



**Deloitte.**

# Growth Trends Brief

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Unlocking the mechanics  
of a fast growth business

**fast50**  
Deloitte / Unlimited

NZ's Fastest Growing Companies

[www.fast50.co.nz](http://www.fast50.co.nz)

GrowthPLUS™ Value

OPERATIONAL VALUE  
What can you change in all business?

TACTICAL VALUE  
What can you change in your business?

OPERATIONAL VALUE  
What can you change in all business?

Goal = Fast 50

New prototype

Propel Hold

Respond to growth challenges

- Build alliances
- Manage growth results
- Customer focus

Strategic Value: Top, Tactical, Operational

# GrowthPLUS™ lifecycle guage

<b>Innovators . . .</b> . . . are recently established businesses, with entrepreneurial founders developing & commercialising a product or service. Resources are often tight, both in terms of cash & people. Decisions are taken informally & there is little reliance on systems & processes.	<b>Growth companies . . .</b> . . . are businesses with a growing presence & brand. As business scales up, the founders focus on building a management team & developing effective systems & processes. Key management concerns are managing working capital & ensuring growth is profitable. The business's culture evolves as leadership & management roles become more distinct.	<b>Tomorrow's leaders . . .</b> . . . are businesses that have built critical mass in their chosen markets. They enjoy a degree of stability in their infrastructure, culture, product & service development. They are focussed on achieving long term sustainable success.
<p><b>1</b> • create unique product/service proposition • single market focus – specialisation &amp; penetration</p> <p><b>2</b> • game of snakes &amp; ladders • 'good' alliances boost growth – access to markets, money &amp; credibility • 'bad' alliances distract management, cost money and delay growth</p> <p><b>3</b> • close control by founders, rely on instinct &amp; experience • ad hoc &amp; reactive risk mitigation • fragility means more risks are business-critical</p>	<p><b>1</b> • refine, exploit &amp; leverage a valuable formula • competitive edge evolves • adapt to new markets – geographies, industry sectors, products, services</p> <p><b>2</b> • fact of life – key supplier &amp; customer relationships pivotal • managing what you don't control challenges founders • new markets mean partnering with others • recognise alliances, manage them for efficiency &amp; risk</p> <p><b>3</b> • managing business risk – an absolute priority • risks emerge, transform or disappear • significant time on identifying &amp; mitigating business risks</p>	<p><b>1</b> • leverage existing valuable formula, new products/services, new market conditions • strategy execution becomes core competence as does selection of strategic options</p> <p><b>2</b> • portfolio of alliance relationships – joint ventures, outsourcing, channel partners, supply chains, etc • portfolio management – keeping Tier 1 partners close, cull underperformers, manage risk</p> <p><b>3</b> • risk horizon is further out, allowing for foresight • systems in place to identify &amp; manage risks, more time spent monitoring • business risks bigger &amp; fewer, more rides on each decision</p>
<p><b>4</b> • local capital market may mean too many, small rounds of funding • tests management – convince investors &amp; you can convince customers &amp; suppliers too • understand investors' needs, show personal resourcefulness and put us in the game</p> <p><b>5</b> • turn inward-facing development team into outward-facing sales team • win first customers without giving your product/service away • sufficient flexibility to tailor to each customer</p> <p><b>6</b> • focus on breadth rather than depth of skills, multi-tasking is key • start to recognise &amp; leverage core competencies</p> <p><b>7</b> • small investments in systems and technology – both in time &amp; cash • off-the-shelf accounting, systems and technology</p> <p><b>8</b> • informality, flexibility, simplicity • team span numerous roles • organisational structure is implicit • people play to strengths within highly dynamic structure</p>	<p><b>4</b> • focus on 'expansion' rather than 'early stage' funding • existing investors – larger tranches in single rounds • managing capital and limiting overheads • shift in focus to bottom line of the P&amp;L</p> <p><b>5</b> • customer management • clear view of what current customers expect &amp; need • lead the market (tell customers what they need) or market – led (by what customers want)?</p> <p><b>6</b> • maximise your strengths • plug weaknesses or leverage strengths? • keep the ball rolling, not spend time getting everything 100% right</p> <p><b>7</b> • outgrowing existing system, means decision around system design/selection/implementation • are these decisions outside the ability of management? • distraction for management, reduced focus on growth &amp; profitability</p> <p><b>8</b> • organisational layers are added – either urgent changes or planned build • ad hoc structures solve immediate problems • long term planning can reduce agility</p>	<p><b>4</b> • raising funds at effective rate &amp; best level of gearing • working capital and treasury management • listing adds further complexity, as governance issues &amp; investor relations merge</p> <p><b>5</b> • established customer base – forecasting market needs • defined customer focused approach, undergoes continual refinement • integrating customer needs into product development • revisiting nature of customer relationships</p> <p><b>6</b> • maximise your strengths • freshen source of competitive advantage to keep ahead • non-core competencies – should they be outsourced? • are we straying from what we are best at? • do we need to turn this area into a core competence?</p> <p><b>7</b> • incremental rewards of improvement can be substantial • acronyms such as ERP, CRM, KM start to deliver real business benefits • outdated or inappropriate systems, or botched implementations, can be costly</p> <p><b>8</b> • specialisation of skills, separation of duties contribute to efficiency • right organisational design prevents bureaucracy, encourages innovation</p>
<p><b>9</b> • tight, core team of founders provide driving force &amp; key skills • start to recognise gaps in key skills</p> <p><b>10</b> • founders act as natural leaders • managing &amp; leading a team requires different skills to founding the business.</p>	<p><b>9</b> • talent turnover can be disruptive • influx of talent changes culture • founders change into team leaders • existing staff change roles &amp; may specialise</p> <p><b>10</b> • leadership becomes a skill distinct from management • spread the founders vision across the management team • drive a desirable culture yet retain the essence of what made the business good</p>	<p><b>9</b> • people – their talent &amp; knowledge – critical to business success • the best talent is the difference between mediocrity vs market leadership</p> <p><b>10</b> • well defined management structure • leaders focused on cultural &amp; environmental as well as operational &amp; commercial issues • start building effective successors • leadership skills dispersed across business units &amp; geographies</p>

# Fast 50 foreword

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The average 2006 Fast 50 business (Fast 50) is seven years of age, has 41 employees, \$11.7m in revenue and if it exports, it's predominantly to Australia.

This year's profile confirms the trend that emerged in 2005 - fast growth is not just for small businesses. Fast growth companies are getting bigger.

## People power

In 2006 the Fast 50 employed an additional 1,133 employees, averaging 22 new staff per business. Many companies indicated they would hire more, if good talent was available. The labour market remains tight.

## Making the cut

The threshold for inclusion in the Fast 50 increased again; 149 percent growth over two years was needed to feature in the list. 412 percent was needed to make the Top 10 and 276 percent needed to make the Top 20. The spread of growth between the Fast 50 is compact this year compared with previous Fast 50 lists.

Smaller companies (\$250k - \$5m) show the greatest revenue growth with 304 percent however it is not significantly better than the larger (\$20m+) businesses 284 percent.

## Expanding the reach

58 percent of the Fast 50 export, an increase on last year's 52 percent. It is encouraging to see that businesses are focusing offshore for growth opportunities. Recent adjustments in the exchange rate might prompt other fast growing companies to consider exporting. See the challenges businesses face when exporting later in the nation's engine section.

## Stand out sectors

Technology companies still dominate the list, with about a third of the index identifying themselves as IT businesses. Manufacturing again features strongly, following the trend established last year. Construction is the third largest sector reflecting the recent boom flowing through to financial performance. Any slowdown in construction seems to have been shortlived and recent revenue growth may be sustained.

Of the others, recruitment companies continue to be in demand but it is a surprise not to see tourism on the list this year.

## Inner mechanics

We welcome 21 businesses back into the list; 15 were new last year and the remaining six have featured more than twice in previous years.

Trade Me is again in the top five; a milestone they have achieved for the last four years.

## About the Survey

The Fast 50 is a Deloitte initiative which operates in more than 31 countries around the world. In New Zealand, we invite public and private businesses to benchmark their growth accomplishments and have been doing so since 2001.

The index is produced solely on the basis of revenue growth and profit is not taken into account. Businesses are ranked by their revenue growth over a two year period and the top 50 are named as the Deloitte/*Unlimited* Fast 50.

This year we raised the minimum revenue requirements from \$100,000 in the base year to \$250,000 and from \$250,000 in the last year to \$500,000. This has attracted more mature businesses.

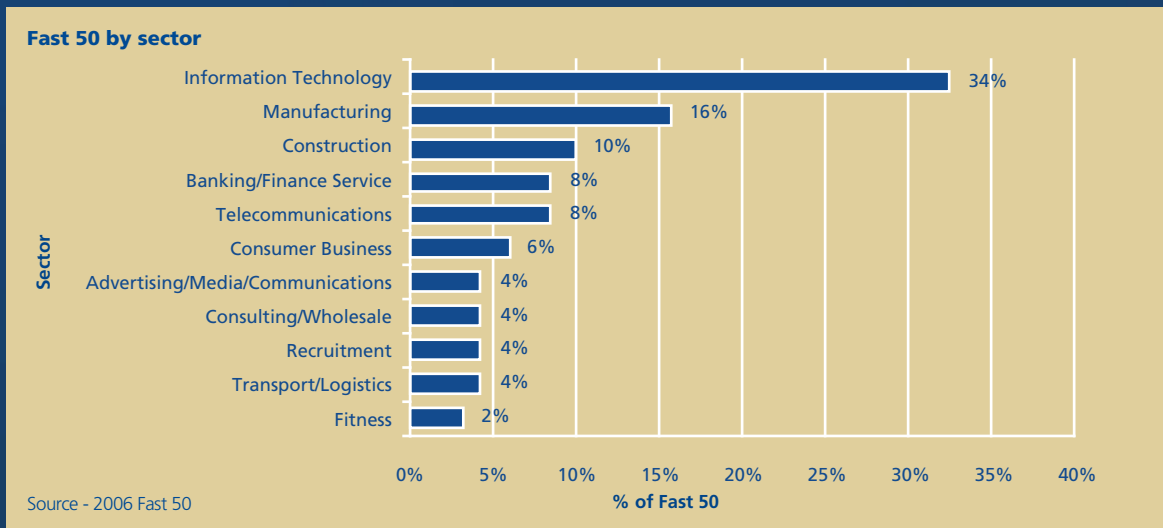
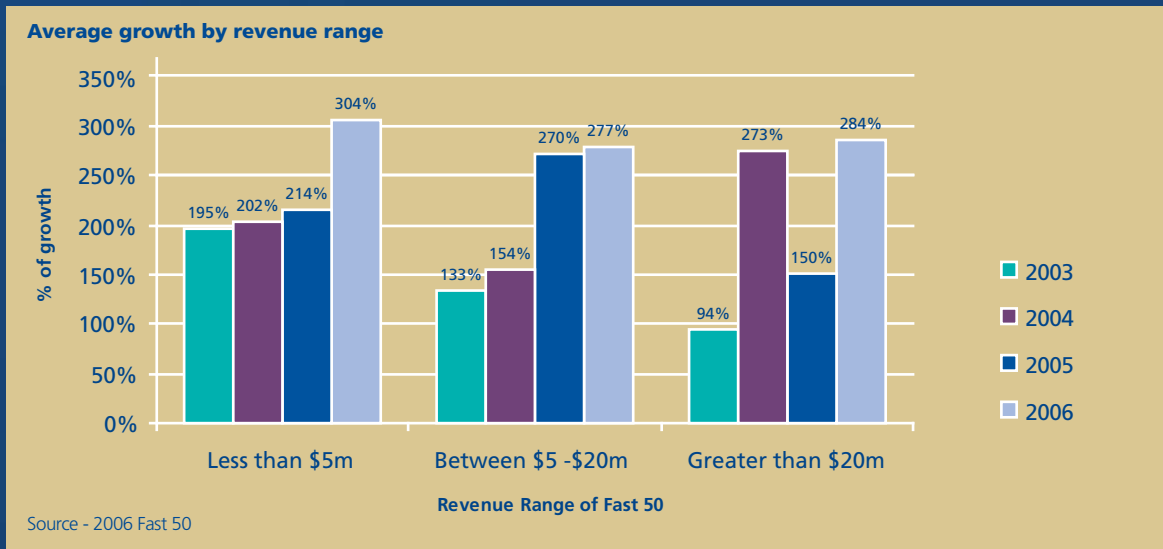
The data analysed for this survey is compiled from the entrants of the 2006 Deloitte/*Unlimited* Fast 50, the attendees of several growth events around the country and feedback from our clients.

The Fast 50 is firmly established as a key barometer of New Zealand's emerging market and the input from over 1,200 businesses was sought. However, this index only ranks businesses that choose to participate.

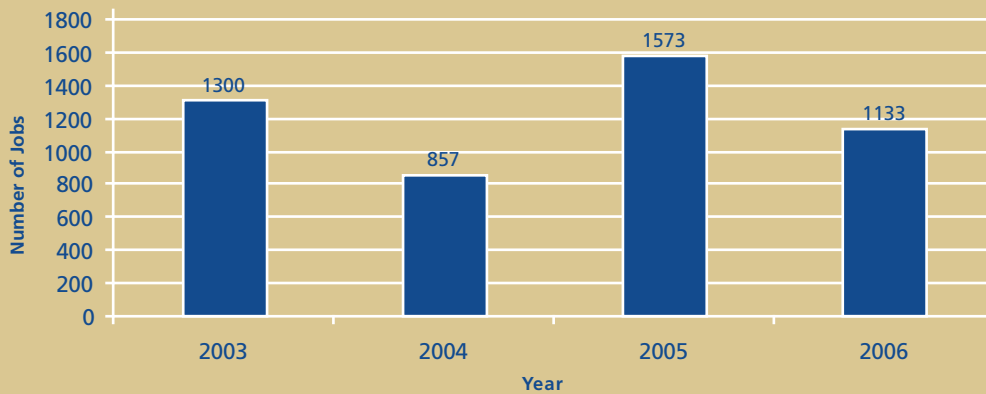


# Fast 50 facts

The following analysis has been compiled from the data supplied by the 50 businesses that are the 2006 Deloitte/*Unlimited* Fast 50 index.

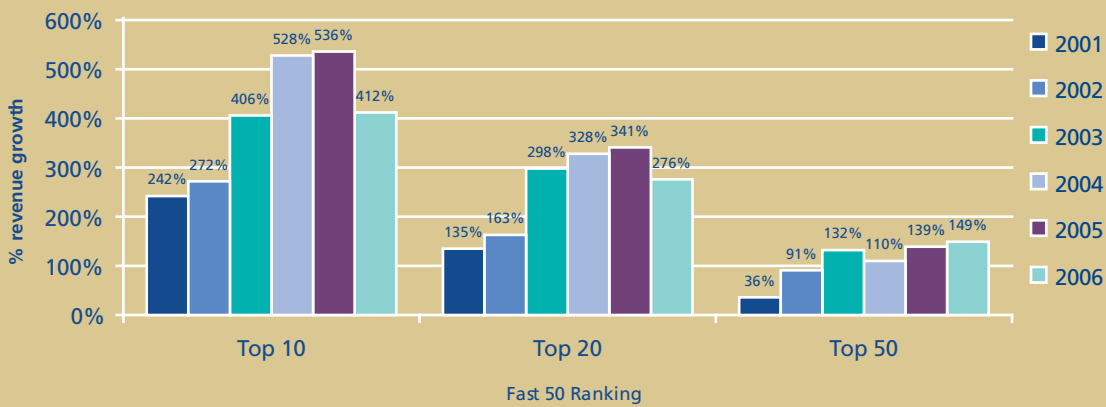


### Jobs created in the last 2 years



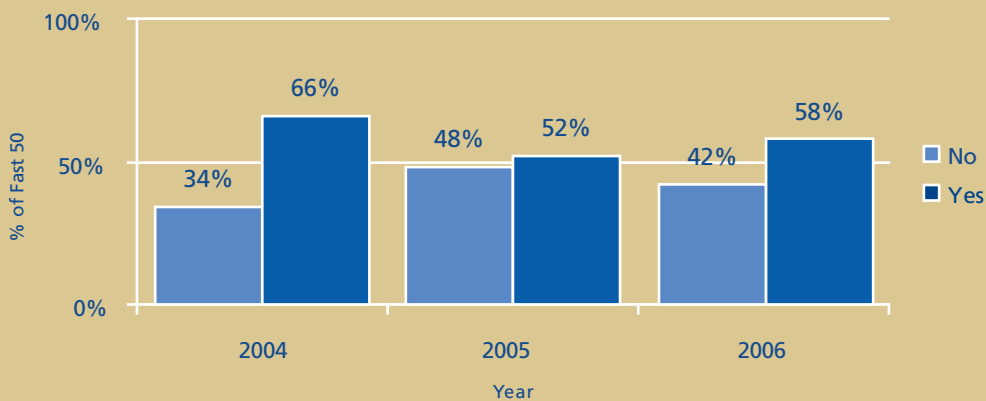
Source - 2006 Fast 50

### Revenue growth segmentation

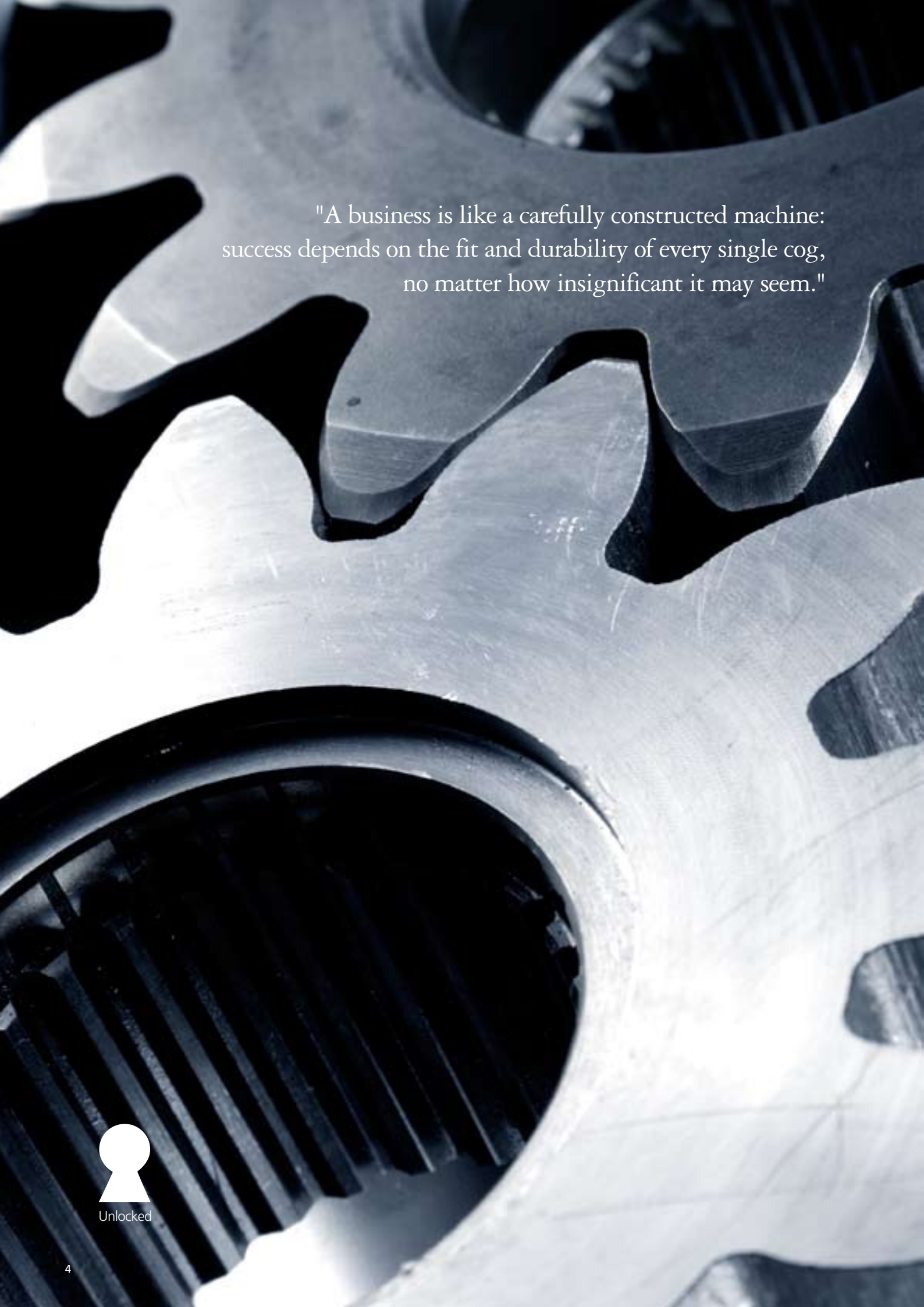


Source - 2006 Fast 50

### Percentage of Fast 50 companies that export



Source - 2006 Fast 50



"A business is like a carefully constructed machine:  
success depends on the fit and durability of every single cog,  
no matter how insignificant it may seem."



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# The nation's engine

What drives a fast growth business? What factors help them to achieve their success? What hurdles have slowed their progress?

Entrants into the Deloitte/*Unlimited* Fast 50 share their insights into these questions and many more.

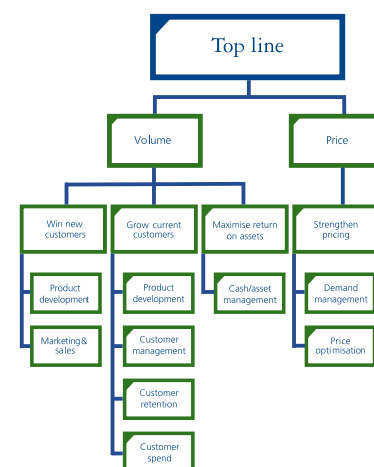
## Accelerating growth

Focus has shifted from staff development and training to the customer, as businesses plan for future growth.

24 percent of the Fast 50 entrants identified winning new customers through new markets, new channels or alliances as the principal strategy to drive further growth. 14 percent want to grow their current customers.

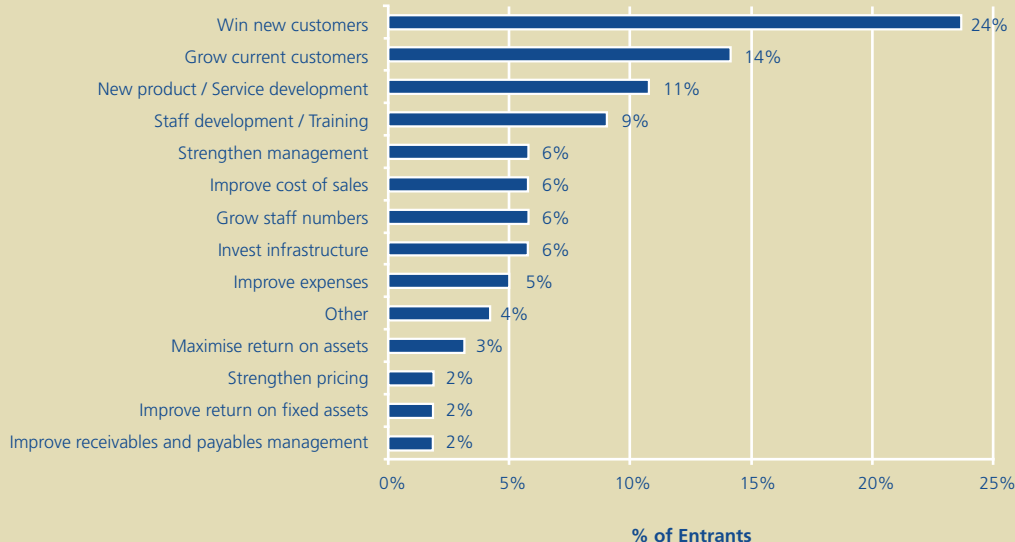
The only ways to grow your revenue are to sell more product or service or charge more for them. Most companies are focused on selling to new customers, or selling more to customers they already have.

Investing in new product/service development is a key part of that strategy but needs to be supported by effective marketing.



Source: GrowthPLUS value map

### Principal strategies to drive growth



Source: 2006 Fast 50 Entrants

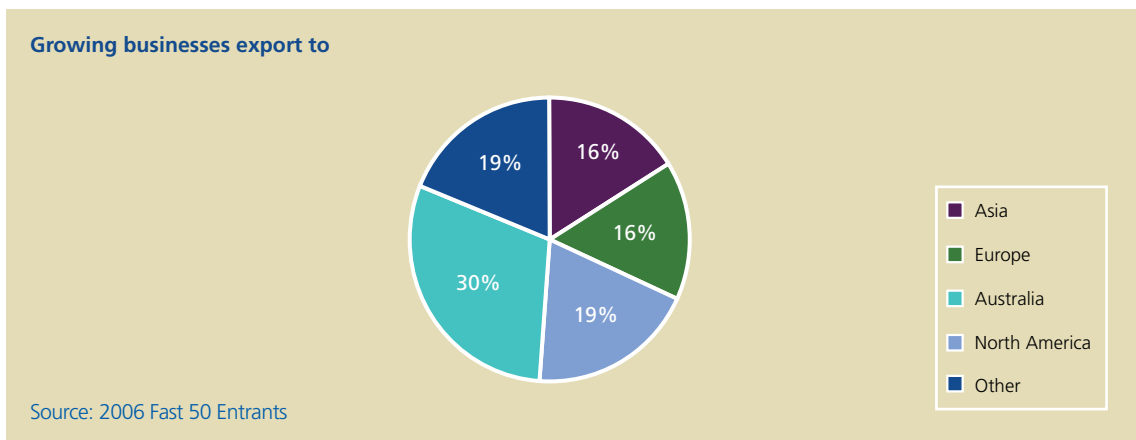
## Changing gears

Australia continues to be the dominant export market for fast growing businesses with 30 percent selling into that market.

North America has taken over the number two spot from the European market.

North America is a tough market to crack.

If you don't have established channels you need a very clear strategy for distribution. It is encouraging to see that businesses are tackling this challenge.

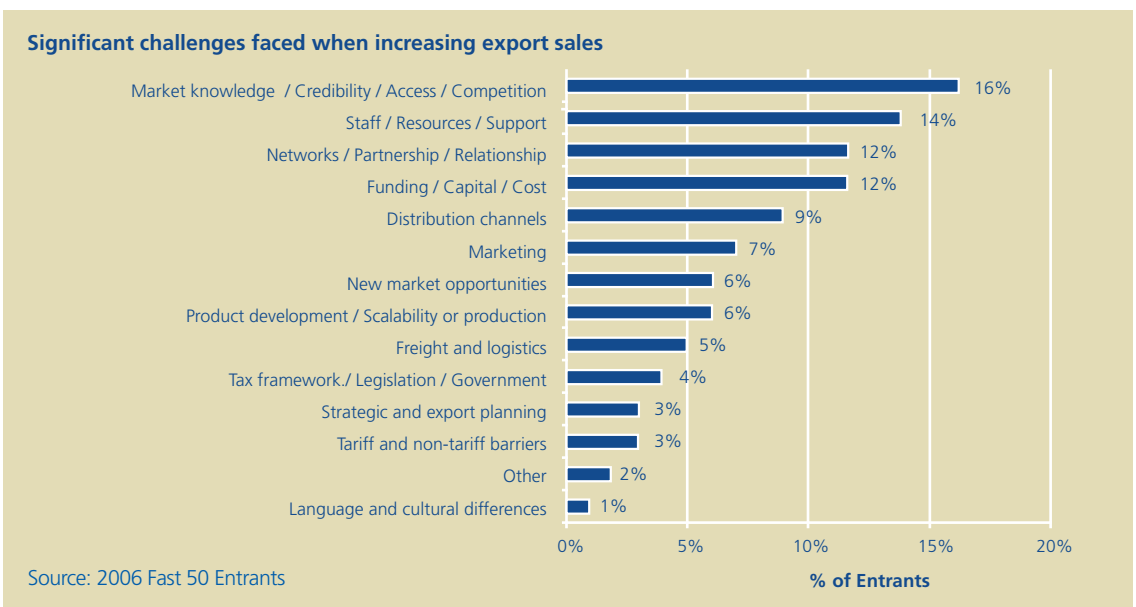


## Speed bumps

The challenges identified last year were having the right networks, support staff resources and funding to increase export sales.

All three are prominent again this year, but there is also a need to understand your target market.

Knowing who the key players are and how to access them brings a greater understanding of the competition. The right intelligence can be the contributing factor to success or failure.

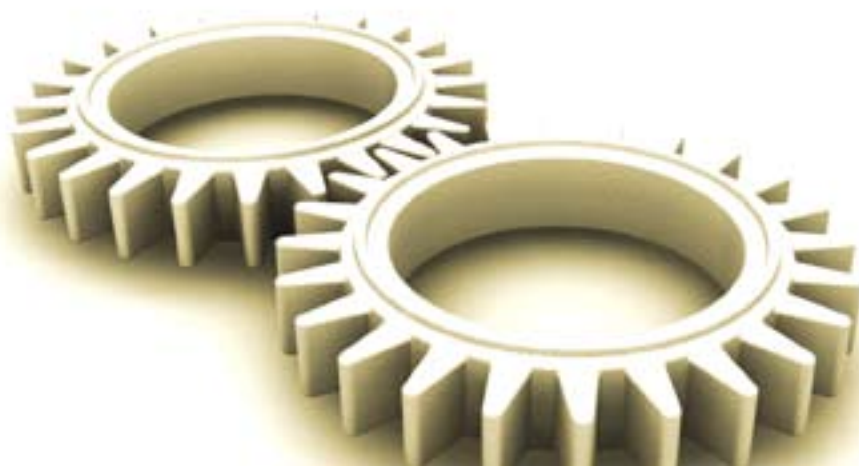
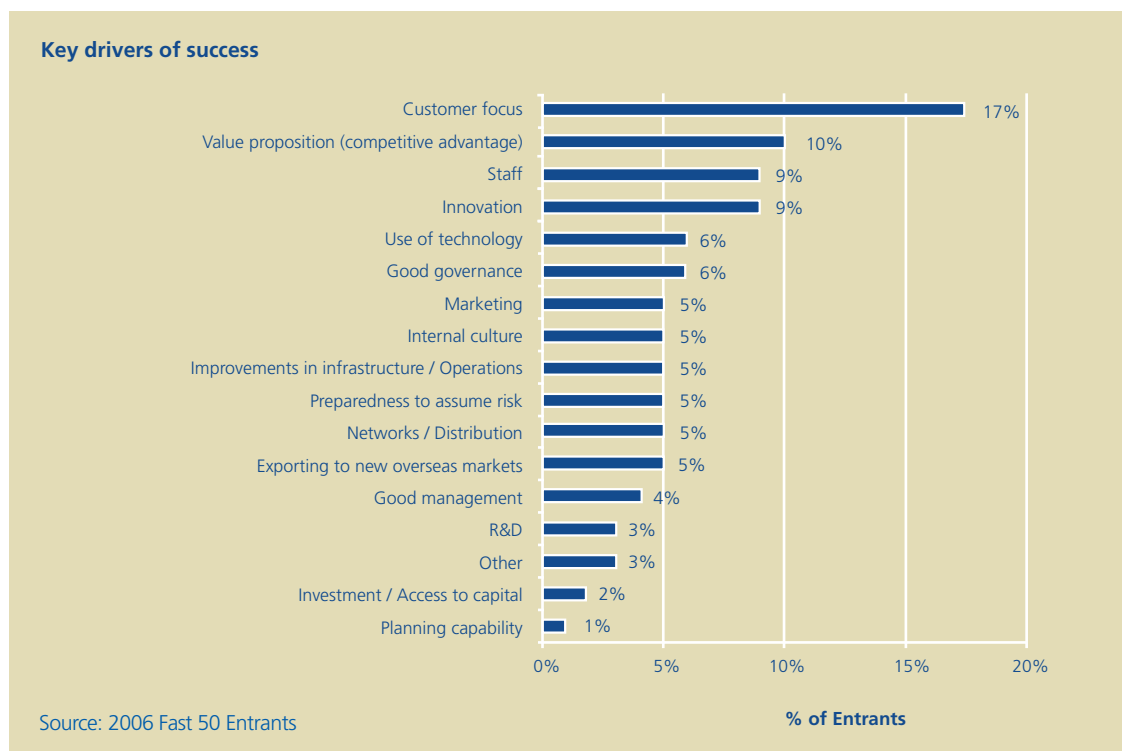


## Drivers of success

Customer focus continues to be a key success factor driving growth. This trend has not changed in recent years.

Value proposition remains in the top three followed closely by staff and innovation.

This year's entrants have ranked staff lower than in previous years. This may suggest that the business model of fast growing businesses is becoming less reliant on key individuals.



## Keeping the revs up

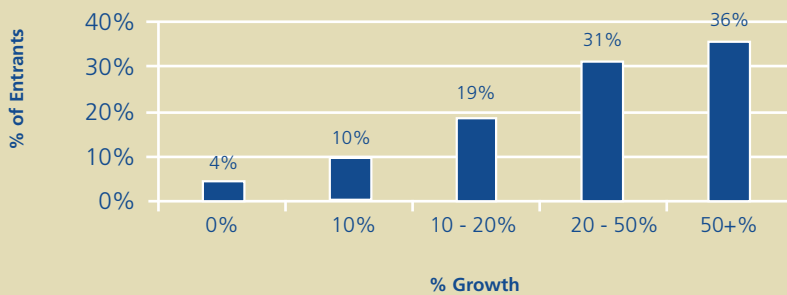
Hard landing, soft landing – come back to earth.

Talk of a recession is not heard in the boardrooms of the entrants.

Two thirds believe their business will grow by more than 20 percent in 2007.

They are not talking about soft landings or hard landings - they are just full steam ahead.

### Growth projection over the next 6 - 12 months



Source: 2006 Fast 50 Entrants

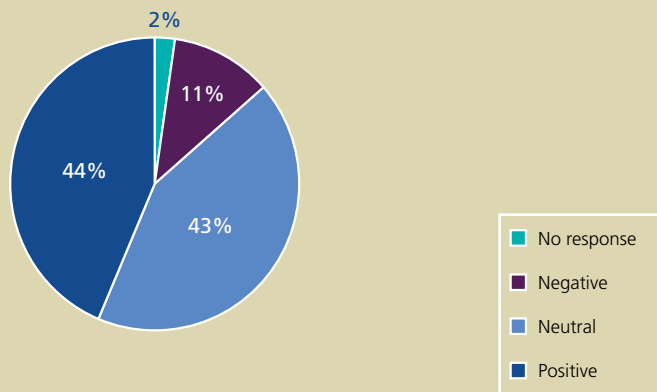
## Powerfully positive

44 percent of Fast 50 entrants believe the economic outlook for the next 6-12 months is positive, up 6 percent on last year.

The economic factor that has impacted most on the ability of their business to

grow in the last 12 months has been the exchange rate. Despite some recent respite, fast growth businesses would like to see our dollar retreat further.

### Growing companies economic outlook



Source: 2006 Fast 50 Entrants

## Crash barrier or opportunity?

Managing risks associated with growth, internal organisational alignment and attracting and retaining staff continue to be the top three challenges growing businesses face.

### Managing risk

Often the biggest challenge is to know what the risks are, but if you know them, understand them and manage them, you have a distinct advantage over your competition.

For some the greatest risk of all is fear of failure. Dreaming, believing and living a goal saw Sir Peter Blake win the America's Cup and Sir Angus Tait survive the receivership of his first company A.M. Tait Ltd before building Tait Electronics into a New Zealand hi-tech industry icon.

Like these great New Zealanders, managing your risks is fundamental for achieving your growth goals.

### Organisational alignment

What was appropriate for the size of the business last year may not be appropriate

now. The challenge is to create the right structure. It is a balancing act between three important but conflicting objectives:

- Creating, sustaining and nurturing an entrepreneurial, innovative culture
- Maintaining control of your business
- Minimising bureaucracy

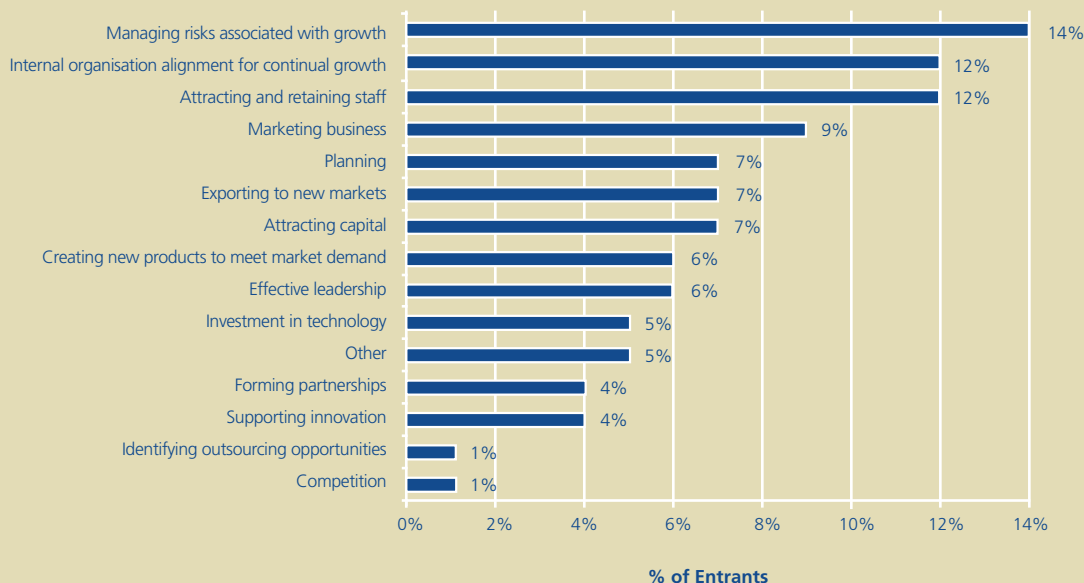
Fast growth businesses don't necessarily have this right - but they are conscious of it. Getting the balance right will pay dividends.

### Attracting and retaining staff

High staff turnover or lack of resources are disrupting for businesses seeking to grow. It affects morale and in the case of staff leaving can draw customers away when their loyalty lies with the individual rather than the business.

This ongoing challenge is not an easy fix; it is a huge challenge for Fast 50 entrants.

### Challenges faced to grow a business



Source: 2006 Fast 50 Entrants

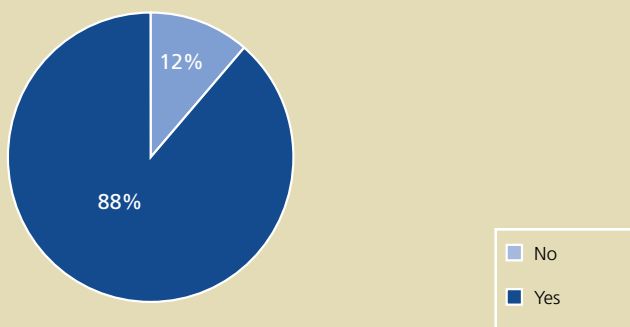
## People power

88 percent of entrants are planning to increase their workforce in the next 6-12 months.

Continuing levels of high employment will mean attracting and keeping good

talent should be a priority. Expect businesses to be more innovative and flexible in their approach to new hires - especially those with talent.

Are you taking on more staff in the next 6-12 months?



Source: 2006 Fast 50 Entrants



# Achieving optimum performance

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## What strategic questions do growth businesses ask themselves?

- Will this contribute to our shareholders' expectations of growth?
- How do we best leverage our networks to generate tangible returns?
- Growth - is it in line with the strategic vision and goals of the company?
- What is our value proposition to our customers?
- How are we going to fund growth?
- Is my reporting on a daily basis accurate?
- How is our strategy of creativity, growth and enduring relationships supported by this action?
- How does a mature company continue to grow in a mature market?
- How quickly should we expand into Australia?
- What do we want the business to look like tomorrow and how do we get there?
- When is the right time to commence expansion ... are our systems ready?
- How do we best retain customers?
- Are we delivering quality?
- Is our growth at the right rate - too fast, too slow or just right?
- How can we increase revenue while keeping costs at the same level as they are now?
- What is the next trend in our market?
- How do our customers define us?
- Are we providing the best solution?
- How deeply has our brand penetrated our target markets?
- How do we sustain our growth?
- How do we recruit the best staff?
- Can we do what we are doing any better? (Are we the best in the market?)
- What differentiates us from other providers?
- What can we be the best in the world at?
- Can my cashflow sustain this growth?

"How to use brand "NZ" as a competitive advantage in overseas markets?"



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# Fine tuning the focus

## Auckland & Northland

Information technology remains the prominent high growth sector in the Auckland region although slightly down on the previous year. The construction, utilities, and property industries, however have seen a resurgence - up 8 percent on the previous year, to 13 percent as a proportion of high growth businesses.

Auckland Fast 50 businesses have grown at an average rate of 280 percent, just shy of the national average of 294 percent. This is in contrast to last year where Auckland growth rates were 56 percent above the national average.

Reflecting an economy that continues to defy the experts' predictions of a slowdown, the 2006 forecast growth rate for the Auckland region shows 45 percent of entrants expecting their businesses to grow at over 50 percent next year. This is a marked increase from the 31 percent recorded in 2005 and supports the finding that 86 percent believe the near-term economic outlook is either positive or at worst neutral.

Growth continues to be an important agenda item at management meetings with the evidence showing a swing toward planned growth even for businesses at a relatively early stage. Businesses are taking the time to develop and implement strategies to drive growth with a real focus on creating stakeholder value.

Auckland businesses identify the same three major challenges to achieving their growth forecasts as last year, being

- Managing risks associated with growth;
- attracting and retaining staff; and
- internal alignment for continual growth.

Managing risks associated with growth has moved to number one this year at the expense of attracting and retaining staff, however, with 96 percent of Auckland businesses expecting to take on more staff in the next 6-12 months, attracting and retaining staff will remain a major constraint to business growth.

The major attributors to success have remained relatively stable from last year, with customer focus, innovation, and competitive advantage being the top three drivers. Attributing success to staff has taken a fall from last year and may reflect continued capacity constraints forcing a change in focus away from staff as a key competitive advantage.

While 45 percent of Auckland businesses are expecting to achieve their growth forecasts through organic growth, there are also a significant number (22 percent) who are acquisitive.

Only 1 percent of businesses expect the growth to be driven predominantly by overseas expansion.

On the back of a period of sustained economic activity and growth, the region looks set to continue to grow in the short-term. However, capacity constraints – particularly skills, will continue to challenge local businesses, and innovative strategies to deal with these constraints both at a governmental and business level will be key in ensuring a good level of sustainable growth into the future.



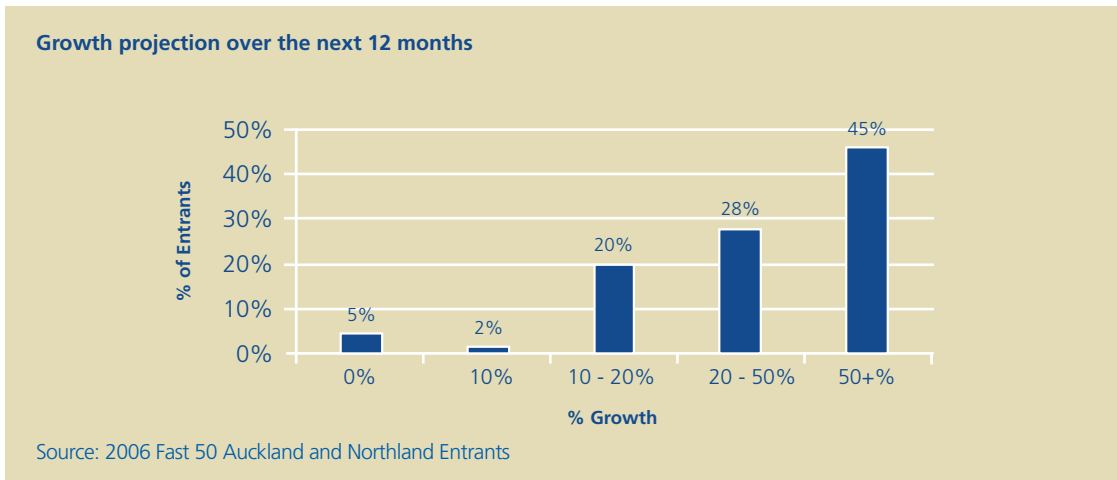
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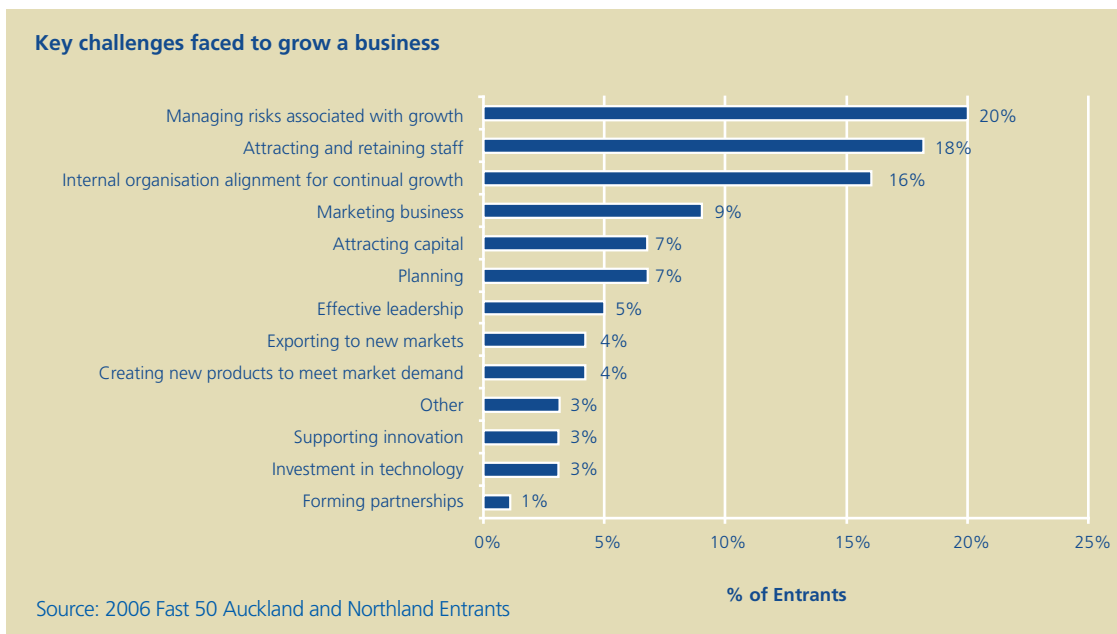
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"Businesses are taking the time to develop and implement strategies to drive growth, with a real focus on creating stakeholder value."

### Keeping the revs up

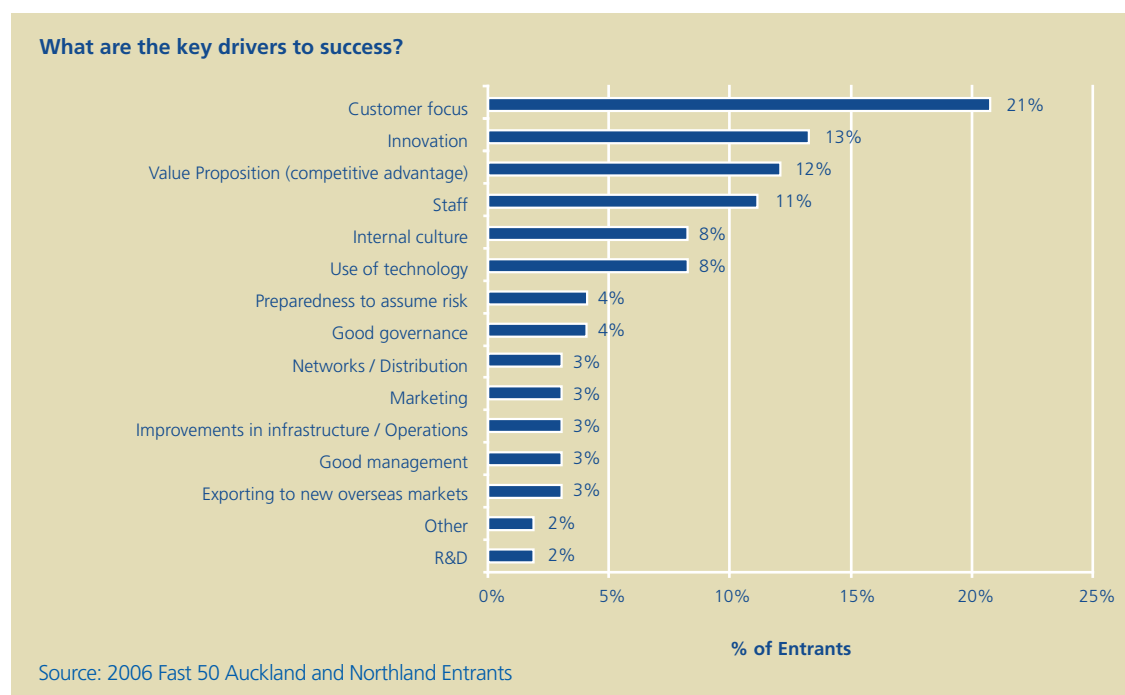


### Crash barrier or opportunity?

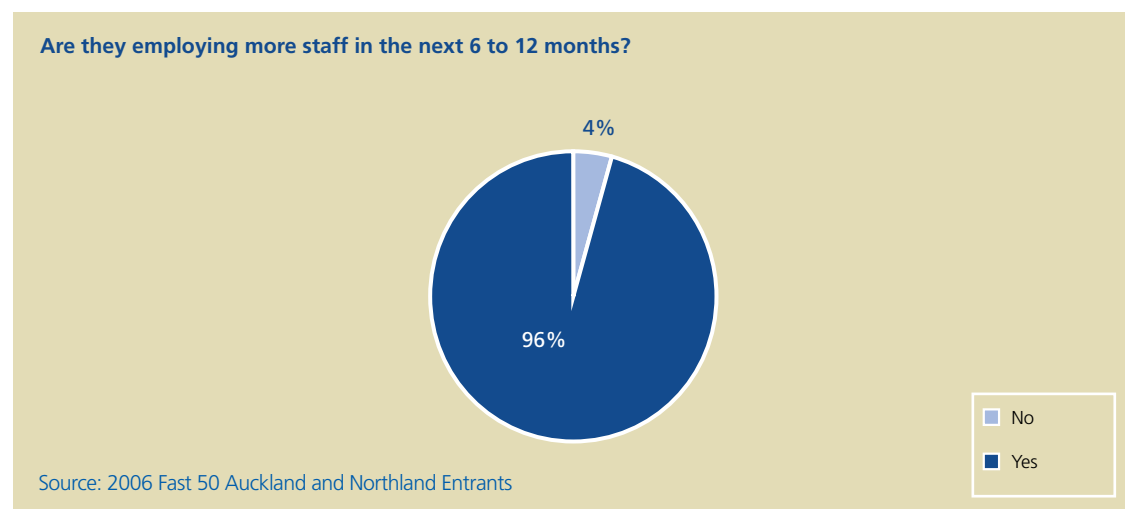


"The major attributors to success have remained relatively stable on last year."

## Drivers of success



## People power





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# Central North Island

The 2006 Fast 50 has seen the emergence of consumer businesses becoming a prominent growth sector in the Central North Island, in particular, the online retailing of leisure goods. Transport, Logistics and Manufacturing continue to achieve strong growth in the region, with the growth in these areas linked to servicing the traditional primary industries of the Central North Island. Underpinning this growth has been a strong customer focus (25 percent), which looks set to continue in attracting new and growing existing customers.

Another new area of growth is in business brokering, which builds on one of last year's themes of implementing formal succession plans. Succession plans are critical to business continuity, and recognise the fact that many 'baby boomer' family businesses are looking for sensible exit strategies. Staff form a critical part of any succession plan. There is a continued focus on retaining key staff by providing performance based packages through to Management Buy Out opportunities.

Attracting and retaining staff (20 percent) is a key challenge for businesses in the region. Increasing levels of "Generation Y" within our workforce (currently 20 percent and expected to rise to 40 percent within five years) are forcing organisations

to refocus on how they value employees. Demand is increasing for a flexible work environment that provides a learning focus, and a strong performance management structure that provides regular feedback.

Attracting and retaining staff affects organisational development and planning. An organisation's strategic plan should align with its strategic HR and workforce plan. Building a strategy around growth has become more common in practice, with company leaders stepping back from operations and seeing how they can work "on" the business and not "in" it. Businesses are looking at monitoring their strategy and tracking it to the success it achieves. This theme was top of the mind during recent growth forums this year, through looking at management decision support and the changing role of leadership in growth companies.

Overall it has been another prosperous year for Central North Island businesses, with the outlook for the coming year set to bring increased growth, and continued strong economic activity.



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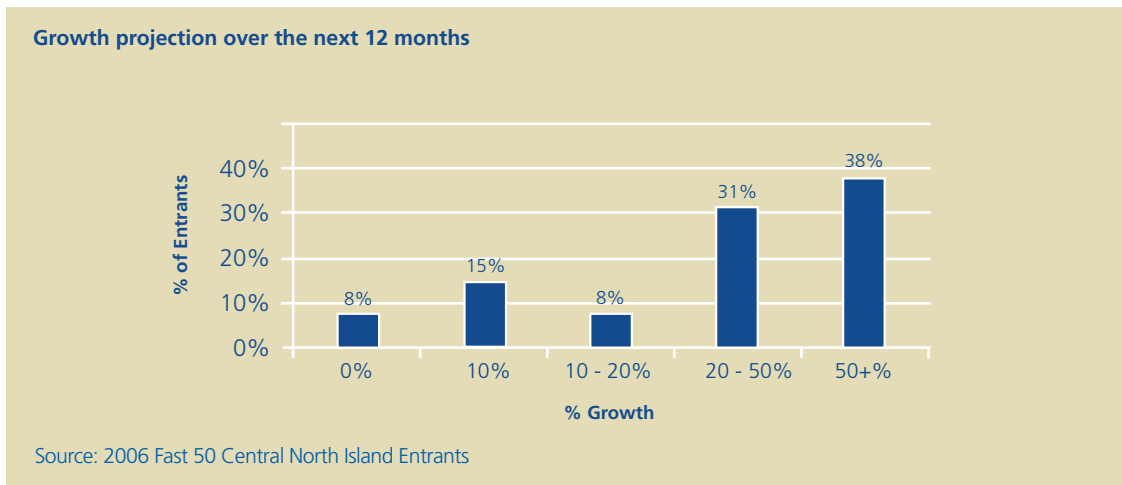


**Hilton Joll**

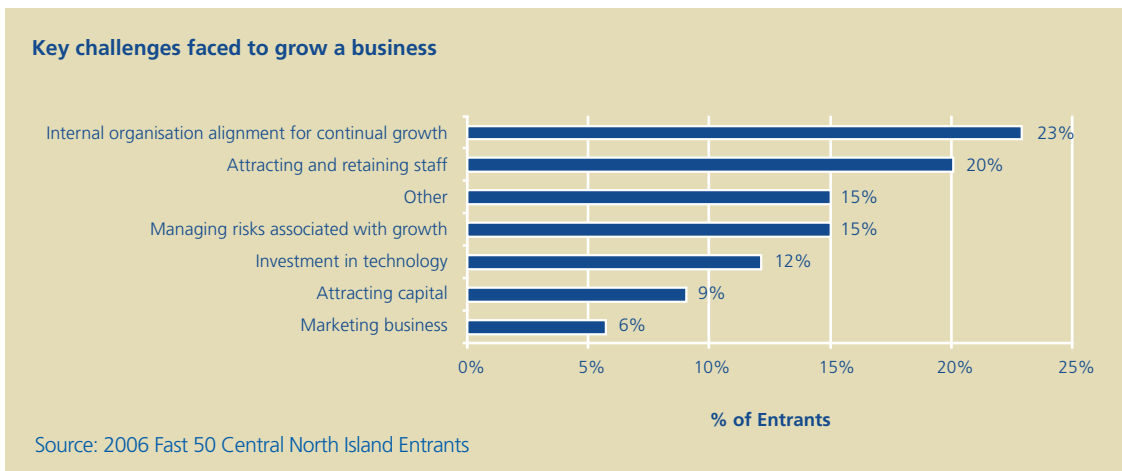
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"Underpinning the growth has been a strong customer focus, which looks set to continue."

### Keeping the revs up

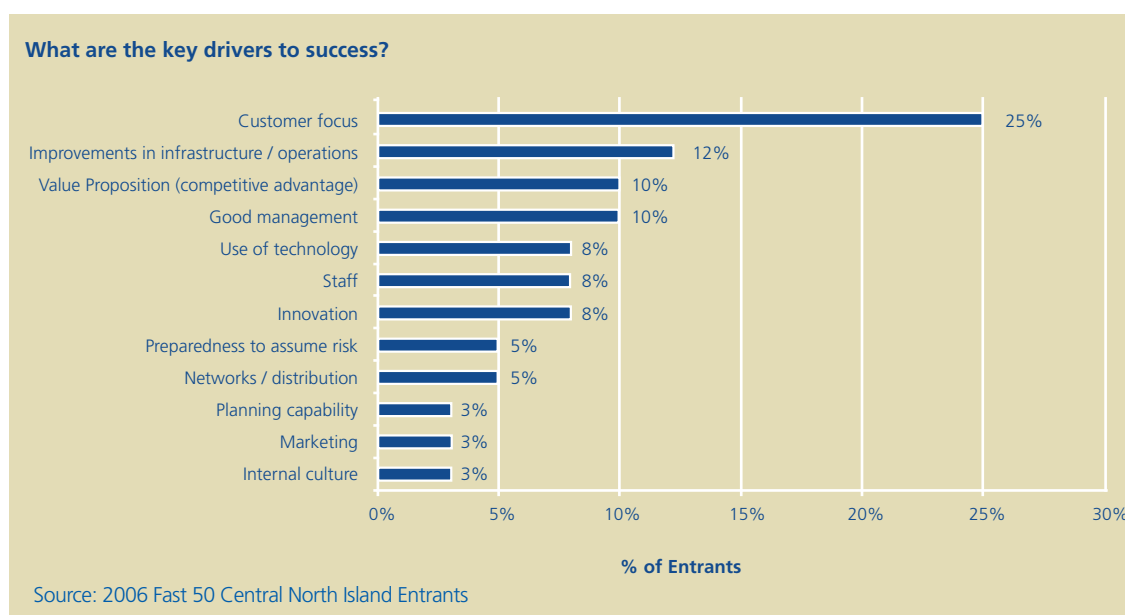


### Crash barrier or opportunity?

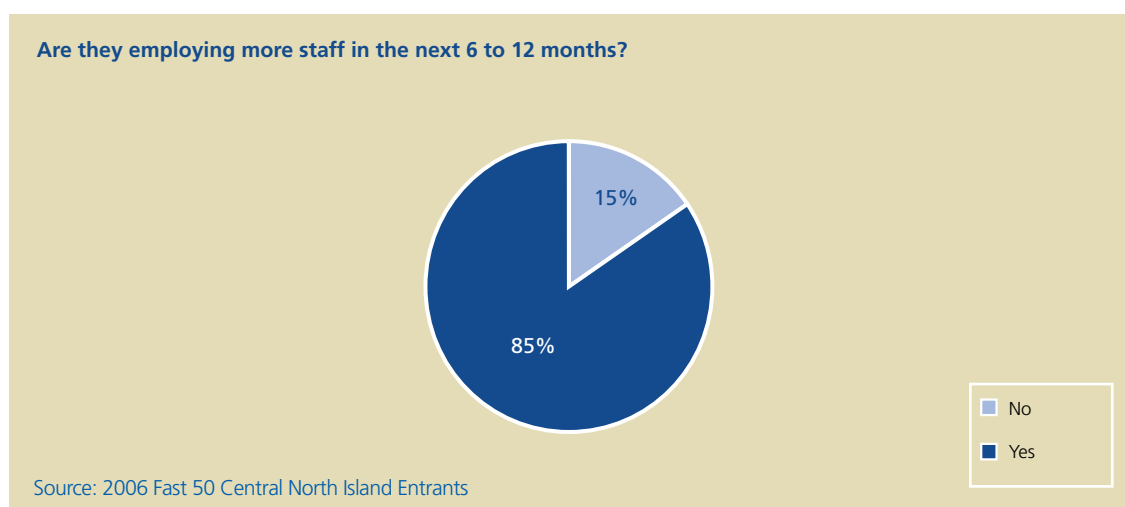


"Attracting and retaining staff effects organisational development and planning."

## Drivers of success



## People power





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# Wellington & Lower North Island

The Wellington and Lower North Island region is again well represented in the Fast 50, with 11 businesses featured including six new entrants. It is pleasing to see two of the top five and four of the top 10 from this region.

42 percent of our region's entrants were from the IT sector, which demonstrates just how significant this industry has become. We are yet to see the impact of the creative and design industries talked about in Wellington on the index. Perhaps this sector is still too young to qualify and might start showing up in years to come.

Our entrants expect to maintain their strong growth, with 42 percent expecting to grow by more than 50 percent in the next year, and a total of 88 percent expecting to grow by more than 20 percent. This is reflected in 83 percent of entrants indicating they will employ more staff in the next 12 months with only eight percent voicing concern about the impact of a negative economy.

Many of our region's entrants are relatively small (33 percent employ less than 10 people and a total of 79 percent employ

less than 50 people) and therefore will almost certainly be facing the challenge of internal organisational alignment to ensure they stay in control of their business. Managing risks associated with growth will also be an important issue for these businesses.

As to what makes our region's entrants successful, they have again indicated that customer focus, staff and value proposition / competitive advantage are the three critically important drivers of their success. These are the same three factors identified over the last three years. For anyone not growing, there seems to be a very strong message here.

It was interesting to see our region's entrants identify winning new customers (28 percent) was more significant to growth than growing existing customers (25 percent). This could be related to an increased focus on new export markets. Only two of our region's entrants currently earn more than 50 percent of their revenue from exports. There appears to be an increase in export revenues from Asia and Europe, although Australia remained by far the largest export market of our entrants.



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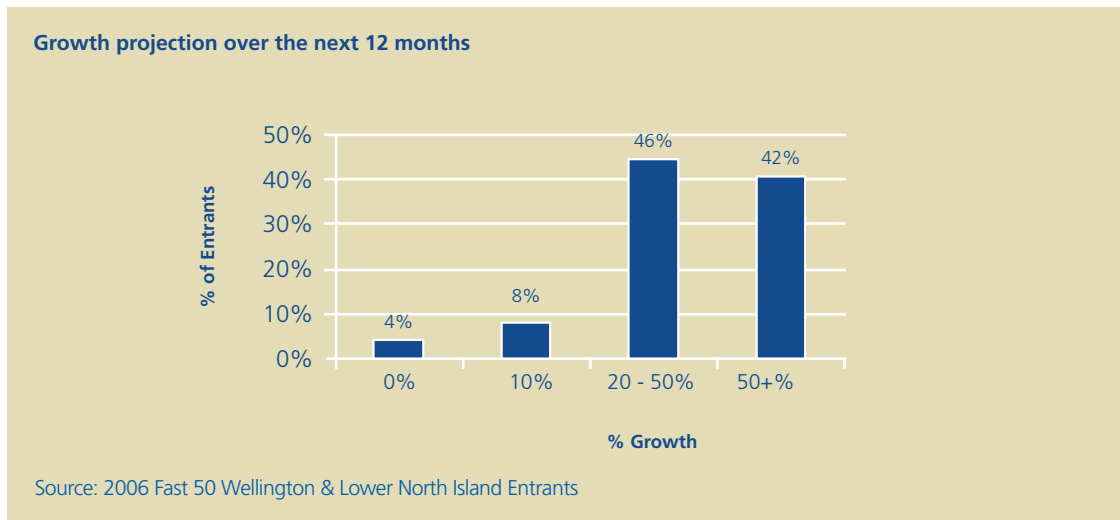


**Tim Richards**

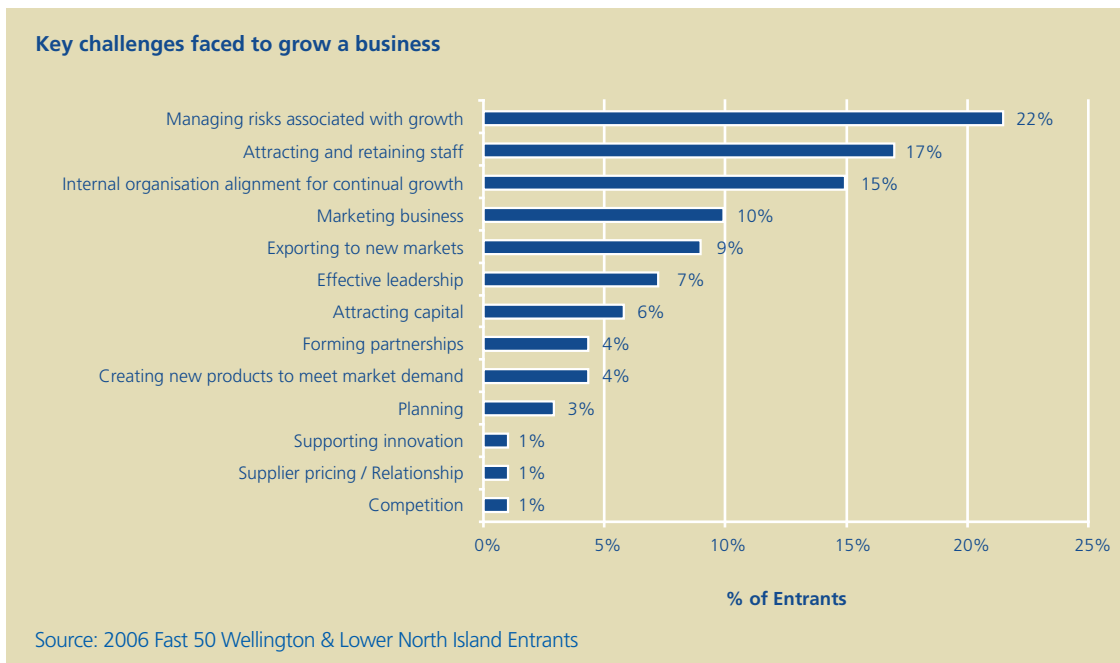
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"Our entrants expect to maintain their strong growth with 42% expecting to grow by more than 50% in the next year."

### Keeping the revs up

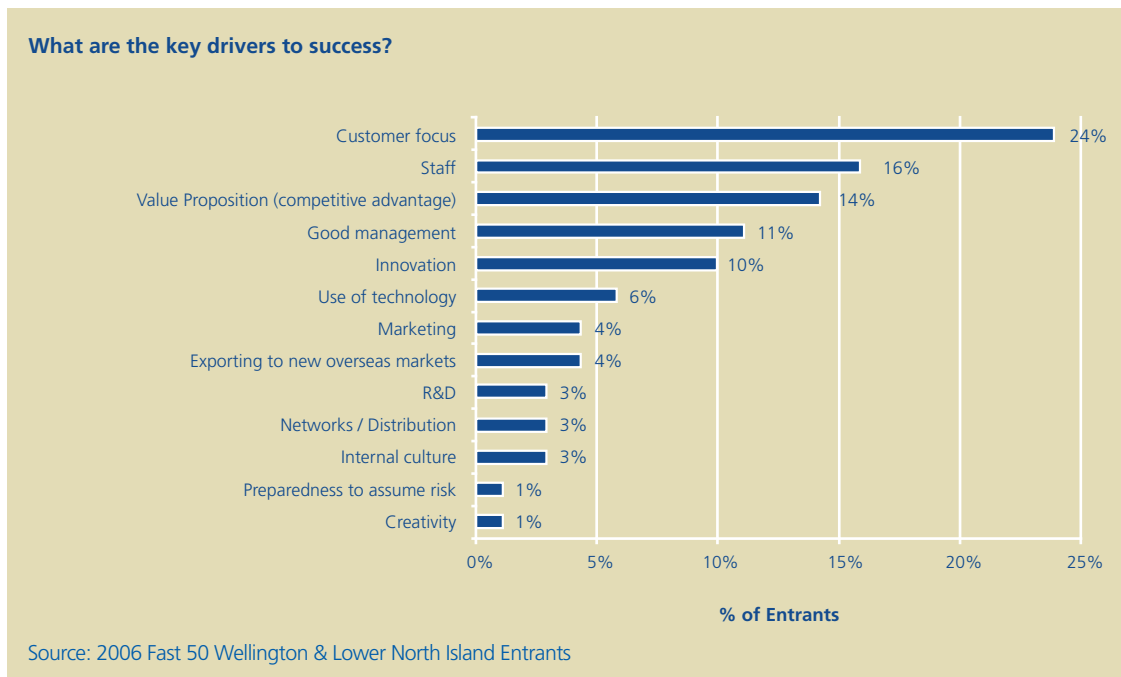


### Crash barrier or opportunity?

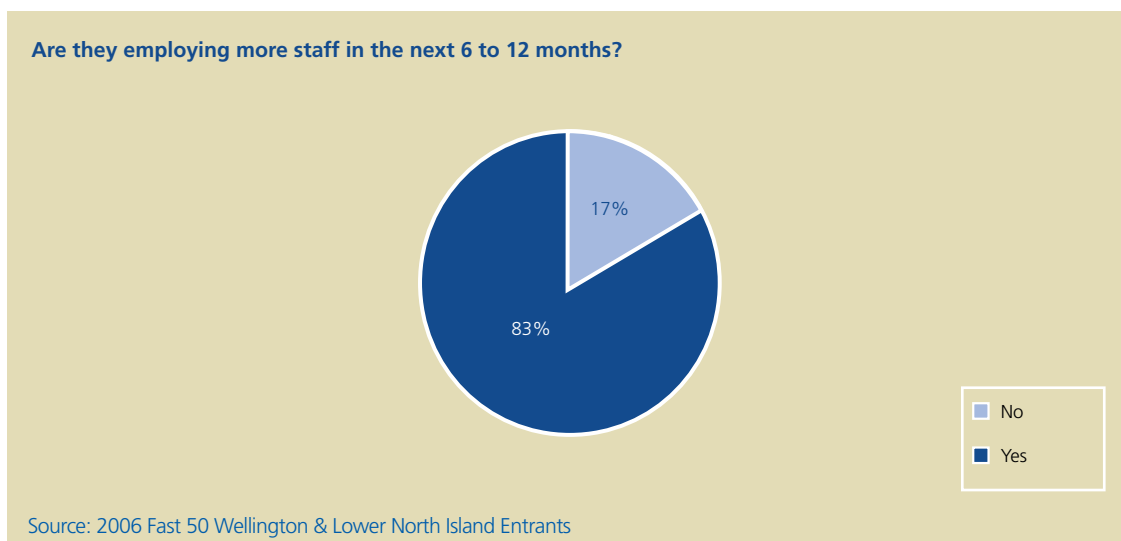


"There appears to be an increase in export revenues from Asia and Europe, although Australia remained by far the largest export market of our entrants."

## Drivers of success



## People power





Unlocked

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# Christchurch & Upper South Island

The Christchurch based entrants in the Fast 50 index normally throw up the odd surprise – the quiet achiever with a low profile but stunning revenue growth. This year there are fewer surprises with the majority of Christchurch and Upper South Island entries being well recognised names.

There is good representation from our traditional regional strengths in manufacturing, engineering and information technology. Businesses in these segments are highly optimistic about future prospects, particularly those with export ambitions.

90 percent of the region's entrants expect to employ more labour in the next 12 months which is comparable to 2005. This continues to signal a tight labour market. Attracting and retaining talented staff remains a key challenge for all companies but particularly fast growers. 18 percent of entrants identified their staff as a key factor of success.

The three top challenges remain unchanged from 2005, namely:

- Internal and organisational alignment - i.e. making sure our organisation structure continues to focus our efforts in the right places and that there is accountability for growth.

- Managing risk associated with growth - with increased activity and revenue comes increased risk. Being able to lift our head above the parapet and anticipate these risks and formulate strategies to manage these risks before they materialise is a major challenge to fast growth businesses.
- Attracting and retaining talent - Employees with skills and talent are in big demand. At the moment it is an employee's market. Businesses have put a lot of effort into their strategic responses to this challenge. Poaching or shoulder tapping talent from other organisations is rife and more energy is being applied to making sure businesses keep their good talent. The key message is to be conscious that your best employees have options – don't make them make a choice.

Economic uncertainty and exchange rates were identified as key external factors impacting on future business growth. Despite this uncertainty in local and global markets, confidence among the growth businesses continues to be high, although a little down from 2005. 30 percent of our region's entrants expect to grow revenue over the next 12 months by between 20-50 percent, with 15 percent expecting revenue growth over 50 percent.

The overall message from this year's entrants appears to be a focus on achieving steady, planned and controlled growth over the next 12 months which bodes well for the future. Having achieved triple digit growth, their aim is to take greater control of their destiny, to manage the growth and convert more of that strong revenue performance to shareholder value.



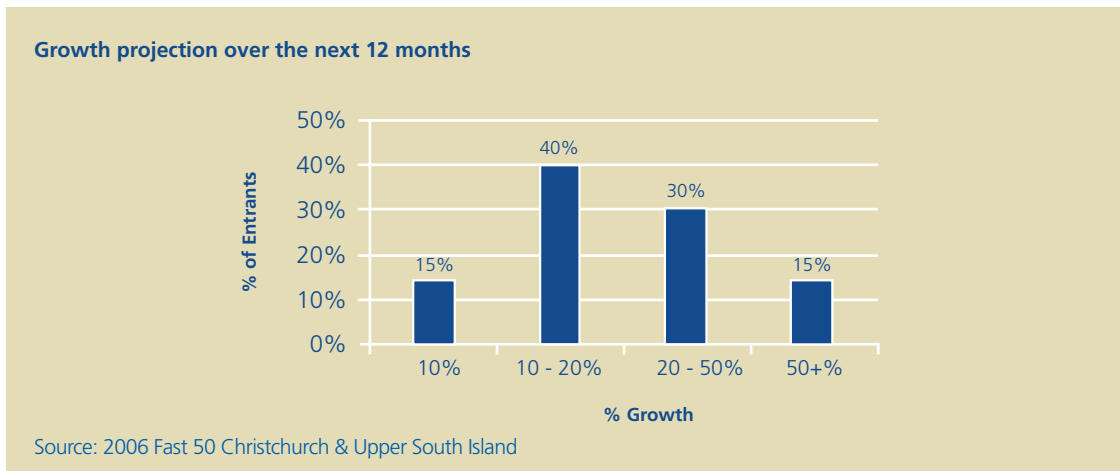
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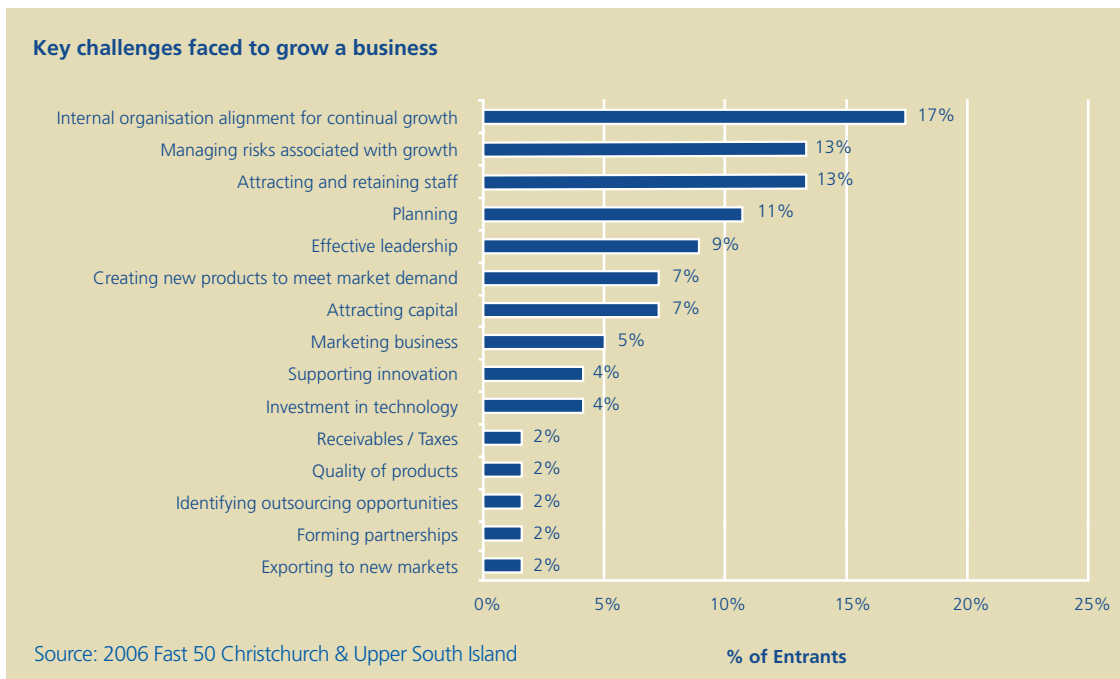
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"There is good representation from our traditional regional strengths."

### Keeping the revs up

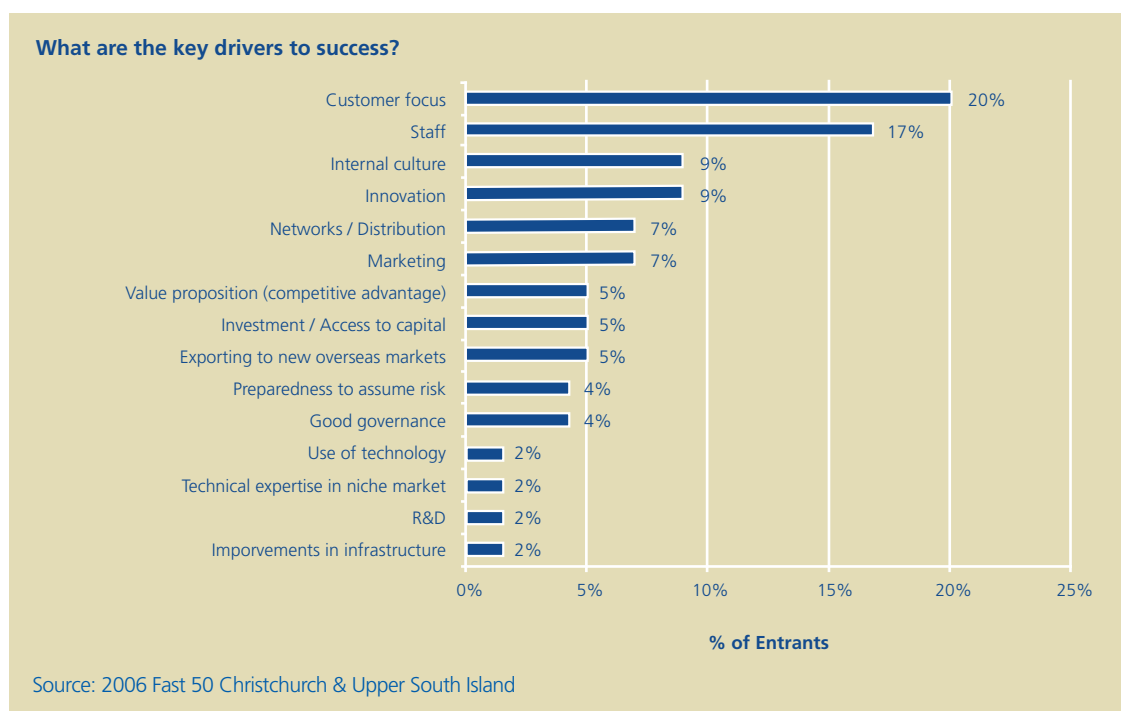


### Crash barrier or opportunity?

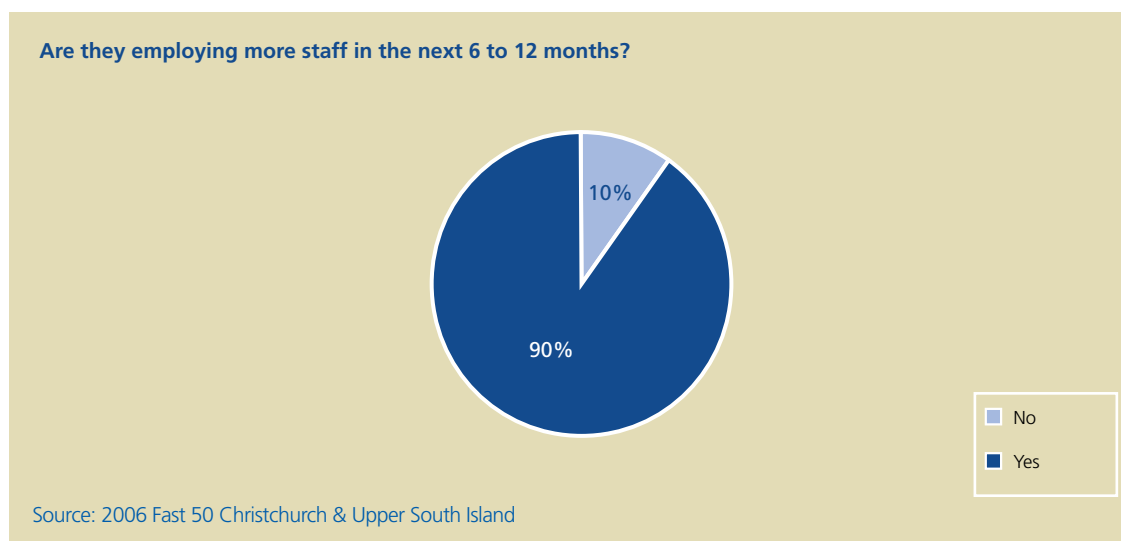


"90% of the region's entrants expect to employ more labour in the next 12 months."

## Drivers of success



## People power





Unlocked



# Dunedin & Lower South Island

Growth in the Dunedin and Lower South Island region has continued on an upward trend in 2006 with manufacturing and tourism businesses continuing to make an impact in the region. While only two businesses from this region made it into the overall Fast 50 index, all entrants showed promising growth in what was originally forecasted as a period of slowing economic growth.

Businesses primarily attributed their growth to their staff, good management and a real customer focus. The employment market has remained tight in 2006 and our Fast 50 entrants have done well to retain key staff to provide a stable platform for continued growth. Other contributing factors included the ability to source investment for innovation and growth.

One of the key challenges identified for driving growth last year was attracting and retaining talent. This trend was not as prevalent in the 2006 year, with many businesses identifying risk management and marketing as their biggest challenges for the future.

As with the 2005 year the majority of the entrants identified the need to align the internal organisation for continual growth. This is a common challenge in fast

growing businesses and is one that can be overlooked without robust planning and feedback processes in place. The acceptance of business planning has grown over the last few years, with many businesses realising the planning process is an important blueprint for future performance, growth and ultimate success.

The effect of the strong New Zealand dollar impacted the performance of a number of manufacturers. However, several entrants, who import and distribute products in New Zealand benefit from the currency.

The property and construction sector continues to grow, particularly in the Central Otago region. It was promising to see two businesses associated with this sector showing strong overall growth.

67 percent of our entrants are looking to employ more staff in the next year. It will continue to be necessary to retain existing employees whilst trying to recruit new employees to cater for the expected increase in growth.



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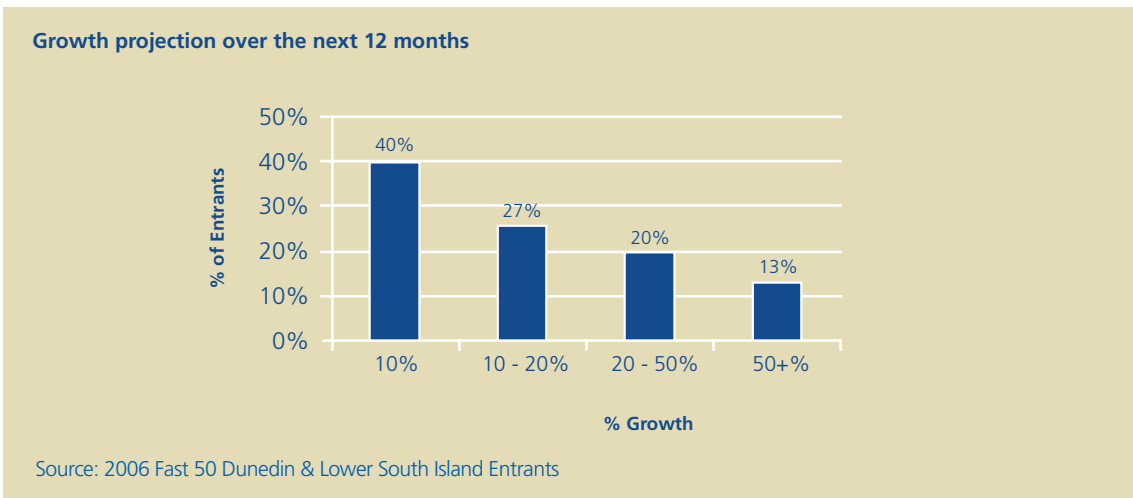


**Kyle Cameron**

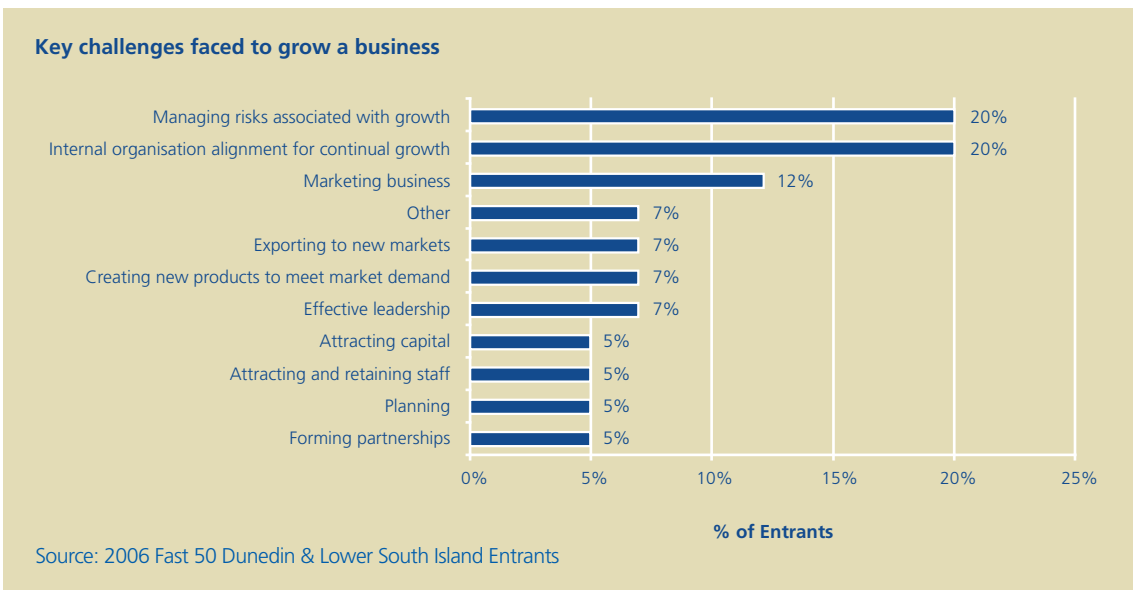
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"All entrants showed promising growth in what was forecasted as a period of slowing economic growth."

### Keeping the revs up

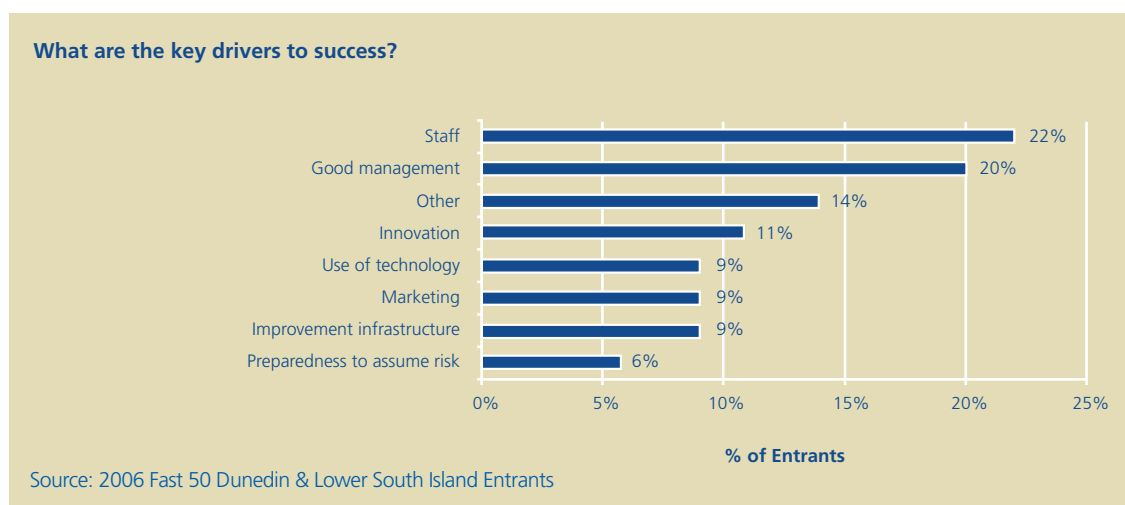


### Crash barrier or opportunity?

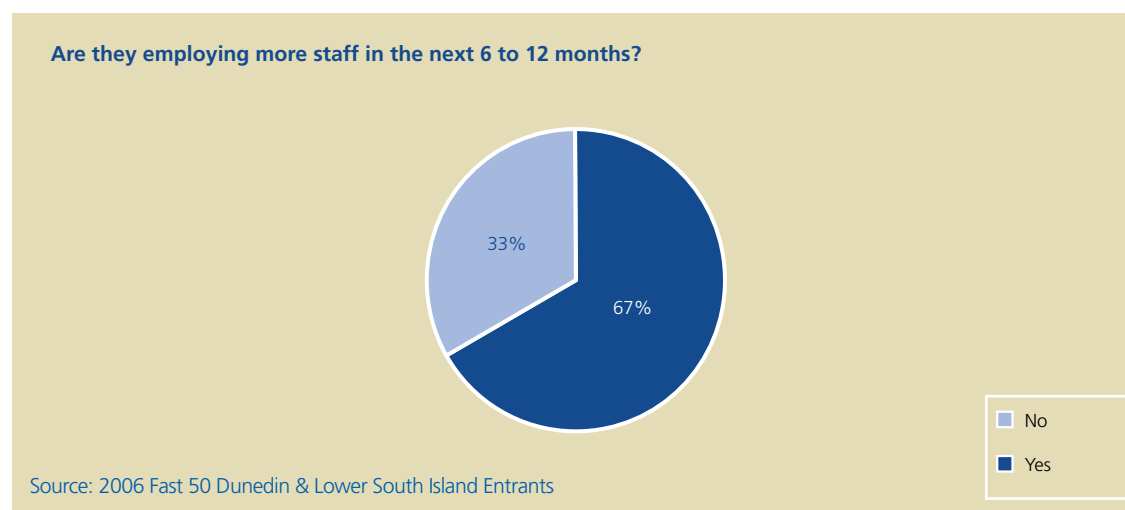


"Entrants identified the need to align the internal organisation for continual growth."

## Drivers of success



## People power



# 2006 Deloitte/*Unlimited* Fast 50

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1. HRV
2. Cohesive
3. Trilogy
4. Trade Me
5. Datasquirt
6. Escea
7. Torpedo7
8. Global Career Link
9. HIFX
10. Robinson Seismic
11. Backdoor Surfshop
12. Chillisoft
13. Certified Organics
14. 4RF Communications
15. Mactec Aerospace International
16. Agility Group
17. Specialist Marine Interiors
18. Breathe Communications
19. Pathway Engineering
20. New Zealand Finance Holdings
21. Layher
22. 42 Below
23. Tabak
24. PolyMEDIA
25. Consortium
26. Chalkydigits
27. Icepak Group
28. Logistics Personnel
29. ITManiacs
30. Observatory Crest
31. SEEK Communications
32. DL Consulting
33. Mako Networks
34. NextWindow
35. Les Mills International
36. Southern Hospitality
37. Pacific Network Communications
38. AuthorIT Software
39. Kiwibank
40. First Rate
41. Golder Associates
42. Tiger Networks
43. Giles Civil
44. MotorWeb
45. iSERVE
46. Span Tech Building
47. Endace Group
48. Xsol
49. Orcon Internet
50. Web Drive

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