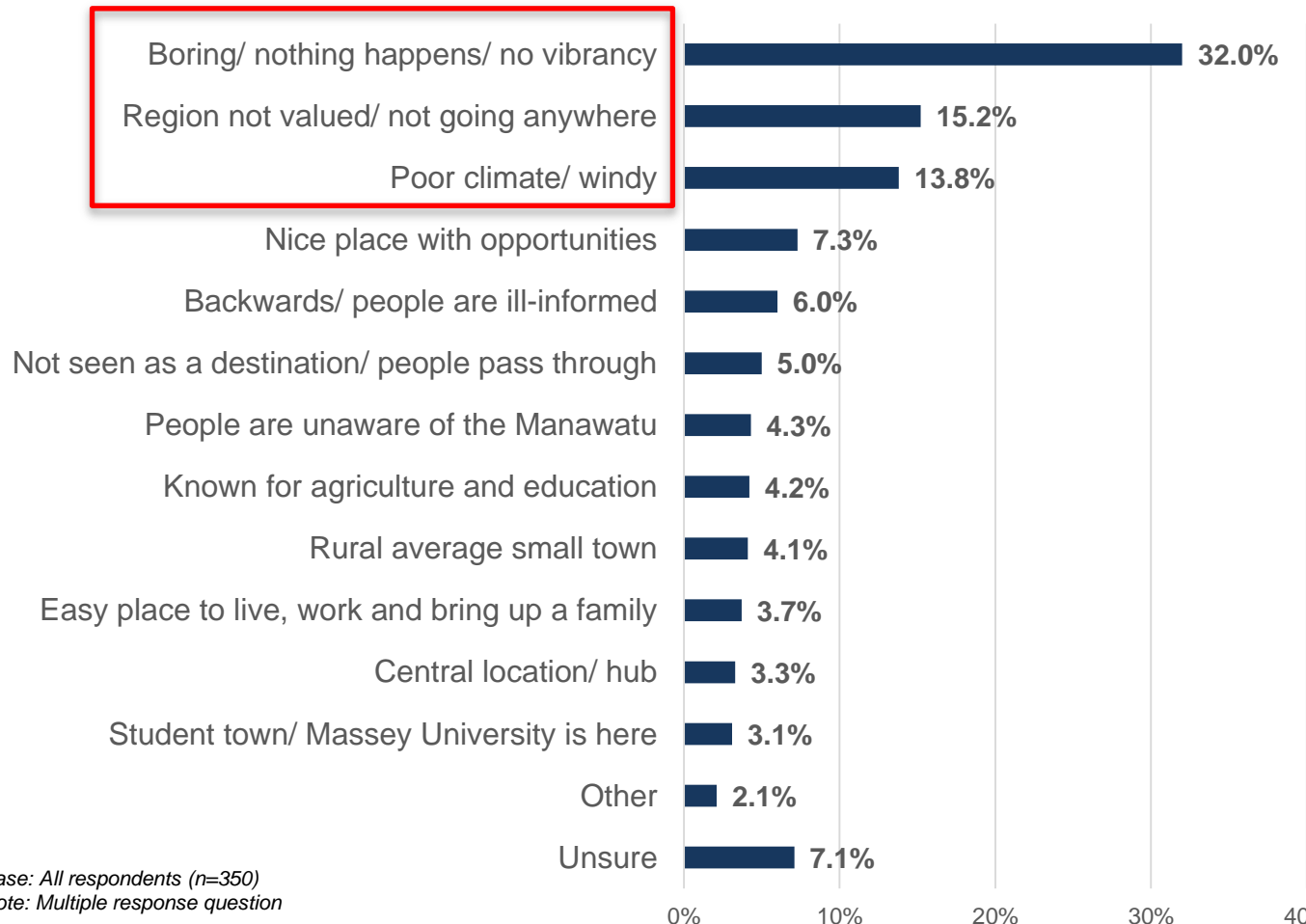
*What would you say are the main factors that are holding the Manawatu back from having more jobs and prosperity in the region?*



*Base: All respondents (n=350)  
Note: Multiple response question*

# Perceptions of region – mostly negative

What is your impression of what New Zealanders in general think of the Manawatu as a region?



Base: All respondents (n=350)  
Note: Multiple response question

# *Reducing barriers – skilled staff*

- Linking business community more strongly with tertiary institutes
  - Ensuring strong internship programs are operating as widely as possible
  - Local business input into range of local courses and qualifications
- Further supporting existing programs: Talent Central
- Making the region a more attractive place to work and play
  - Need vibrant urban hub to compliment outdoor offering
    - Coordinated, concentrated and communicated
  - Need all players relentlessly telling the same unified story (nationally and beyond)
    - Road shows, CEDA, events, magazines, Massey, UCOL, council, corporates and citizens
- Change in these areas will not happen overnight
  - But if we don't start it will never happen

# Skilled staff – verbatim

## CREATE MORE INTERESTING OPTIONS

*The area we work in and the type of people we think we need to be attracted to the region they value quite high urban amenity, culture, arts, recreation really, really quite high and if we wanted to be positioned as a place where people hand on hearts say this is the best place to be then those are the levers that we need to play with.*

### SHOW PATHWAYS TO EMPLOYMENT

*So what we are trying to do is a lot of Iwi groups are trying to encourage their kids to become qualified in those areas. Because there is actually a career for them in that space and what I think is exciting is that having the food hub and Ag Research and Plant and Food and all of those organisations here and easily accessible there is a bit of a pathway here for kids who are leaving school and how we can promote that to them and try to stay in the area.*

### LINK GRADUATES WITH BUSINESS

*I am saying every business in town should take on one graduate a year. Otorohanga did it so well, they had a thing up there that every business took on a young person in Otorohanga and gave them a years work and some skills and then they can get a CV and they have got a reference, that gives them a start. I believe in that.*

### TELL THE COMPLETE STORY

*I will be honest from our perspective we have struggled to find skilled labour. So attracting people to come as workers is important. You can talk about proximity and house prices etc, schools, tertiary, health. So you have got the worker and the labour force but you have got the business side of it you so you need the two. You need to have a strategy that addresses both.*



# *Barrier – dealing with council*

- There is a perception that local councils have a culture of putting up road blocks to development
- And a lack of understanding about how to support economic growth opportunities
  - Businesses arrive because the region is viewed as an efficient place to set up and do business which includes supportive council policies
- Many stories of delays not experienced elsewhere
- And, examples of investment loss to more progressive councils
- However, some recent examples of positive interactions
- And suggestions for how more positive relationships can be forged

# Council as a barrier – verbatim

## STRUGGLING WITH COUNCIL

*The barriers of living in the city and watching people struggle through bureaucracy has made us quite cynical.*

### CAN'T BE SEEN AS A HARD PLACE TO DO BUSINESS

*So we have to be careful we don't build ourselves a reputation as being a bloody hard place to go and do business. Countdown must be thinking what the frig are we dealing with here in Palmerston North.*

### RESISTANT COUNCIL

*There is an inherent willingness to resist. It is not that we want to break the rules because we keep saying to them we can't break the rules the law is the law what we want you to do is proactively resolve the problem.*

### NATIONALLY PALMERSTON NORTH STANDS OUT AS DIFFICULT

*In one project I was involved in 198 resource and building consents from one end of the country to another and the three problematic projects were Queenstown, Rotorua and Palmerston North.*

### LOST OPPORTUNITIES

*They [developer] lost something like four opportunities from the [commercial development] and they went to Levin. They were Wellington based and came to Palmerston, felt the rules and fees were too high and went back and found Horowhenua who were perceived to be far more receptive in terms of costs and perhaps how welcome they felt. And [developer] remains angry about it still and rightly so. I think he worked out the staffing numbers and the fact every third employee would buy a house and the implications would be ten fold in returns to the council over a period of time. Here are these businesses who are committed to leaving Wellington then they start to look around and see who is receptive*

### DEVELOPMENT CONTRIBUTIONS

*The rates we pay here is ten times what it was when it was a farm – but we have to pay development contributions when we developed this site which is anti-growth.*

### LOSING OUT TO OTHER REGIONS

*[Company name] looked at moving out of Wellington so they came to Palmerston and identified a site, an old retail site and our council said no that is retail, you can't put an office there. It was 200 jobs. And here we are promoting and promoting. [Company name] at the time owned the property and they battled with council for four or five months and then the Napier Hawkes Bay council got on to it and within three weeks they were up there in Hastings. They gave them some rates relief, some communication set up. They wanted the 200 jobs and they got it across the line no matter what. Ours was right in the middle of town zoned retail not office and the planners are like a brick wall. You come and knock down the barriers, we will put them up.*

### CHEAP LAND BROUGHT US HERE

*We found a piece of land that was cheap it could have been anywhere. A lot of people claim that they played a role in us coming here but in reality we employed a project manager and they found this land for us, it was cheap and served our purpose.*

# *Reducing barriers – dealing with council*

- Challenge given funding arrangements
- CEDA can bring business perspective to council table
- Demonstrate value to council (opportunity cost of decisions)
- Quantify size of issue (register of lost opportunity)
- Support Mayor's pro-business stance
- Work together for some positive steps
  - Case manager takes new businesses through the process
  - Lobby for flexibility around Development Contributions (could present business case)
  - Consider steps other councils are taking
- Push for some early wins to build business confidence
- Celebrate council successes in this area

# Council solutions – verbatim

## SHOW OPPORTUNITY COST

*Someone needs to generate a model so if someone went to the council and said here are 20 developments that didn't happen because of whatever and here is the economic impact of them not happening you could soon put up an incredible argument that they would listen to. There are people in council who want to be progressive.*

## BUSINESSES SHOULD BE TREATED LIKE CUSTOMERS

*If they want people to bring business here they should say here is your go to person and this person will help and give the service right through. After going through all the issues this is where I got to and this is why I had the GM of Customer Service. That is what you need. You can say they haven't come back to me and he will go right I will take this and make sure that it happens. It keeps you on a time line. Time is money when you are building a plant and you want to make sure that you are always on track.*

## CEDA LINK COUNCIL AND BUSINESS

*Also get CEDA to sell concepts to the council. Like you we resaying before about rates and development levies with the call centre. I brought it up with them to give the call centre free rates for a year because if you get another 200 people with jobs here you will get it back ten fold in residential rates. CEDA can be the voice of that to try and promote different ways of getting companies here. Get council to understand because not many of them I don't think have been in their own business and understand.*

## COUNCIL NEED TO BE ENABLERS OF BUSINESS

*People who come and do business are the customers and the council are the marketing programme. If you have got big business wanting to come to town and they can't get consents through on time, we are not talking about breaking the rules we are talking about helping them to make it happen.*

## FUNDING CONFLICT

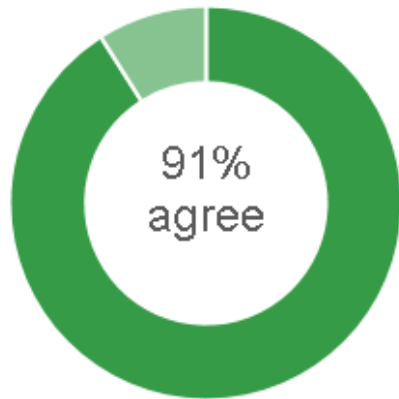
*It is going to be pretty hard from their point of view to rock up the council the people who are funding them and say you guys need to reorganise how you are doing it.*

## CASE MANAGER APPROACH

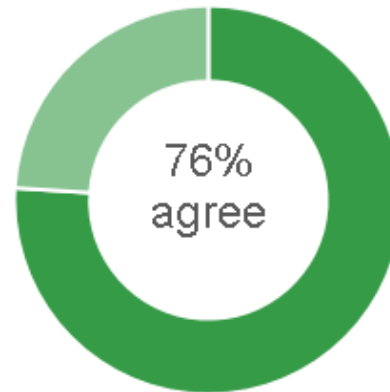
*That started Destination Manawatu to bring business in but part of that was they talked putting one person in charge to help you through the process and that hasn't happened.*

# Reducing barriers – perception of region

- Poor perceptions of the region is a national - not a local issue



*Manawatu is a great place to bring up a family*

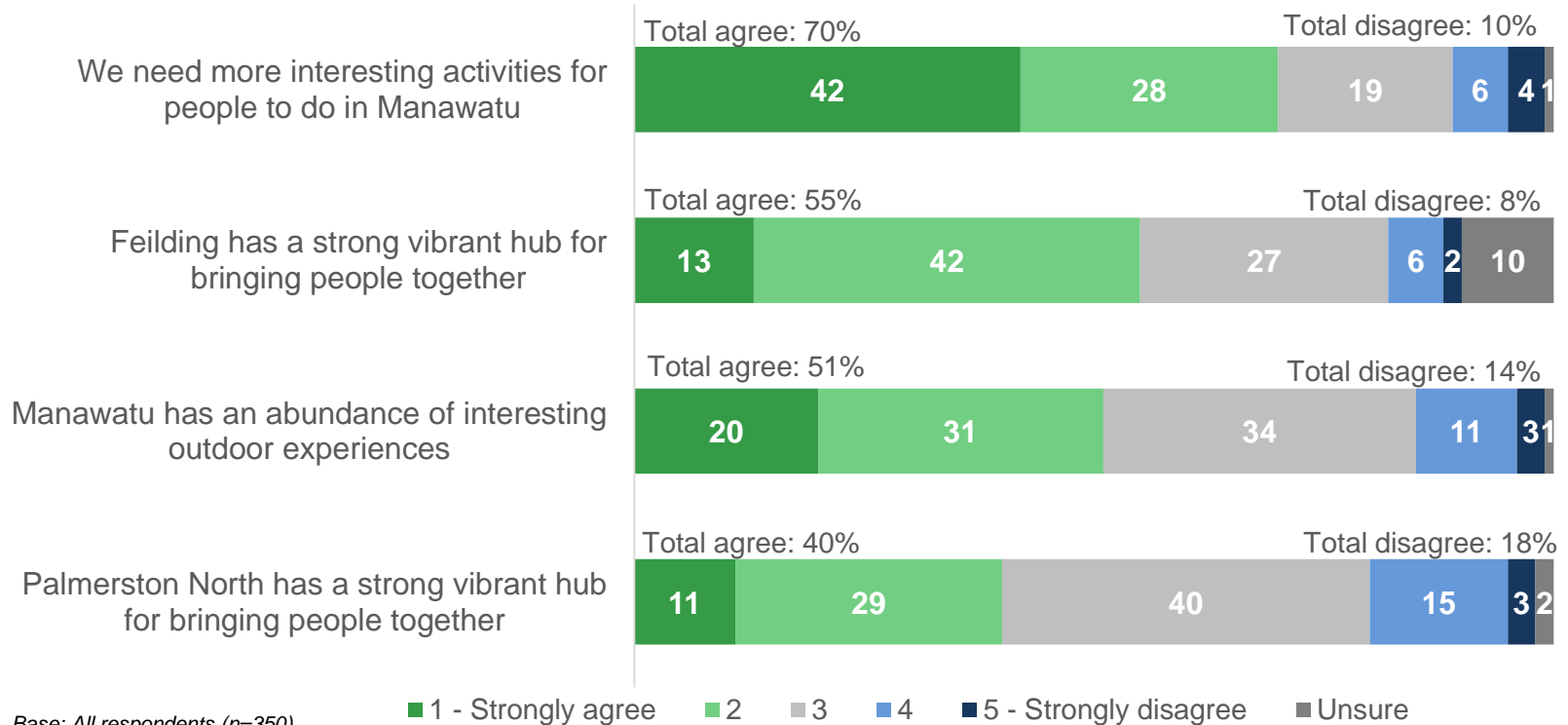


*I am proud to tell people that I live in Manawatu*

*“Palmerston North is a place where people who live here love living here but they have been brow beaten into thinking it is a crap place to be”.*

# Reducing barriers – perception of region

- One solution is to create a better place to live and visit



# *Reducing barriers – perceptions of region*

- Critical to create a vibrant urban hub
  - A place that makes people feel good about their region/showing visitors and family around
  - Co-ordinate, concentrate and communicate (pick a location)
  - Ideas: Eat street (Rotorua), open-air movie in town, craft brewery
    - Palmerston North catching up to Feilding
  
- Build a strong unique positive identity for the Manawatu region
  - This falls out of the Agri-tech story – where science/research meets business and creates success

# Creating a better place to live – verbatim

## HEALTHY CITY HELPS TO IMPROVE PRIDE

*We want to come into a place where there is a stuff to do. A healthy city is a healthy region and it makes us all feel better about the community.*

### CO-ORDINATE AND COMMUNICATE

*Create the atmosphere that means that people want to live in Palmerston North. We have to coordinate things like the netball, we have to coordinate things like the food trucks, we have to coordinate events that happen out in the bush on your push bike. 10 minutes from here you can be on top of a ridge somewhere in the middle of nowhere and it is beautiful, the region is fantastic.*

### ZONE AREAS FOR ACTIVITIES

*There is a little bar being built on Broadway which is going to be a micro brewery with food shops popping up. If you want to talk about zoning that should be our bar, eating.*

### NEED AN ATTRACTIVE URBAN CENTRE

*I think Feilding have done that, all the rural community if you ask them where they are going to go they all head to Feilding not Palmerston because they have got a farmers market, the stock yards, they have got the restaurants and they feel more comfortable in that environment. They don't pay for parking.*

### PEOPLE NEED TO FEEL GOOD ABOUT WHERE THEY LIVE

*When people are encouraged to enjoy their city, there is a cycle way along the river now, it has been lit up. All sorts of stuff that makes people feel good about where they are living and they see a future and drive that.*

### GET INTERESTING STUFF IN TOWN

*So maybe CEDA should have their ears open and if they hear of a craft brewer or cheese maker bring them into the town and help them through that network to put it on display and get some boutique nicheness.*

### COMMUNICATE

*Every day there will be something good that is happening in Palmerston North that four people will know about instead of the whole city knowing about it*



# Creating a positive identity – verbatim

## WHAT'S OUR IDENTITY?

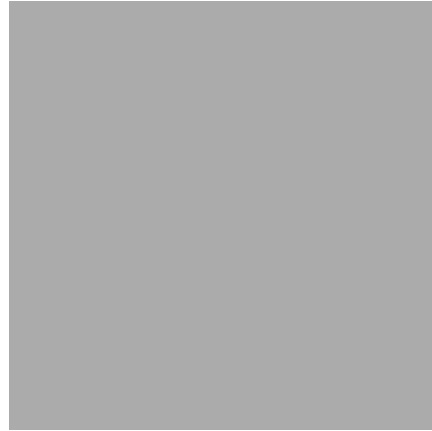
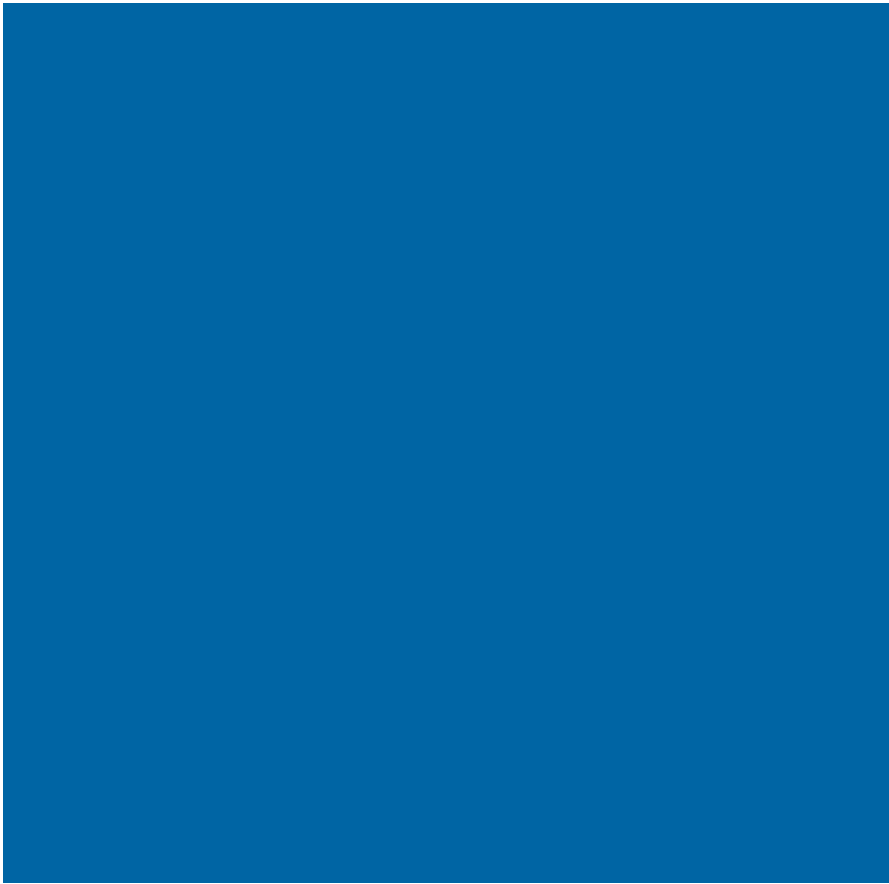
*What is the competitive advantage of Palmerston North going forward that separates Manawatu from every other province in New Zealand. I know that Hawkes Bay is the fruit bowl of New Zealand, Taranaki is the energy centre province of New Zealand. Is this the Ag Innovation Centre? I don't know but they need something that is going to clearly separate them and make me answer the next question is why am I going to move my family to Palmerston North in 10 year's time?*

### BUILD IDENTITY

*Working out what the identity of the region is and selling it to the current residents rather than try and sell it to the international community. We have to believe in ourselves first.*

### IDENTITY AND STRENGTH

*I think what we have got out at Massey with Ag Research and Fonterra and all the rest of it is part of our other strength with our agricultural base. Those two wrapped up together to me is our identity and our story.*



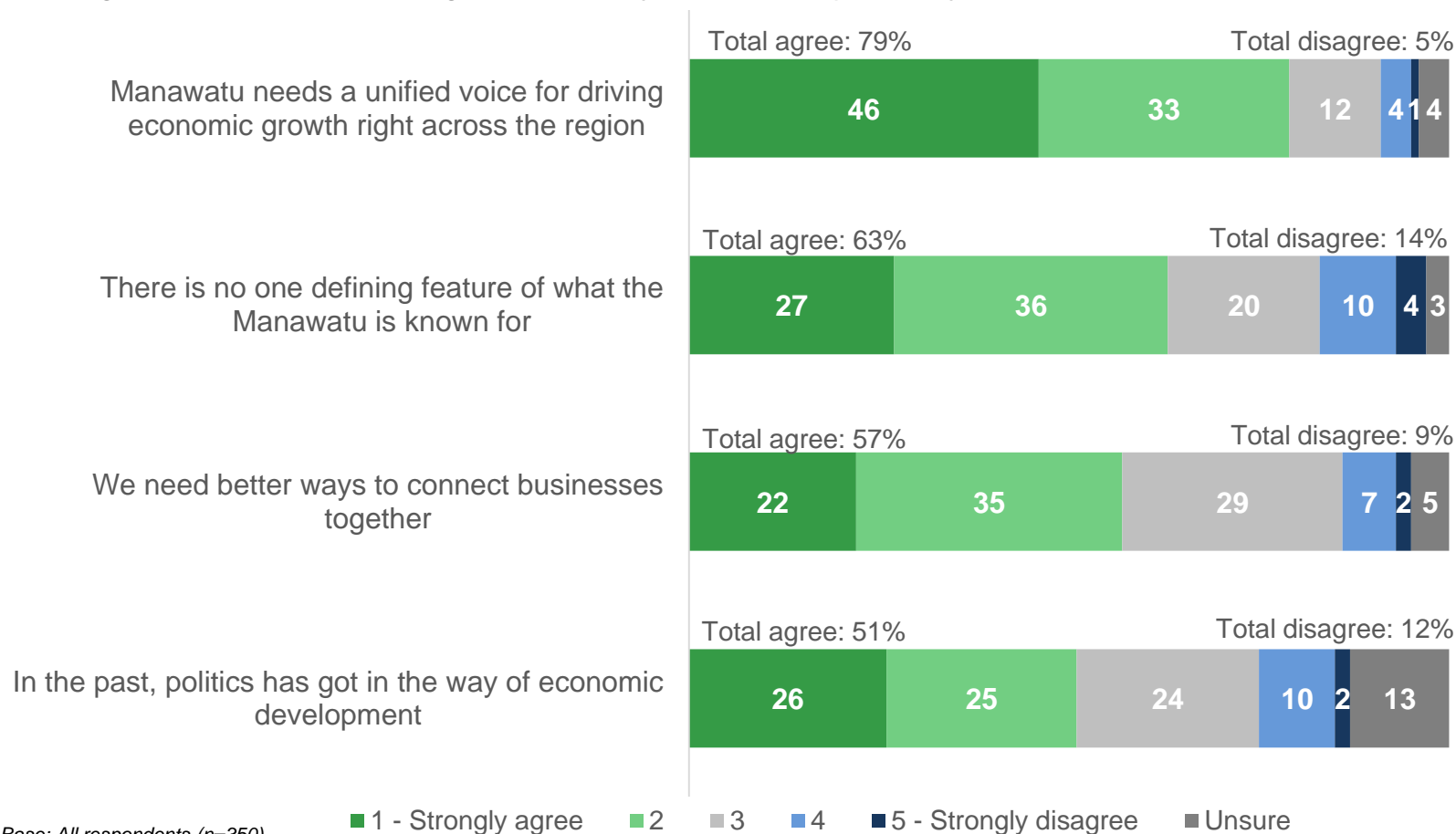
# Strategy and recommendations

# Overview: *CEDA strategy*

- Develop an aspirational long-term strategic plan
- Strong focus on building connections and creating a culture of collaboration
- Make some visible steps that demonstrate the strategy
- United/impartial voice for the region
- Constant positive talk – celebrating success and a unified theme of who we are
- Communicate a tightly defined role
- Show alignment with Accelerate25

# CEDA strategy

Using a 1 to 5 scale where 1 means you strongly agree and 5 means you strongly disagree, how strongly do you agree or disagree with each of the following statements? If you are unsure, please say so.



# *CEDA strategy: strategic goals*

- Some ambitious long-term goals (to inspire and motivate)
  - Consider establishing a flagship popular project (Like zero fees in southland)
    - Take steps to create a vibrant urban hub (manage those out of the tent)
    - Ring road underway
    - Make Manawatu river the most pure large one in North Island (Agri-tech/ tourism)
    - Cycle way connecting Feilding/ Palmerston North
    - Lighting up some parts of the city
  
- And short-term goals (to build confidence and support)
  - Business hub – (includes business mentoring/ capability vouchers)
  - SME – networking group
  - CEDA business sounding board (20 'go to' business leaders)

# *CEDA strategy: one regional theme*

- Theme needs to be flavored by:
  - We are a agri-tech, food-sci, innovation powerhouse
  - Where science and research is turned into money (interesting and rewarding jobs)
  - Academia meets entrepreneurial
- This is believable today – joining the dots and telling the story
- The inspirational growth theme should be supported by
  - Being the crossroads of the North Island (distribution and logistics)
  - And the emerging second home of Central Government (education, defence, administration and support services)
- Strategy should not try and be all things to all people
  - Rather focus on existing strengths and show how others will benefit

# *CEDA strategy: collaboration culture*

- Promote/ facilitate open door between business and tertiary institutions
- Make it easier to set up and do business in the region
- Work to ensure councils and business work in collaboration
  - Work positively and proactively with council (include in sounding board)
  - Put more truth behind “we are open for business”
  - Have strong, ongoing and mutually beneficial relationships with local and central government politicians
  - Important to have tough but fair conversations
  - Celebrate progressive steps

# *CEDA strategy: unified & positive voice*

- Work very hard to ensure Feilding and the wider region feel included
  - Hold meetings and celebrations in Feilding
  - Explore potential for practical and symbolic projects – feasibility study on a cycle way connecting the two cities – Turbos train there a few times a year
  - CEDA presence in Feilding
  - Inclusive promotion of the region
- Make sure both Central Government and local Citizens continue to hear a unified voice
- Constant positive talk and look to others for inspiration
  - Venture Southland
  - Shadbolt (Tim)
  - Business success awards
  - Case studies and stories of success in national publications – Koru magazine



# Strategy - verbatim

## INSPIRATIONAL STRATEGY

*I think we need to be aspirational and inspirational to the public and business.*

### MAKE IT EASY TO SET UP AND DO BUSINESS

*We think there is this magic thing with economic development where you can enable economic development but really we need to make sure we are not in the way of business.*

### FOCUS ON A FEW KEY FIRMS

*Growth and so on will come from a very small number of firms. It is not everyone. An observation would be that we seem to have this approach in the past where we focus on everyone. The firms that have made the impact in Palmerston North over the last 30-40 years there is a handful of them, you can name them, there are not 250 of them there is 6 of them.*

### BUILD EXCITEMENT GET THINGS DONE

*There needs to be a shift of gear towards being a presence in the community and that means telling a great story, having a great game to play to and say this is where we are off to, this is exciting and this year you are going to see us knock off these things. If you got a rhythm going like that it would be quite different to what we have had before which has all been talk. Never any conclusion.*

### COUNCIL IS AN IMPORTANT WINDOW INTO REGION

*I think there is a big need for change there. If people come here they don't go and talk to the councillors they talk to the council and they have far too much sway and they are far too strong and opinionated. I really believe we need a focused strategic plan so that everybody in the town knows what this town is going to look like **in ten years' time** so that we can make it happen. I don't think people know that, I don't think there is any vision here. Once you sell the vision then everybody can get on the boat. But if you haven't got it then they are all over the place and everyone is doing vested interest and small term stuff. They have to align all the strategic agencies into one strategic focus. And when I am talking about that I am talking about Arena, Te Manaway, Massey, UCOL, all the boards, the council. Everyone has to be aligned on a strategic path. That is a big one.*

### LONG-TERM THINKING

*If you talk about a **long term** strategy you talk about the lake, if you talk about where you can make a difference in the short term, now in the next 1 to 2 years like Tim said put a ring around Broadway and get that sorted.*

### A VISION FOR THE REGION

*It requires leadership, it requires a vision of where they go that says probably in the Bible without vision the people perish and that is partly the challenge in Palmerston North. They don't really have a vision of how the city could evolve so they end up getting so introspective and focus on themselves that there is no go forward.*

# Strategy – verbatim (cont.)

## COORDINATE AND CONNECT

*CEDA could appoint someone in the organisation who is the facilitator and they get Council, Sport Manawatu, the Rugby Union and say right guys we are going to plan this. I come back to my comment about CEDA, it is to develop coordination of the city plan.*

## FOCUS ON SUCCESS

*One of the principles of warfare is that you reinforce success. As soon as you try and become good at everything and strengthen weak points all you do is spread your resources too widely.*

## QUICK RUNS ON THE BOARD

*We are really cynical about where it has been so they do have to get runs on the board.*

## RELENTLESS POSITIVITY

*I think a bit of it is just about continuous positive self-talk. If you think about what Tim Shadbolt has done in Invercargill. Grant is a good cheerleader for the city just like Tim is. We haven't had good cheerleaders in the past.*

## COLLABORATION

*Collaboration is probably the key one and making sure that you are still keeping the conversations going but getting stuff done.*

## NETWORKED BUSINESSES INNOVATE

*It's about networking and helping businesses whether it is start-ups or whatever and making sure we have better networks because there are lots of studies that network people are more innovative and are going to drive great growth. So I think we are not really pulling all of that together.*

## PICK WINNERS

*And I think CEDA is going to have to break some eggs and be noticeable. They won't get thanked for things because people will say we don't know what you do still. But I do think that the key thing is they become a noticeable force for change in the region and that means they are going to have to make some enemies as well as some friends and that is not easy.*

## BREAK DOWN SILOS

*There seems to be a lot of silos in town. And there isn't sufficient direction or an overarching strategy that everyone can sign up to. So I am really hoping that CEDA, an independent organisation - can break down some of those silos.*

## BUSINESS HUB

*I think the business hub is probably a key enabler there because CEDA has limited resource and I think there is going to quickly come a point where you will say I have got this much effort available and we have just talked about this much to do. We are not going to do it all or we are going to do it all very badly. So having something where people can come to them as well to an extent and use other agencies like the Chamber.*

# Strategy – verbatim (cont.)

## **LONG-TERM COMMITMENT/SUPPORT FROM COUNCIL IS CRITICAL**

*Don't embark on a strategic path without a ten year commitment from the council and ten year guaranteed funding. So if you go down a strategic direction don't allow them to emasculate you half way through the journey. There has to be a commitment because things take time. It takes you seven years to embed a significant change. And along the path everyone will try and derail you. So you have to have an absolute commitment to make a difference to have change and it can't be political. I am talking about significant change and not just window dressing and that is what we need.*

### **REGION STRONGER TOGETHER**

*We don't want Feilding to do a Brexit we are much stronger collectively with the city than we are on our own.*

### **BUSINESS NEED REASONS TO COME**

*There needs to be an economic reason why they would want to come here and CEDA need to find out what that is and deliver. We shifted a plant from here to Wanganui because that council offered a whole lot of stuff for doing it. So there needs to be an economic reason why companies would come here really and start up. Otherwise you would go to where it makes sense.*

### **STRATEGY WITH PRACTICAL STEPS**

*It comes back to what is our strategy? Is part of our strategy enabling businesses to come to town, is part of that the whole consent process, are there special economic zones, I don't know. So there has to be guidance given to the staff it is not fair to point the stick and say you are not doing your part. It is about an overarching approach to bringing business to town.*

### **WORKING POSITIVELY WITH FUNDER**

*Ideally they do kick back and tell council how things are and encourage them to do things differently. But the concern from the Chamber point of view is that on one hand they are getting fed from them.*

### **CREDIBLE LEADERSHIP**

*They look like a very credible board and to me for example if there was a little bit of tendency for different councils to want to make a bit more of an independent line if you got some very credible people governing and leading CEDA that would help to keep people on the same page.*

# *CEDA communications*

- Talk about the research process, show how strategy is driven by the business community
- Keep talking and engaging with the business community
- Must be visible in the community – attending events, and meetings as participants and presenters
- Resources go into actions not re-branding
- Relentlessly tell the positive stories
  - Potential road show to promote the region
  - Simple clear message
- Use business sounding board as important channel
  - 20 members – forum for testing ideas and disseminating information
  - Showcase local business + CEDA achievements and direction

# CEDA communications – verbatim

## REGULARLY ENGAGE

*Talking, networking, so our quarterly or monthly meetings. This region isn't super big. You could pick 20 names out and they are very well networked and hit them up and talk and out of that comes a whole lot of ideas.*

### DO REAL THINGS

*No more do – less hui more doey. They need to commit themselves to some major events, major things. Telling the story won't do it, that just reinforces it is an easy place to live. They could tell more stories but that won't solve the problem. They have to do things that are real*

### FOCUS ON SUBSTANCE

*The region over the years has had more rebranding of itself and they have all failed. They spent a huge amount of money and endless local debate which just creates more angst and people get more and more introspective – waste of time. Make it a better place and have things that are attractive here.*

### SPACES FOR PEOPLE TO ENJOY

*I think we need to think about how are we going to make people feel good about where they are living and provide them with another opportunity to enjoy themselves. Let's do that stuff and make a real difference. Have you been to the Esplanade, it is like an old fashioned park down by the river, light that up so people can go there and enjoy it at night. Stuff that creates free entertainment and happiness for people to wander around.*

### DRIVE THE ENGAGEMENT

*We are obviously all passionate about it because we all put some time away from our normal business to come and talk but as we go out of here and go back to our business and get side lined it is important for CEDA to create the opportunity to come and say to us how are you finding it and come up with some ideas and engage their job. As much as we are thinking on our job all the time their job should be to think about how they can engage with us and other members of the community to create an advantage. I think Vision and Destination relied on people with a problem or they have relied on people from the business community to make the front foot.*

## ACTIONS

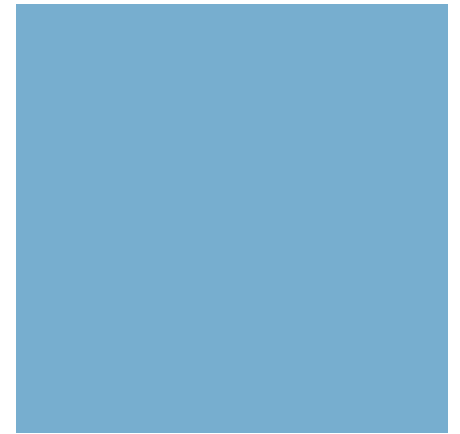
*Whatever we do the product department has to live up to the marketing department*

# Recommendations – strategy

1. Focus on three to four strong sectors for growth
  - Agriculture, technology, science and research hub
  - Distribution and logistics
  - Central Government sector includes: education + training, defence and 2<sup>nd</sup> home of Government
2. Focus on three to four barriers to manage
  - Attracting highly skilled staff into region
  - Helping councils to be business enablers
  - Creating a unified economic growth strategy for the Manawatu
  - Helping to foster a strong sense of a positive Manawatu identity
3. Strengthen existing initiatives on connecting/collaboration
  - Food HQ
  - Talent Central
  - Building Clever Companies

# *Recommendations – communications*

1. Articulate an aspirational long-term vision for Manawatu
  - Concise, punchy and positive
  - Based around the agri-innovation hub where science is turned into Jobs theme
  - Feeds into one positive identity for the region
2. Communicate CEDA's role emphasise differences –all about collaboration and connecting
  - Talk about the research process, show how strategy is driven by the business community
3. Undertake and communicate early steps that demonstrate the Strategy
  - Business hub,
  - CEDA Business sounding board
  - SME networking group
4. Relentless positive talk and ongoing conversations with interested parties
  - Central Government
  - Councils
  - Businesses + Industry bodies and educational institutes



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