

BUSINESS VIEW Australia

JUNE 2015

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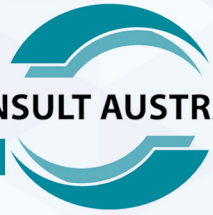
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**AUSTRALIAN BUILDING
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MASTER BUILDERS

Master Builders is the major Australian building and construction industry association. Its primary role is to promote the viewpoints and interests of the building and construction industry and to provide services to members in a broad range of areas including training, legal services, industrial relations, building codes and standards, industry economics and international relations.

Master Builders Associations

Master Builders Australia is the national body of the Master Builders group. Its members include all nine State and Territory Master Builders Associations.

Each Association provides an extensive range of services to assist its members which will ensure the building and construction industry operates in a profitable, efficient and ethical manner.

Membership of the Master Builders demonstrates that these companies value high standards of integrity, skill and responsibility to their clients.

Editor's *Note*

There is a very special organisation on our cover this month. Consult Australia, an industry association for consulting companies in the built environment sector, has been representing its members interests to industry, the community and most importantly to the government, since 1952. The association has witnessed Australian firms growing their local operations to a national and in many cases, a global level, over the years and has been at the forefront of these changes.

Construction companies and the organisations that provide Australia its infrastructure have served to make the country one of the most modern in the world and given its citizens facilities which are at par with the best globally. In this issue we explore the workings of some of the top names in this sector – Clarence Valley Council, Buildcor Projects, Pascale Construction, Vati Projects, Mitie Construction and the Green Building Council. Our in-depth articles will explain what makes these organisations leaders in their respective areas.

The healthcare and aged care industries in Australia are growing rapidly and we take a look at several companies which have achieved the highest standards of excellence in this sector – Ad-

elaide Eye & Laser Centre, Penwood Aged Care and Grace Villa Aged Care.

The franchise industry in Australia has the second largest number (after New Zealand) of franchise outlets per capita in the world. We studied the franchise business model by analysing the operations of two franchise businesses, Kick Juice Bar and Superfinish Express, and discovered the factors that have led to their success.

Australia is known for its meat industry and is one of the largest exporters in the world for this product. In this issue we take a close look at the Australian Wagyu Association, Bald Ridge Wagyu and Genetic Edge Australia and Greg's Family Gourmet Butchers and find that this industry is strongly rooted in the country and has excellent prospects.

We hope you enjoy reading this issue as much as we did preparing it!

Regards,



Ravinder Kapur
Business View Magazine Australia

Consult Aust

*Promoting the Business of
Consulting Companies*



*Consult Australia is the industry
in the built environment sector
ect managers, planners, engineers
ors among others. It represents
firms in Australia and Consult
efits as their business interests
the community, industry*



Australia

History of the association

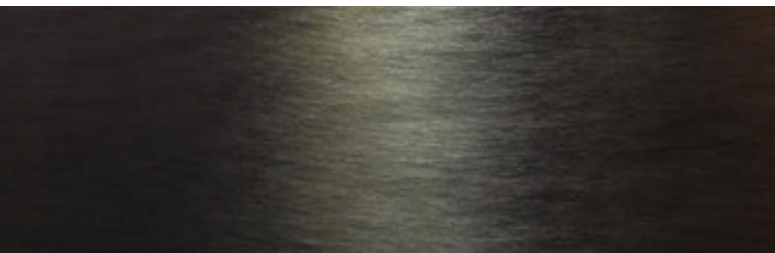
Consult Australia started as the Association of Consulting Engineers of Australia in 1952. In the 1980's and 1990's the government started diverting work from the public works department to the private sector. This resulted in Australian firms acquiring a national footprint and soon after that, in many cases, global operations. The nature of the firms also changed and they started engaging in multiple activities to cater to the government requirements.

Megan Motto, Chief Executive Officer of Consult Australia describes the changing role of the association and how it achieved its current form after the gov-

*Industry association for consulting companies
sector, including engineers, architects, proj-
environmental scientists and quantity survey-
sents an industry comprising about 48,000
t Australia's members enjoy immense ben-
erests are very competently represented at
and government levels by the association.*

ernment starting diverting infrastruc-
ture projects to the private sector, "So
as a result of that change our member-
ship and the compa-
nies in the private
sector changed con-

siderably and that was really
the starting point for us having
a conversation about what we
were as an organisation. Were





Megan Motto
Chief Executive

we a society of engineers or were we an association that represented the business interests of the companies?

So the Board of the day decided firmly in favour of the latter and we started with a constitutional change to take us from individual to corporate membership and the changed program rode through the organisation and truly culminated with a change of name of the organisation to Consult Australia, which obviously represents a broader membership than just engineers, because currently only half our members are in engineering and the other half are in a range of other multidisciplinary activities and many of them may be in pure architecture or environmental science or quantity surveying.

So we recognise that we need to improve the business interests of the built environment in the private sector and not necessarily the technical disciplines contained therein. We have a strong memorandum of understanding with the various professional institutes in the states where we concen-

trate on the business issues.”

Benefits that Consult Australia members enjoy

Consult Australia lobbies with the government at all levels to further the interests of its members. Specific areas in the legislative and regulatory environments are identified and the views of members presented to the concerned politicians or government departments. The association could take up the issue of tax on small businesses, environmental clearances, land release issues or planning regulations on behalf of its members and ensure that governmental authorities understand the impact of their actions and take corrective steps so as to prevent a negative fall-out for the association's members.

Employees of Consult Australia also make submissions to the government on a range of issues to present the views of the members of the association. Meetings are organised with officials and member firms are given the opportunity to interact directly with bureaucrats and other officials by organising var-

ious functions for the purpose.

Members of Consult Australia also receive the benefits of a host of facilities to help them conduct their businesses in a professional and profitable manner. Megan Motto gives the details of these services, “So we know that in our membership we have got engineers or architects or planners or quantity surveyors coming through the ranks and deciding to make a go of it and run their business. However, they are often not well versed in the variety of business issues adjunct to their professional and technical expertise.

So we hope to provide supplementary services in HR, marketing, contracts, risk, compliance, workplace health and safety and in a range of areas such as these to help our members professionalise their businesses and hopefully make better profit margins as a result of that.”

The association has a program of supporting members in their efforts to enter the international market. Consult Australia is one of more than 100 organisations that is part of the body, the International Federation of Consulting

Engineers. Consult Australia facilitates its members usage of this body to connect in the market where they would like to operate.

Initiatives for encouraging government investment in infrastructure

The association plays a pivotal role in facilitating governmental decisions and approvals for infrastructure projects. For example, the slackness in the commodities market has resulted in a slowdown in investments in the mining sector in Western Australia and Queensland. The government has tried to take up this slack by stepping up its capital investment program. Consult Australia acts as a catalyst in such situations and helps in overcoming regulatory and procedural hurdles so that projects are sanctioned and implemented quickly.

Megan Motto explains the role of the association, “We negotiate directly with government, but the best thing that we can do in terms of infrastructure investment is to make a close relationship with government and oppositions around the country,



both state and federal. So we would be liaising with the government on a regular basis in terms of assisting them get projects to market in sensible ways, but more importantly we do a lot of work with governments with regard to the overall framework of decision making and with regard to public infrastructure.

The two key elements are governance – the governance around the decision making in that which projects get built, which projects pack up in a cost benefit analysis approach and how to look at a broader cost benefit analysis process, so we help governments to implement the right decision. We maintain pressure on governments to have good governance procedures so that we are not serving just political cherry picking of projects, but we are seeing projects which are well thought out, well designed, well implemented and in the interest of the Australian economy and community.

So that is the governance side of things and the second part of course is the elephant in the room. With the best interest in the world we cannot build anything

if we do not have the money to pay for it. So we do a lot of lobbying with governments in terms of the range of project financing and funding measures that they need to consider to engage the private

CONSULT

sector a lot more in infrastructure financing and we suggest a range of ways of getting better funding and the financing mechanism for that, so that we can build what we need to have – a productive economy.”

The future

Consult Australia is providing services to its members to enable them to conduct their business in a professional and profitable manner. The association has been highly successful in improving the business environment for its



AUSTRALIA



considered a large firm even five years ago is now a medium sized player. We have got a lot of globalisation of firms and a huge amount of consolidation in the market through mergers and acquisition activity.

A lot of new international players have entered the market

so we are trying to

consolidate our membership and build upon it, deepen our

penetration

and engagement and

provide an ever wider range of services at all levels within those organisations to help them run successful businesses.

On the influence front we like to look at Australia's place in the region, so in the future we will have a greater regional focus because our member firms have a regional focus, certainly our large firms have a very strong regional focus.

We recognise it as a great area of opportunity for our members and it is particularly the Asian region which is growing in its economic development very quickly and the services of our members will be in very high demand and we will help them take advantage of this opportunity."

members by lobbying with the government and bureaucracy and by providing and facilitating direct interaction between them. The success of Consult Australia is based on its constant focus in identifying and exploiting opportunities for the benefit of the functioning of its members.

Megan Motto outlines the future plans of the association, "What was

How Consulting Engineers shaping the face of Australia



From the earliest days of large scale engineering projects, the likes of Australian engineer, John Bradfield, worked on the Burrinjuck and Cataract Dams, in New South Wales and the famous, Sydney Harbour Bridge, Australian consulting engineers are shaping the face of the nation and participating in some of the most significant engineering projects. It is the consulting engineers, often working in anonymity, who work behind the scenes to design, supervise, manage, the infrastructure and building projects that most

neers are Australia



*cts in Australia, when
d on projects such as the
d the iconic, world fa-
engineers have been shap-
the world's largest en-
working in relative
ervice and project man-
people take for granted.*

The world of the consulting engineering firms of today is a multi-disciplined one which encompasses the design and the development of roads, airports, bridges, dams, architecture, mechanical and electrical projects.

The drawing boards and T squares of John Bradfield's day may have been replaced by computer aided design software (CAD) but, the discipline, professionalism and vision of Australian civil and consulting engineers can still be seen in projects, large and small, across the length and breadth of Australia.

From the local school to the public transport systems and the roads that people use to get to work every day, consulting engineers are behind them all. Here are just a few examples of some of the major engineering projects that have made their mark on the Australian landscape and environment.

The Snowy Mountains Hydro-Electric Scheme

The snowy mountains hydro-electric scheme was the

largest engineering project ever undertaken in Australia.

Seen by many as a defining moment in the history Australia, the scheme was designed to collect the water that comes from the Snowy Mountains and store it in dams. The project included 225 kilometres of, pipelines, tunnels and aqueducts and the scheme now provides up ten percent of the electricity supply to New South Wales as providing vital water supplies to inland farms and industry.

The North Strathfield Rail Underpass

The North Strathfield Rail underpass, part of the Northern Sydney Freight Corridor project, is an example of how engineering ingenuity overcame the growing demands on a busy transport network.

Consulting engineers devised a means to construct a 148m long freight rail tunnel, underneath an existing busy suburban rail line. Their innovative design, cut the construction time from an estimated three to five years to just 8 months and, with no disruption to normal rail services.

ASA Hot Fire Training Facility, Melbourne

A great example of the multi-disciplined nature of the work of a modern consulting engineering firm is the state of the art hot fire training facility at Melbourne Airport.

The only facility of its kind in Australia, the project called on the skills of mechanical, structural, electrical, hydraulic and civil engineers as well as environmental experts too. Not only does the design cater for the training needs of Australia's civil aviation fire fighters, it also ensures that waste water from the facility is treated and re-cycled.

Green Square Urban Renewal water management, Sydney

From the grand, large scale projects such as The Snowy Mountains Hydro-Electric Scheme, which catch the public's imagination, to one of the slightly less glamorous necessities of modern life, storm water and sewage management. Consulting engineers developed a strategy for storm water management in the Green Square Urban Renewal area, which is located between the busy Sydney





central business district and Sydney Airport. The project needed careful planning from water management experts and it also had to minimise disruption to road traffic and businesses. A key part of the city's plan for the development of the area, the project will

alleviate flooding problems in the area and prepare the water and sewage system for future growth and development too.

These are just a few of examples of the design skills of consulting engineers that are utilised in building infrastructure projects in Australia.



lia and all around the globe. From the early pioneers of engineering, to the thousands of qualified professionals of today, consulting engineers have shaped the face of Australia and continue to do so, even though most of us don't even realise it.

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Clarence Valley C

Successful Water Cycle Management



Council t



In February, 2004, the Governor of New South Wales proclaimed the general purpose Councils of Copmanhurst, Grafton, Maclean and Pristine Waters and activities of North Coast Water and Clarence River County Council co-joined to form the Clarence Valley Council. One of the most important activities of the council is the management of water supply and related areas of sewage, strategic stormwater management and flood studies.

The Council has recently completed a \$180 million regional water supply project that will serve the present and future needs of the area. The project entailed the provision of extensive water supply infrastructure with the purpose of improving the management of water resources.

Background of the projects

Greg Mashiah, Manager, Water Cycle, of the Clarence Valley Council explained that of the four General Purpose and two County Councils that were amalgamated in 2004, three were either in the planning or approval phase of major sewage augmentations with concept designs being undertaken by different consultancies.

“These projects were continued even after amalgamation. The first scheme



AT A GLANCE

WHO: Clarence Valley Council

WHAT: Is a place of outstanding natural beauty and diversity, from lush rainforests to unspoilt beaches and fertile river plains.

WHERE: Located at Locked Bag 23, Grafton, NSW

WEBSITE:

<http://www.clarence.nsw.gov.au/>

was constructed in 2008 and the second scheme was constructed in 2011 and the final scheme's construction was started last year. So work at the moment is the culmination of what we did for 15 years with a lot of planning," explained Greg Mashiah.

"The Clarence Valley was at one stage the fastest growing area in New South Wales. That was in the 1990's and this growth resulted in two requirements of the water and sewer department. One was to meet modern environmental standards in terms of waste and release of treated recycled water to

the environment and to meet the stipulations of the applicable regulations.

The second was the need for augmenting the plants to facilitate growth. For example progress could not be made on land which was marked for future urban development due to the paucity of facilities. In Yamba there was an urban release area that was proposed for about 1000 residential

lots and the process of designing it started in the mid 1990's, but it could not be developed until this year."

Innovative techniques used for project management

The Council used a unique strategy while awarding the Junction Hill, Grafton and Maclean, Lawrence, Townsend and Ilarwill (JHGMLTI)

"HASLIN Constructions is extremely proud to be involved with Greg Mashiah and the Clarence Valley Council team. Together, since 2008, we have delivered over \$70 Million worth of Water Treatment projects for the community, including plants at Clarenza, North Grafton, Woodford Island and the substantial upgrade at Yamba on which we're still collaborating. The cooperative approach embraced by the Clarence Valley Council allows us to implement innovative solutions, easily overcome obstacles and provide high quality infrastructure for Clarence Valley residents."

- Colin Woods, Director, HASLIN Constructions

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DELIVERING CRITICAL INFRASTRUCTURE FOR THE CLARENCE VALLEY.

Clarenza Sewage Treatment Plant // \$15M

North Grafton Sewage Treatment Plant // \$5M

Woodford Island Sewage Treatment Plant // \$20M

Yamba Sewage Treatment Plant // \$22M



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contracts. Even though the works were in two separate geographic locations about 40 km apart, the projects were combined to ensure a commonality of equipment between the two sites. The value of this project was \$77 million.

In the normal course a contractor who was large enough would have taken on this project and in turn, awarded sub-contracts. However, the Council decided to take this role upon itself and consequently split the project into “packages” and awarded the contracts for similar work at the two sites.

Greg Mashiah describes how the Council utilized this technique to ensure the successful implementation of the project, “We have been very fortunate here that all our projects have been successful, but we have also taken lessons from each of the projects. For example, one of the things that we did on the first project was that we split it up into five separate contracts.

The value of the project was such that if we had let the whole augmentation as a single contract it would have been within the financial capability of only the largest contractors, because it was about \$77 million in total. So by splitting it up into several contracts, the largest award-

ed was just about \$40 million. On the Iluka project we, as a result of lessons learnt, reduced that from four contract packages to three.”

Another technique used by the Council was the Early Tendering Involvement which was initially developed by New South Wales Public Works for Council’s Shannon Creek Dam project in 2005. This technique involves short-listing potential construction contractors through an Expression of Interest process. A meeting is then held with these potential contractors to reply to any questions that they may have and describe the details of the contract to them.

Explaining the benefits of Early Tendering Involvement, Greg Mashiah says, “Another thing that we have used quite extensively is that all the tenders have been awarded using a process where potential contractors who have been short-listed at the beginning of a project are given an initial risk allocation and each is requested to provide feedback on both design and risk allocation to ensure that risk is placed with the party best able to manage it.

We found the process extremely successful because we believe it has mitigated the cost of unknown risks and risks are placed with the party best able to manage them.”





The Council has excellent relationships with its contractors

The Council has a memorandum of understanding for project delivery with its project manager, New South Wales Public Works, and it works closely with it in terms of the GC21 relationship contract. Additionally, the Council has developed strong relationships with its contractors and works with them to ensure the smooth running of the projects.

The contractors for the Junction Hill, Grafton and Maclean, Lawrence, Townsend and Ilarwill (JHGMLTI) contracts were:

- Haslin Contractors
- Ledonne Constructions
- Downer EDi
- Coe Drilling
- AJ Pipelines

On the Iluka scheme the contractors were:

- Monadelphous Engineering
- Coe Drilling
- Ledonne Constructions

The on-going Yamba project's contractors are:

- Haslin Contractors
- Ledonne Constructions



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Simple Cleaning

The screen is easily and efficiently cleaned with the in-built automatic cleaning device. The economical water usage of the press provides both operating and environmental benefits.

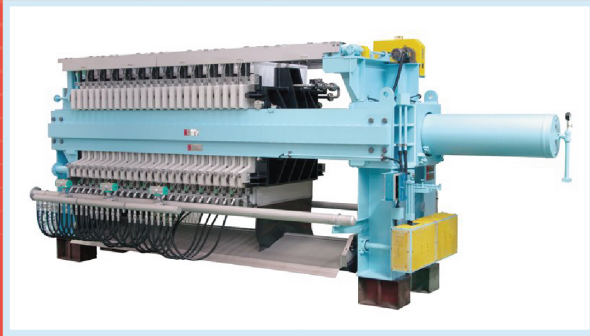
Simple Operation

The system operates continuously. The adjustable frequency setting of the screw (~15-100Hz) enables the system to be operated at the appropriate speed thus resulting in low moisture content of the filter cake produced.

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- Low energy usage and low maintenance costs.

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- Perfect cake discharge- even as thin as 3 mm.
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- Short Cycle Time
- High Dry Solids in Cake
- Efficient and Automatic cloth Washing system

Screw Press



- Continuous Operation
- Automated Operating System
- Low Noise Levels & Odour Containment
- Adjustable Frequency Setting of the Screw
- Low Moisture Content of the Cake
- Low Carbon Footprint - Comparatively Low Power Consumption
- Long Lifespan of the Equipment -Robust Construction
- Easy Maintenance Procedures & Low Maintenance Costs



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Greg Mashiah is very clear that using the GC21 relationship contract has helped the implementation of the projects to a great extent, "So we think that we have very good working relationships with the contractors and the use of the GC21 relationship contract has certainly helped developing those relationships, because one of the aspects in GC21 is that you have a project approach in which both the principal and the contractor are working together to ensure what is best for the project.

In terms of evaluating the performance in all the contracts under

GC21, we evaluate the performance of the whole team – the contractors, the Council and the project managers, because sometimes it can be the Principal who is causing the contractor to delay the project.

For example, if the Council is taking too long to turn around requests for information, the contractors may not be able to continue with their work. To remedy this, each month, on GC21 we hold a performance evaluation meeting and in that meeting we assess the performance of the whole team."



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Caption: PS Solutions design layout for Iluka Pressure Sewerage Scheme (2,100 Ultimate Lots)

Eco-friendly initiatives

The Council is working on various eco-friendly initiatives including upgrading all the treatment plants with solar panels in an effort to reduce electricity consumption. This will be of tremendous benefit as the sewage treatment plants are Council's largest consumers of electricity. Another step being taken in an effort to consume a lower amount of power is the installation of variable speed drives at the larger pump stations.

There is a great awareness in the Council regarding the necessity to recycle water and the release from the sewage treatment plants is used



the concept design for that is expected to be started in the near future.

The affairs of the Council are extremely well-run and in recognition of this in 2014 the Iluka Sewerage project was recognised by the International Water Association's "Project Innovation Awards" with a Global Honour Award in the "planning" category. Council has also been recognised by Engineers Australia Newcastle Division Engineering Excellence Awards, winning the "Regional" Award for the JHMLTI project in 2010 and for Iluka in 2015.

The reason behind the Council's efficient management of water resources and its successful implementation of projects can be explained by Greg Mashiah's use of relationship contracting, "Good contracts is having good relationships and trust is important for a relationship, so in terms of working with the contractors starting with the tendering involvement we develop trust."

in several sports fields, golf courses and on a greyhound racing track.

The Council uses SCADA equipment in its day to day operations and is currently in the process of upgrading the technology so as to optimise the running of the plants.

The future

On completion of the current round of augmentation, further optimisation of energy usage in the treatment plants will be taken up. The Council is also looking at operational ways to achieve greater power reduction. The next project to be taken up is for upgrading of the North Grafton plant and

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<http://www.haslin.com.au/>

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Pressure Sewer Solutions

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Sustainable places for everyone

Romilly Madew
Chief Executive Officer



Now *more than ever,*
people want to know
where their ‘stuff’ comes from.

Increasingly, we want assurance that our beauty products aren't tested on animals, our shoes and clothes aren't made in sweatshops, our food isn't genetically modified, our coffee is organic or Fairtrade, and our meat has the Heart Foun-

The demand for transparency is having a profound impact across entire supply chains

ation's tick of approval.

This demand for transparency is having a profound impact across entire supply chains. Selling a product is no longer about 'biggest, fastest, cheapest', but

also about what is best for people and best for the planet.

When it comes to buildings, people want to know that the timber isn't sourced from rainforests, that the paint isn't dripping with harmful chemicals and that the building isn't an energy-

and water-guzzler. Importantly, both individuals and corporations now want to ensure that any claim about the sustainability of their building is

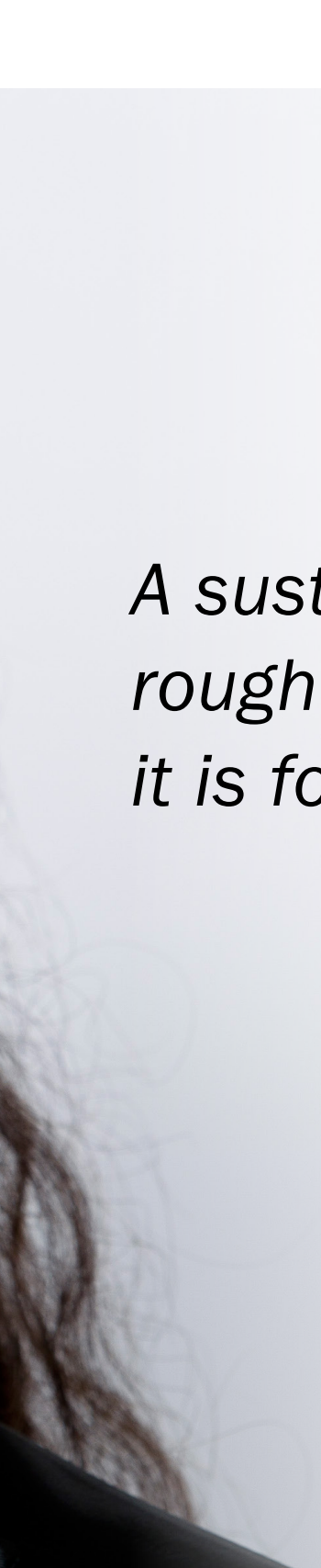
verified with independent proof.

This is where Green Star comes in. Launched in 2003 by the Green Building Council of Australia, Green Star is now an



internationally-recognised sustainability rating system that is transforming the way our built environment is designed, constructed and operated.

Green Star is a national, voluntary rating system, and more than 800 building projects around Australia, including and existing buildings, interior fitouts



A sustainable building is for rough sleepers as much as it is for investment bankers

waste, to energy and emissions.

The Value of Green Star (2013) report, found that on average, Green Star-certified buildings:

- produce 62% fewer greenhouse gas emissions than average Australian buildings
- use 66% less electricity than average Australian buildings
- consume 51% less potable water than if they had been built to meet minimum industry requirements
- Recycle 96% of their waste, compared with 58% for the average new construction project.

A range of international reports have also confirmed that green buildings reduce operational costs, improve return on investment, boost productivity, health and wellbeing and enhance corporate reputation.

The Building Better Returns report (2011) found that Green Star-rated buildings deliver a 12 per cent 'green premium' in value and a five per cent premium

and entire communities, have achieved Green Star ratings after being assessed against a range of environmental impact categories, from water and

in rent, when compared to non-rated buildings.

The Property Council/ IPD Australian Green Property Index (June 2014), found that Green Star-rated CBD office assets outperformed the broader CBD office market by 100 basis points.

Modelling from Australia's CitySwitch program has found that a typical financial or professional services firm operating from a 5 Star Green Star-rated office of 5,000 square metres could save \$18,200 a year in electricity costs alone, not to mention massive savings in reduced absenteeism, employee retention and increased productivity in the region of \$4 million a year.

Green Star buildings are recording productivity increases of up to 15 per cent, which is



 green star



perhaps why Colliers International's Office Tenant Survey (2012) has found that 95 per cent of tenants want to be in a green building. 'Green space' is now one of the top four attributes tenants look for – along with bike racks, childcare facilities and a gym.

The World Green Building Council's Business Case for Green Building (2013) finds that a minimal two per cent upfront cost to support green design can result in average life cycle savings of 20 per cent of total construction costs – more than 10 times the initial investment.

Each year, the Dow Jones Sustainability Index is led by Australian companies, such as Stockland, GPT Group, Investa and Lend Lease. Similarly, the Global Real Estate Sustainability Benchmark



(GRESB), which now reports on 56,000 assets worth US\$2.1 trillion dollars in value, identifies Australia as the global leader.

But sustainable buildings aren't just for office workers or for people who can afford sparkling penthouses overlooking the harbour. We are proud of the many Green Star projects that support better environmental, economic and social outcomes for everyone.

The Common Ground housing projects in Sydney and Melbourne demonstrate that a sustainable building is for rough sleepers as much as it is for investment bankers.

Similarly, green features at the Lilyfield Housing Redevelopment in Sydney have reduced residents' electricity bills by 25 per cent while at Monash University's Briggs Hall and Jackomos Halls, cash-strapped students are paying 45 per cent less for their electricity. The Redfern Housing Redevelopment project, also in Sydney, gained an 'Innovation' point for specifying that a minimum of 20 construction workers on the project were indigenous.

This created jobs, enhanced the 'green collar' skills of the local community, and spread wide the message that everyone deserves a sustainable home.

And the Green Star story is about more than just buildings. If we were to plot the evolution of the Green Building Council of Australia over last 12 years, we'd see the early emphasis on the environmental benefits of

**We
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ductivity, health and well-being, and skills development.

The 30-odd project teams working with us to achieve Green Star – Communities ratings, the local governments achieving Green Star ratings for their community centres and libraries, the state governments certifying healthcare facilities and the school principals educating a whole generation of environmentally literate students are committed to building communities that are diverse, fair, inclusive and sustainable.

Today, we are increasingly talking the language of social sustainability – about how our buildings benefit people. Our next great challenge is to put a value on the social capital to be gained from green building.

We will continue to adapt Green Star so that it remains robust and relevant. Why? Because everyone should have the opportunity to learn in a green school, work in a green office, or live in a green home – and because Green Star is the mechanism to help us create and define sustainable places for everyone.

green building such as kilos of carbon, litres of water and tonnes of waste evolve to consider economic benefits such as pay-back periods, cost savings, asset values and vacancy rates.

As we've matured, we've expanded our thinking to recognise and reward social return on investment such as shared value, improved pro-

Pascale Construction

Built to Last



AT A GLANCE

WHO: Pascale Construction

WHAT: Specialising in unique building projects that require expert attention to detail with a personalised touch.

WHERE: Located at 102 Rundle Street, Kent Town, SA

WEBSITE: <http://pascale.com.au/>

One of the most trusted names in the construction business in South Australia, Pascale Construction was established in 1982 and is today a leader in the field. It is run by Fred Pascale, Managing Director, and Richard Zanchette, Director, who believe that high quality workmanship and an unwavering focus on the client's requirements are the reasons for their success. Strict adherence to this manage-

ment philosophy has resulted in the company's impressive record of completed projects.

In the words of Fred Pascale, "The bottom line in the construction industry is that the client wants to know who they are dealing with and they want to see you in person and see your actual performance. Your last few projects will be the test of whether they will be willing to deal with you on the next one."

Growth over the years

The company specialised in masonry and from 1982 onwards had been providing these services to the South Australian market. With the passage of time Pascale Construction built up a team of expert tradesmen with unique skills who were able to deliver detailed workmanship in complex styles. Today the company is a market leader in this field and has won a number of awards in recognition of its skill and craftsmanship.

Fred Pascale describes the early years of the company and its growth, "I wanted to serve the commercial market so in 1992 I started to serve the masonry needs of



the commercial building market. I wanted to do it better than anyone else and in a more professional way. I saw that the existing standards could be improved. So we started the business and developed it and I think it went well and our customer base increased dramatically over the years. In 1996 we had about 45 brick layers and labourers working for us in our team and things were going quite well."

Pascale Construction's reputation grew over the years as satisfied clients spread the word about the company's ability to deliver un-



paralleled building quality on time and within budget. Decades of accumulated experience has given the company the ability to meet the most stringent demands set by its clients. As a result of this, Pascale Construction diversified and started executing higher value projects. It now handles the most complex assignments with ease and exceeds the expectations of its customers time and again.

Commenting on the company's decision to broaden its portfolio, Fred Pascale says, "We have diversified quite dramatically over the years but initially we had 15 office staff and 20 tradesmen and labourers on site. This grew to about 45 in the mid 80's to late 80's when things started to pick up quite a bit. In 1991-92 there was a bit of a recession and when pre-cast came into the scene that also took a lot of the masonry and brickwork out of the

projects. A lot of the projects that used to be brickwork and blockwork were designed in pre-cast".

The company treated the slow-down in the 1990's as an opportunity and diversified into building projects. Its planning and execution skills were put to good use and with each completed job, its reputation grew and resulted in more orders.

Fred Pascale describes the growth of the company, "Because of the recession in the early 90's I diversified into commercial construction. From a small enterprise in commercial construction we have now grown to a situation where we have about 35 people employed plus the sub-contractors. Our current turnover is about \$35 million. Most of our projects are in the \$5 to \$15 million bracket with one or two projects in the \$10 million range and two or three in the \$4 to 7 million range.



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At the moment we have got a construction division which concentrates on commercial construction projects. Currently we are finishing up a medical centre. We have also completed the Kensington special school project and another special school at Elizabeth.”

An impressive list of completed projects

One of the most noteworthy accomplishments of Pascale Construction is the completion of the prestigious Gateway to Adelaide project. This assignment required extensive masonry work and a “Master Mason” was placed on site at all times during construction. The company’s reputation was further enhanced as the project necessitated the dismantling of numerous stone and brick walls and their reconstruction at some distance. The company was awarded the RAI A Commendation for Art and Architecture for this project.

Another exceptional achievement of the company is the execution of the iconic St Ignatius Chapel. The oval shaped two storey chapel is clad in red bricks integrated with special stone features.

The company allocates dedicated staff for each project to ensure that focus is maintained and every aspect of the on-going work is monitored closely. Fred Pascale explains, “In all our projects we have a person on the ground full-time. He is on-site and there are usually two persons in the office who are dedicated to that project – a Project Manager and a Contract Administrator.”

The company has won a number of awards in recognition of its work. It was declared the winner of the MBA Building Excellence Award in 2013 for the Magill Road Office Building Stepney. In 2012 Pascale Construction received this same award for the James Brown Memorial Trust Campbelltown.

Pascale Construction has built up its reputation by completing a number of projects in the health, education, commercial, residential and industrial sectors. Over a period of years it has become the construction company of choice in South Australia and its services are in great demand.

The company’s unflinching resolve to maintain the highest quality and its practice of exceeding

its own benchmarks has given it an unbeatable edge in the construction industry. Fred Pascale explains the company’s core beliefs, “Over the years there has been an improvement in our quality and in our customer relations. These have been the two biggest improvements and of course that has resulted in turnover increases.”

Use of technology

As the company grew it realised that if it was to maintain the highest level of client service and its capabilities in project execution, it required to use computerisation and the appropriate software to meet its goals. Towards this end it makes extensive use of MasterHUB and BidContender, both of which are software applications that greatly enhance the productivity of Pascale Construction.

In the words of Fred Pascale, “All our site people have laptops on site. We implement systems like MasterHUB, a project control software which is virtually live. As soon as something happens on site, an incident or accident, or whoever turns up on site, as soon as the site manager enters the information everyone within the organisation that has got the system





PASCALE CONSTRUCTION

can see it. So that's a real plus. We have got all the standard procedures on that system and everyone whether you are on-site or in the office or wherever you are-go in there and see and view all the standard forms and all the standard procedures.

We also use BidContender a tendering information software network whereby we can get prices from our sub contractors instead of contacting each of them individually asking them for quotes. BidContender can send up to a 100 subcontractors all the documentation in a matter of minutes and request for a quote."

Suppliers and sub-contractors

Over the years the company has built up a very strong relationship with its suppliers and sub-contractors. In fact

many of them have been with Pascale Construction for 30 years or more.

The most important of them are Austral Bricks, Bianco Building Suppliers, Bianco Reinforcing, Newton Building and Landscape Supplies, Holcim Concrete and Onesteel Reinforcing.

On any one project the number of sub-contractors involved can be very high and it is not uncommon for 90 to 100 to be working on a single site at different points of time. Pascale Construction has a policy of using the same three or four from each trade, but adding up the various activities required in a construction project, the total number of sub-contractors to be monitored at any time is formidable.

The company attributes a large portion of its success to the strong relationship that it enjoys with its suppliers and sub-contractors. Fred Pascale explains, "Our suppliers are



very important and so are our trade contractors. We have got good long-term relationships with our trade contractors and they are a very significant factor for us. We have a reputation of paying the accounts on time and they seem to participate by looking after us when it is needed.”

Prospects

Pascale Construction has established itself as a company of repute which delivers quality and on-time performance as a matter of course. Its growth over the years and ability to turn adversity into advantage has placed it among the top rung of construction

companies in South Australia.

The greatest strength of the company is its forward thinking management which has embraced new technology to expand its business and provide high quality construction to its clients. Pascale Construction is now concentrating on consolidating its growth and doing high value projects of \$10 million or more. The brand that it has built for itself signifies trust and confidence, both with its clients and sub-contractors. It is poised to capitalize on these strengths and take the business to greater heights.

Preferred Vendors:

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Buildcor Pro

Construction Solutions for the Discerning



AT A GLANCE

WHO: Buildcor Projects

WHAT: Offers services in commercial and residential construction and construct innovative developments for valued clients.

WHERE: Located at Unit 12/117
Brisbane Street, Perth, WA

WEBSITE: <http://buildcorprojects.com/>

Projects



Since it commenced operations in 2009, Buildcor Projects has established a strong name for itself in the construction industry. Their key personnel have over forty years of experience in the field. Based in Perth, Western Australia, the company is now in a period of growth. Initially, their clientele was restricted to the residential segment. After a while, it shifted more towards the commercial market. Today there is an equal balance between residential and commercial projects.

With a wealth of experience available in its management team and long relationships having been established with contractors over the years, Buildcor Projects has been able to take on challenging jobs and has undertaken a large array of projects including single and multi-storey homes, restaurants, café's, large office refurbishments, medical centres, dental clinics and tilt panel construction assignments.

“We construct both residential and commercial building projects. The company was started by Rocco Lumbaca, who has a long 40 year track record in the industry. I've grown up in and around the industry. I started out working in the Surveying Industry, before I



took up the role of Project Manager in the company upon its inception,” says Buildcor’s Project Manager Anthony Lumbaca.

As their project sizes can get quite big, Buildcor has established an array of key working relationships with different sub-contractors.

“Being a commercial and residential company, we don’t solely use one or two companies for every job description. A lot of our suppliers and sub-contractors that would do residential for instance, they don’t then go and do our commercial work. We’re tied up with a lot of large companies around the place, and also have relationships with the specialised smaller companies.

So we have many, many suppliers. More than a large project builder would have, just because of the different types of work that we do.”

Although some spec home designs are available on the Buildcor website, Lumbaca says they try to be as personalised as possible. They will meet with the client to get an idea of what they are looking for and go from there.

“We build custom-designed proj-

ects. We don’t rely solely on just doing spec homes. A client will come to us with ideas and we sit with them, learn their vision and basically turn their ideas into reality. We work with them right from the start and stay actively involved until completion.”

Lumbaca believes the personalised service and direct interaction with the customers are two key success factors behind the company’s continued growth. The experience within their company has given them a snapshot of what exactly the customers are looking for. Their in-house staff is five people strong and growing, and their intimate interaction is what clients like.

“A lot of it also comes from the experience within our company. We find that we get a lot of our clients that come to us with horror stories of their previous build. And they don’t want to go through that again. They want that experienced builder with a boutique company that’ll be with them right through the course of the project.

Basically, we go through our procedures really quickly because the company is smaller and very structured and we kind of tick boxes





very quickly all the way through.”

Modern technology has changed the dynamic of the construction industry. It has improved the company’s overall production and efficiency. Whereas projects in the past would involve a lot of paperwork, modern software provides a smooth continuous level of operations. Lumbaca says that keeping up to date with innovations in technology improves Buildcor’s capabilities and makes them the more attractive option to work with on a project.

“We believe it is imperative to stay on top of the fast moving world of technology. By having

up-to-date software systems, it allows the continuous smooth running of the company and provides productive communication between the office and site. We can do everything through cloud software. It has totally changed the face of the industry I think. We also like to stay in tune with new innovations and technology which can be applied to our projects and provide our clients with futuristic technological options.”

Sustainability and eco-friendly initiatives are also emphasised. Owner occupied buildings in particular see requests for green initiatives to improve energy efficiency.

“Since our inception we have been strong supporters of the green initiative. Our Interior Designer always attempts to apply feasible, effective products and selects innovative ways to apply it through the lighting, wall and roofing applications, rain-water and grey water, etc. You find that especially for more investment-type projects, our clients aren’t too fussed about the green initiative. But when it is owner occupied you definitely get more requests for that.

Everybody wants a good energy efficiency rating and it definitely makes a difference in the house.

In 2012, an experienced Interior Designer joined our team and has been working closely with each client, ensuring their project is designed to complement their business or home.

We have grown so quickly by offering the personalised service that we’ve been able to offer all of these years. Everybody in our company works closely with the client. There’s no real shuffling from team member to team member, so the client likes walking in and seeing everybody’s face.”





Their marketing approach is simple. To let their finished projects speak for themselves and let word of mouth generate new clients. Lumbaca emphasises they haven't marketed the company heavily to new clients. With the volume of requests which they get for their work, it seems that indirect marketing is working just as effectively

“The work which our company has done has led to a chain reaction of further work. By offering a very personalised service to our clients and delivering on our promises, the word seems to spread quite quickly. And we get a lot of satisfaction out of client referrals. “

The company has recently relocated to Perth. Demand for their work in the city is high. They are happy to continue growing in Western Australia and see it as their main area of business for the foreseeable future.

“After spending the last 5-6 years establishing the company structure, we aspire to spend the next 5-6 years in a period of continuous growth but maintaining our personalised service that has been getting us our strong client base.”





Mitie Construction

AT A GLANCE

WHO: Mitie Construction

WHAT: Highly professional services in medium sized commercial, industrial and multi-unit residential construction.

WHERE: Located at Level 1, 76 Hasler Road Herdsmen, Perth, WA

WEBSITE: <http://www.mitieconstruction.com.au/>

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tion

*and trust is a big
Mitie Construc-
business. Just
er Paul Carter.*

“The whole handshake and trust thing has almost disappeared and people were almost getting to the point where the moment you sign a contract, you immediately set in place contractual blocks to protect yourself in every way possible, thus creating an immediate division between you and the client. And that’s why I’ve come out and said we want to do this differently. We want to be able to trust our clients and trust our designers and our subcontractors.”

Together with John Farrell, Paul Carter set up Mitie Construction in 2004. The company has a vision of providing large or small projects, equally with honesty and integrity. Within three months of forming it secured its first major contract with the major iron company Fortescue Metals Group in Port Hedland. The feedback was fantastic and so began a steady influx of work ever since.

Today, based in Perth, there is a steady inflow of work coming in throughout the year. Their project list is quite balanced between residential and commercial builds, with slightly more business coming from the former.



“Around 60% of our builds are residential and 40% are commercial. We build multi-storey, mixed use buildings. The majority of our work is design and construct, and negotiate. Some of our work is tendered although we do very few of those.”

The feedback has been exceptional. Word of mouth and the company website are the main methods of marketing for the company. Good feedback from previous projects spread quickly.

“We are happy that a lot of the projects which we get are from repeat clients. With our clients it has been nothing short of exceptional. We are fortunate to have worked on a few projects with FMG - we just completed 16 houses for them on a design and con-

struct contract. The timeframe was very quick but we got into it and finished both the projects two weeks ahead of schedule.”

The company employs twelve full time staff. Almost all the work for the building projects are sub-contracted out to a range of different trades people; everything from electricians to plumbers and painters. When looking for potential staff members or sub-contractors, Carter again emphasises the importance of values; these have remained the same since the company was formed.

“The only way we were going to be successful is if we set a number of principles and running with those principles and working within the guidelines of those principles. What we’ve done diligently during the period that we have been in business is that we try to engage staff that have the same set of principles; hard-working and maintaining a healthy work life balance. We find it very important that we engage with the correct staff and that we look after our staff and pay them appropriately. Of course that’s only a small part of it all. We treat them well. Happy staff, happy company; that’s what I say.”





There have been many learning curves for Mitie. Embracing the diverse construction work force has been one big area. A recent project saw Mitie putting in place a program to subcontract \$1 million of work out to indigenous owned and operated companies. Broadening the capabilities

of the company has also seen new horizons being reached.

This has allowed a broader customer base to be tapped into, from corporate entities to governments departments. From single storey to multi storey, it's within the capabilities of Mitie. "We are quite diverse in what



we do,” says Carter. “We focus on the metro and regional parts of WA and we’ve been very successful in finding clients there.”

Overall business confidence has dropped slightly. While economic confidence remains high in Perth, it has decreased in ar-

reas of Western Australia. Twelve months ago, the majority of companies who approached Mitie would sign on to work with them. Currently, less than half do, due to the current economic conditions. Carter is optimistic about the situation going forward though.

“It has been a tough last 12



months, from a position which has been good to one where we've had to work a bit harder to secure our work. But we're confident and we're very happy with our structure."

While technological advancements continue to develop rapidly, there are customer requests and company requirements that remain timeless.

"Everybody wants the best price they can possibly get and they

want it done as quickly as possible. We need a good quality trade base to be able to provide out your clients and give them what they want. We like to make sure the end product is right," says Carter

Mitie Construction always set out to be the niche company who worked with high quality and trustworthy clients. Looking ahead they hope to continue forging strong working relationships. Success to them is getting return clients.



As for their end goal? “We want to be the first choice for quality developers, and that means being a reliable and trustworthy company that delivers on time and for a fair price.”

Mitie Construction is also proudly an award winning builder, recently winning two MBA Awards and

also making it to the final list for another. They won an award for construction excellence for one of the FMG housing projects up to \$6,500,000. Another award for construction excellence was also won for their work at the Booneroo Warehouse in Tom Price. This is a sign of a quality builder with more awards in their sights.

Vati Projects Quality Builders You Can Trust



AT A GLANCE

WHO: VATI Projects

WHAT: Residential and commercial builders.

WHERE: Located at 84 Richmond Ave, Coopers Plains, QLD

WEBSITE: www.vatiprojects.com.au

The company was started three years ago to provide construction services for residential and commercial developments and project management services in the Brisbane market. In a short span of time it has earned a reputation for impeccable work and is much sought after by clients who value build quality and integrity. Vati Projects portfolio of completed building assignments is a testament to its capability and management skills.

cts



The company takes up each job with equal dedication and ensures that the end-result matches the high standards it has set for itself.

Vati Projects main focus is on commercial construction and it specialises in offices, warehouses, sheds and showrooms. The company offers custom-built and specialised services which include specially engineered concrete slabs to support heavy machinery,

internal overhead cranes, water retentions and earthworks. Vati Projects has firmly established its position in the commercial construction sector and prides itself in completing every job within the stipulated time-frame and budget.

Inception of the company

Vasilis Hatzioannou, Director of Vati Projects recounts the early days of the company, “We started



three years ago and previous to this I have had twelve years experience in the commercial construction and project management area. I have run mostly commercial projects and unit complex builds with project

values touching \$16.5 million. As a new company we focussed on establishing brand recognition and did not concentrate on large projects. Instead we did small scale home innovations and commercial proj-



on. At the moment our real target audience is commercial construction although we still get a lot of enquiries on homes and home innovations which we are happy to do, but we are more selective.”

Current projects and marketing strategy

Vati Projects’ on-going construction jobs include a unit development, a child care centre and an industrial site. The company also has an on-going facility maintenance assignment. Its list of current and completed projects demonstrates the company’s versatility and is proof of its wide array of skills which enables it to take up projects of any kind.

Vati Projects has built up a pool of loyal clients and is able to garner new orders based on their recommendations. Vasilis Hatzioannou explains how the company goes about getting new business, “We have tried various different marketing approaches including Google Ad words, Yellow Pages, online web listings and becoming members of specific construction design forums and even letter box drops.

So we have tried online and also the old fashioned avenues for mar-

ects. But as our name started getting recognised in the market, our number of contracts was growing and I was trying to get into child care centres and some industrial sites that I had been working



keting. Our repeat business and word-of-mouth has given us the best results. Ninety percent of our clients are word-of-mouth referrals or just customers coming back to us. The way we see it is that a current client is paramount to the future of our business and its success and it is easier to retain a happy client than to find new clients.”

The company has a very strong marketing focus and while it does get most of its business from referrals and repeat customers it does not let up on its efforts to get new assignments even if it has a sufficient number of projects in hand.

“The work is quite consistent throughout the year. I think it is important to be in the marketplace constantly and not chase work only when you need it,” says Vasilis Hatzioannou, “In fact, you should be chasing work even when you are busy. So our philosophy is not to only look for work when we need it but to look for it constantly. At the moment we are quite busy throughout the year.”

Unit development in Bulimba

Vati Projects is approaching handover of an assignment which

consists of building six new units and the restoration of an old Queenslander-style house. This prestigious development in the Bulimba area is a fine demonstration of Vati Projects skills and ability to execute a high-profile and prominent construction job in the most competent manner. The project has caught the eye of Courier Mail real estate editors Michele Hele and Paula Shearer who wrote extensively about this high-profile project.

The project is building six new units each of which has two bedrooms, two bathrooms, a study and two private lock-up garage car-parks. The highlight of the project is the integration of the new development with the renovation and restoration of the 100+ year old house in one of Brisbane’s best suburbs.

Staffing and suppliers

The company has a lean staff and uses sub-contractors for a lot of its work. Vati Projects has an extremely progressive attitude towards its employees and sub-contractors and is adept at getting them to display exemplary performance while maintaining the highest standards of quality of timeliness.

“At the moment we have three



office staff including myself and we have got five carpenters on site which includes two apprentices,” discloses Vasilis Hatzioannou, “They do between 40 and 60 hours of work in a week depending on what’s required. We also have a list of 50 odd contractors. Whenever we have some work to be done we call bids from a large number of contractors and keep the process quite competitive. But the suppliers and contractors who work for us are treated as part of the family.”

Vati Projects uses the best qual-

ity materials at all its construction sites. It relies on suppliers who are well established and known for their high standards. Vasilis Hatzioannou explains the reasons why he favours certain suppliers, “A couple of suppliers who stand out and whom we have a great relationship with are Bunnings, because they are bringing different stuff to the market all the time and Finlayson’s Timber & Hardware.

We use both these suppliers extensively. OneSteel is also a regular supplier. We have long stand-

ing relations with all of them. As far as sub-contractors go we use Citi Plumbing and Alan's Electrical Contractors quite a bit. All these suppliers and sub-contractors are part of our business."

Managing productivity and staff relations

Vati Projects has an enlightened management style and treats all its stakeholders with respect and dignity. Based on these principles the company has grown from strength to strength and has the firm support of its employees, sub-contractors and suppliers. It values its relationship with all its business partners and has built up an enviable level of trust with them over the years.

"Our company's culture is to treat staff as if they are part of the business and not just an employee. They feel like they are doing something important and they are part of the business. I think that produces somebody that wants to work for you and work for the business," says Vasilis Hatzioannou, "I quite often say to people when they first come in that I'm going to give you a fair day's pay but I expect a fair day's work. That's one thing that I try and instil in the boys. So far it seems to

be working. The boys are on-board and keen to work for the business and they feel that they are a part of a family and not just employees.

One other thing that probably helps a little bit is that if at the end of the day the company makes a profit then the staff benefits from that. If the employee is saving money on waste then the company is going to make a profit. If we make a profit then the benefit from that in some form or other will go to the employees."

Expansion plans

Vati Projects has earned a stellar reputation for its construction work over the three years of its existence. In this time it has established sound working relationships with its employees, sub-contractors and suppliers. Above all, it has gained the trust of customers and this is borne out by the volume of repeat and referral business that it does.

Its current turnover of \$5 million may double if some projects that are in the pipeline come through. Based on all these factors Vati Projects is destined to build on its successes and attain even greater heights in the Brisbane construction industry.

Pennwood Aged Care



AT A GLANCE

WHO: Pennwood Aged Care

WHAT: Delivers a residential care system which allows residents to continue leading a healthy and lively lifestyle.

WHERE: Three facilities located in SA

WEBSITE: www.pennagedcare.org.au

*Creating a home-like, ac
focus at the Pennwood A*

Owned by the Serbian Community Welfare Associate of SA Inc, it was formed in 1993, when Pennwood was first built. It was the first multicultural aged care facility to operate in South Australia, providing a safe environment for refugees



Active environment is the Aged Care Facilities.

coming from Serbia and Hungary.

The two facilities are both headquartered in Adelaide, South Australia, with Pennwood Aged Care village located in the western suburb of Pennington, and Pennwood Green in the eastern suburb of Oakton. Pennwood

has just begun running consumer directed care services to homes and offers 35 different packages to European people in western Adelaide.

Pennwood's CEO Anne Brown says over 100 staff members work across both sites with 135 care recipients. Pennwood also has plans to expand in the near future. "We do intend to expand and we have purchased land at Pennington and are currently planning to purchase land at Oakden. Currently the Village has 60 beds and Oakden 40. We want to expand to 80 and 60 respectively. We need to apply for Bed Licenses this year. We also want to expand into home care services and eventually we'd like to have at least 60-80 home care packages."

Pennwood is one of the first aged care facilities to adopt a new lifestyle model which encourages people to keep active and moving. The new Healthy Lifestyle Model adopted from the WHO encourages people to "walk till they die". This sits alongside our Home Care Services living longer, living better model of care which has been promoted by Pennwood. The Australian government enables people to stay in their own homes, moving away from the old medical model where a nurse governed ward rounds and tasks.



“Australia now is moving towards a more dementia friendly home-like environment. Our government has invested a lot of money to change residential care facility environments to make them more home-like. Recently, we have engaged architects to assess and carry out environmental audits to move away from an institutional clinical look to a more home-like environment with home-like purposeful activities,” Brown says.

This more active lifestyle sees staff helping the care recipients with daily activities, rather than remaining in bed and having room services. Brown says doing this provides people with more purpose in


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life and, when they can get up in the morning, they feel more motivated to take part in events and to be of assistance to other people.

Pennwood Aged Care invests a lot of money and time into staff training. Recently some key staff completed the mental health first aid and dementia courses. Having the right skills is important to support care recipients who suffer from anxiety, dementia and memory loss. New technology within the medical sector has also helped to improve the services offered and allows

staff to train and study on line.

Says Brown, “In the last two years we’ve introduced Leecare electronic care plans. Our industry is moving towards electronic communication systems to improve services, maintain privacy, and reduce our footprint as we are planning to be paperless. All our care plans are stored in electronic systems to enable consistent high-quality care.”

The new Aged Care National Standards which concentrate on performance indicators to manage quality and standards are top of mind. The three KPI’s that Pennwood is benchmarking against are restraint, skin integrity and weight loss associated with good diet and hydration. There is a trend within the industry that these areas be closely monitored and reported in a timely manner so that quality standards can be maintained. Clinical staff respond very quickly to pressure area breakdown and address areas of concern by assessing wounds. These days hospitals also have to report pressure sores. The model comes from the UK and is all about timely reporting. “That’s probably one of the biggest improvements in our health care setting as we rarely see pressure sores with improved manual handling, wound care products, electronic beds to change po-



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sitions, and air mattresses. The national standards for key performance indicators are measured in the hospital and in residential care facilities to maintain quality standards of care.”

Pennwood Village has just introduced a Multimedia TV program

to provide innovative, interactive solutions to help care recipients engage with all the events and activity programs for the day. The staff and care recipients birthdays are advertised on the big screen, which then transmits to TVs in the Lounge and on the TV in their rooms. Spe-



cial events and trips can thus be seen by families and this makes the residents feel like celebrities.

The organisation also offers memory loss assistive programs, in addition to art and craft programmes, which have been well received. All the corridors



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have CCTV cameras so staff can observe unusual movements, especially at night should one accidentally wander or fall. The corridors and dining rooms are colour coordinated so the care recipients can easily find and recognise their living area and make their way to and from activity room independently. The care recipients' front door is painted The colours in which the front doors are painted, the listed name and number all ensure that residents easily recognise their own room.

Brown says gardening has also provided a strong sense of pride. "We've introduced a raised garden where care recipients can plant strawber-

Pennwood

Aged Care Village



ries, vegetables and herbs. Being able to feel water, smell the soil and watch plants grow gives residents a sense of purpose in life; looking after the plants and giving them away to staff or visitors is inspiring and seen as a real act of love. It is extremely important to encourage gardening activities like these.”

Some of the other initiatives include exercise programs to help strengthen the core which helps reduce

pain and the likelihood of falling. A range of mobility aides assist independence. A golf buggy, which is fun and useful for transporting people between activities, such as cultural events and walks in the park, adds to the Pennwood experience.

Pennwood marketing has been built on a strong reputation and word of mouth, although the organisation is still proactive in promoting to the wider public. “The industry media

sites we currently use are DPS on line and we advertise in their Magazine Aged. We also use aged care online. We have a five star rating as an aged care facility, mainly because of the size, the environment, extensive gardens, and fresh European food cooked daily. Single room ensuites, highly skilled, bilingual staff are important aspects of our offering. We have photographs on these websites as well as a feature magazine story about being culturally and linguistically diverse. We also advertise on the Seniors Information and the MyAgedCare website. We have also got our own website, a Facebook page, and a LinkedIn presence. Finally, we collaborate with the Serbian Church,” Brown says.

Continuous improvement is a big focus at Pennwood and they regularly conduct surveys to get the feedback they need to make sure they are moving in the right direction. The aged care recipients are given surveys which include questions about the lifestyle, independence, food choices, staff customer service, and quality standards. Education and Staff Development programs keep the staff up-to-date with their skills and their training. Pennwood has a strong focus on person centred care.

Brown says growth, profitability, maintaining high standards, keeping staff and care recipients healthy, engaged and fit are the big goals she wants to achieve in the next five years.

“Growth is going to be one of the big things for us. We need to expand to remain financially viable. We also need to maintain the quality and care but also the lifestyle that we’ve got for the care recipients and the staff. And keeping up the morale, we have social workers who come and talk to residents and staff regarding any mental health issues. Some of our staff were refugees from war torn Serbia so they are here to make a difference for their community. Eastern Europeans, in my opinion, have a wonderful work ethic and are savvy with new technology. These qualities along with ongoing training, confidence building and support allows them to excel in many areas” concludes Brown.

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AT A GLANCE

WHO: Adelaide Eye & Laser Centre

WHAT: South Australia's first day hospital centre performing laser eye surgery and cataract surgery.

WHERE: Located at 215 Greenhill Road, Eastwood, SA

WEBSITE: <http://www.aelc.com.au/>





ADLAIDE LASER CENTRE

Innovation and service are the fundamental elements of Adelaide Eye & Laser Centre. This is achieved by employing the latest developments in technology and innovative surgical techniques.

Since the practice was founded, the South Australian institute has developed a strong reputation as a premier day hospital and was the first facility in Southern Australia to perform refractive eye laser surgery and cataract surgery.

General Manager, Karen O'Reilly, says the patients enjoy the convenience aspect of having a centralised location, and all staff pride themselves on customer service, providing patients with premier personalised care.

The staff at the practice is fifteen people strong, with two surgeons (Dr Peter Ingham and Dr Aanchal Gupta), two optometrists, four nurses, three managers together with



technicians, receptionists and administration staff. Staff can often wear a lot of hats and often multi-task as the facility also has onsite consultations for pre and post surgical care. Loyalty is important when it comes to staff and having the same staff on

an ongoing basis ensures the job will be done successfully

In 1992 Dr Ingham, founder of Ade-

laide Eye & Laser Centre introduced laser refractive surgery to South Australia at Ashford Community Hospital and in 1996 established the "Ashford Eye & Laser Centre"

to cater for his subspecialty in Cataract and Refractive surgery. Since then Dr Ingham has completed more than 20,000

cases of laser vision correction and over 15,000 cataract procedures. He has also been an inves-

Patients enjoy the convenience aspect of having a centralised location



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tigator for emerging technologies for various international companies including Wavelight Laser AG of Germany, Alcon Surgical USA, Staar Surgical USA and Refractec USA.

Dr. Gupta's expertise in corneal surgery has seen her become the first to perform Intra-corneal ring (Keraring) Implantation in South Australia and she also performs Corneal Collagen Cross Linking, Corneal Grafts, Topography Guided Phototherapeutic Keratectomy together with Cataract and Refractive Surgery.

Recent advances in technology have had a massive impact on the product and service delivery available to the patients choosing laser vision correction. In 2013, Adelaide Eye & Laser Centre installed a re-

fractive suite which contains two lasers, the EX500 excimer laser and the FS200 femtosecond laser, which provide surgeons with an ability to customize the treatment. For cataract treatments a new phacoemulsification platform was introduced in 2014 with Adelaide Eye & Laser Centre being the first day hospital in South Australia to use this system. This is designed to improve patient outcomes, optimizing every moment of the cataract procedure.

The ACHS accreditation which they received in 1999 for outstanding patient care for both cataract surgery and laser surgery has continued today through ISO 9001. "We have a strict accreditation process which includes adherence to ISO and the recently introduced National Safety and Quality Health Service Stan-

dards. We listen to our patients and their carers and involve them in any changes to publications, advice on information given to them pre and post operatively and take into account their suggestions on quality improvement. We have a great team here who understand our patients and carers alike and the importance of their input”, says Ms O’Reilly

Moving forward, Adelaide Eye & Laser Centre aims to continue building on the successful foundation it has developed over the last two decades.

“We want to keep doing what we’re doing now, to maintain an outstand-

ing service, and continually look for technological improvements. What we tend to do is we look at the technology as it comes in together with the results of that new technology before any consideration is given to purchasing it. We would also really like to continue to have our business grow by word of mouth, a sign people are satisfied with what we offer. “

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Grace Villa

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A family run Ageing in Place facility located in the heart of Greensborough, a leafy suburb of Melbourne, Grace Villa provides best-in-class facilities for its residents. In operation since 1988, this 91 bed establishment has an impeccable track record for the highest quality care and facilities coupled with an attitude of genuine care and compassion.

Shoba Samuel, General Manager, explains how Grace Villa started, “The inception of Grace Villa was in 1988 and the founders were Sam and Kay Samuel. Sam has a background of management and Kay has a nursing background. In the last 10 years their children of which I am one have come on board to continue their legacy. We pride ourselves on ensuring that we have a connection with all our residents and families and they aren’t considered as just a number.”

AT A GLANCE

WHO: Grace Villa Aged Care

WHAT: Well-established fully accredited 91 bed facility.

WHERE: Located at 4/25-33 Grimshaw Street, Greensborough, VIC

WEBSITE: <http://gracevilla.com.au/>

A complete range of options

The care needs of older persons vary with age and the specific requirements of each individual. It is not assumed that all the residents share the same interests and necessities. With this in mind, it is ensured that personalised care is provided which considers every individual is not the same and does not share the same social interests.

Employee satisfaction is taken very seriously and this is reflected through the retention of long standing staff, some of which have been with the or-

ganisation for 26 years. Staff are well experienced professionals and their caring and passionate nature is conveyed through their work ethics. All employees and contractor's staff are subject to police and background checks and are required to undergo continuous ongoing training and professional development. The Management team comprises of the Director- Sam Samuel, Director of Nursing – Kay Samuel, Nurse Unit Manger- Dawn Gopal, Occupational Health and Safety Representative- Daryl Honey, Chief Financial Officer- Roshan Varughese.

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The Australian Aged Care Quality Agency has certified the facility in all of its 44 standards and this has been an ongoing record since the standards were introduced. In fact, the recent re-accreditation assessors recommended the facility apply for the Better Practice awards due to the impeccable record maintained in infection control.

Best-in-class practices are followed in every aspect of running each of the different areas of operation. This achievement is a result of discipline and methods honed over the decades by the experienced owners of this family-run establishment.

Commenting on the high quality standards and single-minded dedication with which Grace Villa is managed, Shoba reveals one of the methods used to continuously improve and provide care of the highest order to the residents, “We constantly try and improve our facility. This is a home for our residents and we want to make sure that they are comfortable in their environment. Residents and their families can fill forms to give comments and suggestions. These are reviewed weekly and implemented where practical. We also have a general services survey that we conduct on an annual basis for residents and their families and staff to provide feedback.



The way we try to differentiate ourselves is that as a family run aged care facility we try to foster a family environment with our residents, staff and families. A lot of our residents come to us through word of mouth. In fact, we encourage our families to bring their loved ones in for respite care in order to assess the facility as to whether they enjoy the amenities and services being provided. We have found that almost all of our residents convert their respite care

stay to permanent accommodation.

Being a family run organisation, we are compassionate towards the needs of our residents. As an example, a resident of our facility was in a position where he could not afford to buy clothing for himself. He had no family and no loved ones except us to look after his needs. We co-ordinated with staff to ensure that his wardrobe was checked and any of his needs met in relation to getting the clothing he required. We are not a corporate

organisation where every resident is considered a dollar amount. We cherish our residents at an individual level and they admire us for that.”

The different categories of care available at Grace Villa are:

1. Ageing in Place

A residential facility for those requiring basic and complex care. Individuals are encouraged to be as independent as they can. All the facilities required for assistance in daily living are provided. Recreational and entertainment facilities are also provided to ensure a high quality of life. Programs are structured based on individual needs and residents enjoy the care of trained and competent staff.

Additionally, 24-hour nursing, continence aids, pharmaceutical requirements and therapy are provided. The level of care is based on the individual’s physical, psychological, medical, cultural and social needs.

2. Memory Care

While dementia does not strike all older people, the likelihood of being diagnosed with this condition increases with age. At the time of onset of the condition, the symptoms are mild and do not interfere with leading a normal life. However,

with the passage of time the disease has a greater impact and there is a requirement for constant care.

Grace Villa is well equipped to provide special care to those living with dementia and has a specific dementia wing. All the rooms in our Memory Care wing have technology built in which allows our care staff to be alerted if our residents’ movements stray away from their normal actions while they are in their rooms during the night. This is useful to allow staff to be able to assist our residents and prevent a fall from occurring.

Shoba explains that memory care is on the top of the list of priorities for Grace Villa especially in view of the increasing demand for care in this area. “We are building a brand new purpose built 130 bed facility in Diamond Creek that will be operational by the end of the year which includes a secure wing for memory care.”

3. Respite care

Temporary facilities for a couple of weeks stay are provided to older people so that those providing care for them on a regular basis can take a break. With its experience in the field, Grace Villa has the infrastructure and personnel to provide respite care in a competent fashion.

A wide range of facilities for the residents

Grace Villa prides itself on the warmth and affection that it shows for its residents. It focuses all its energies on making their stay as comfortable as possible and goes to great lengths to ensure that there are a number of activities to get involved in and keep them entertained. A “Lifestyle Coordinator” holds discussions with residents to find out about their preferences and arranges visits by musicians, performance artists, school children, church services etc.

Regular sessions are also held where residents may participate in activities like floor games, gardening, singing and bingo. There is a well-stocked library which has a wide range of books and also subscribes to a variety of publications. Visits by a mobile library are also organised. The lifestyle co-ordinator also organises regular resident outings to bistros, parks, boathouses and other locations. These events bring great joy to our residents and families are also invited to join in the fun.

The dietary requirements of residents are catered to by providing wholesome and nutritious food which is freshly cooked on the premises. The in-house chefs take inputs from the nursing staff, dieticians, residents and their

families and devise a four week rotating summer and winter menu. Requests for special items and food which is in compliance with the religious requirements of residents are also accommodated.

The residents are provided with well-appointed rooms with ensuites. Facilities include individual air-conditioning units, sensor activated lighting and an emergency nurse call system. Every care is taken to ensure the well-being and safety of residents.

Technology plays a very important part in providing residents with unmatched care. Shoba explains the role that technology plays at Grace Villa, “Technology is growing in the aged care industry. For us the technology that we use is mainly around our critical software programs and background services that is to ensure that there is less room for human error. At the moment we are using an award winning program that enables staff, doctors and allied services to be aware of what is going on with the residents”. Staff have tablets to allow them to look up and update resident’s details while they are with our residents. This ensures that no information is lost in the process. In the move to adopt technology at a faster rate, Wi-Fi services have been rolled out in the facility. This is available for the organisation as well as the residents.

Grace Villa ensures that residents

have access to the entire range of medical services by arranging visits by specialists. Qualified practitioners in the fields of physiotherapy, podiatry, speech pathology and therapeutic massage regularly visit the premises. Additionally, facilities for pathology tests, dialysis and X-rays are also available through local tie-ups.

Partnerships with suppliers

Grace Villa has the unique distinction of being associated with several suppliers for decades. Shoba describes the management's philosophy regarding suppliers, "In order to provide the services that we need for our residents and staff it is important that we have a good relationship with our suppliers. We have used many over the years. Our suppliers for us are more than just suppliers. They form an integral part of our business and we treat them more as our partners.

It's important that we have a sustainable relationship with our suppliers. We have used many over the last 20 years and they are still with us. In particular we have consultants for training and development. Our software program and clinical training providers have been with us for more than 28 years. We have been using the same pharmacists for 26 years and they also conduct ongoing training for our staff."



Shoba Samuel

Grace Villa has been providing aged care services of the highest standard for over a quarter century. Its forte is the ability to personalise the care program it develops for each of its residents. The staff is specially trained to treat residents with care and warmth. The fact that the facility is family managed, gives it an edge over others in the field because of the tradition of excellence that has been built up over the years and is now being carried forward by the next generation. Grace Villa prides itself on how residents are treated and it treats residents' families and staff as their own family and they give the facility credit and appreciate their efforts for this.

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Resthaven Improving the Quality of Life of Older People

As people age and their capacity to take care of themselves diminishes, they require help in carrying out the activities necessary for day to day living. In an ideal world this care would have been provided by their children, but the constraints imposed by modern life do not permit this in many cases. There are also situations where the needs of a person suffering from ill-health cannot be taken care of by a spouse or other relative. In situations like this, an institution like Resthaven is a godsend and can transform an older person's life of desolation and hardship to one which can be lived with dignity and in an

atmosphere of warmth and care.

Resthaven is a charitable institution which has as its focus the support of older people and their carers through a host of programs. These include:

In-home care and support – An older person who is capable of living in his own home may require help for as little as an hour a week for shopping, cleaning or other activities. The person requiring care may be living independently or with relatives. Under this category packages are also available for more frequent visits by carers. Older persons who require help with their medication or require

assistance to go for their doctor's appointments can avail specific packages which cover such requirements.


Residential services – This program caters to those who cannot live independently and require assistance for daily activities including showering, dressing and taking medication. Reshaven encourages residents to be independent and provides assistance only for those activities which the older person cannot conduct unaided.

Independent living – These are living units for older people who are capable of maintaining an independent lifestyle. Residents of these units are welcome to use the communal facilities and participate in social activities

and programs. While residents have a lifetime right to occupy the unit, it is not owned by them. After they cease to use it, the unit will revert to Reshaven. Older people whose needs for care increase over the years may opt to switch to Residential Care.

Respite and support for carers – The purpose of this facility is to support carers of older people to have a planned rest or break. Reshaven provides planned or emergency respite for carers at their homes or in a community setting. The specific needs of the carer are addressed and there are a number of different options available.



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Eligibility to Resthaven's facilities are subject to an Aged Care Assessment Team (ACAT) approval. Individuals may avail of Resthaven's services without following this process by paying the prescribed fee for the required service. Those opting for the ACAT route are required to have their individual needs assessed by a team comprising geriatricians, social workers and other health professionals.

Resthaven endeavours to improve the quality of life of the older people it caters to. An important way in which it accomplishes this is by developing an activity program for each

resident. When an older person first moves to Resthaven he is interviewed by the staff and a record is created of the person's history, preferences, abilities and requirements. This information is used to plan the individual's activities. Every effort is made cater to the needs and requirements of each resident. Large print books are stocked in the library and local mobile library visits are organised to Resthaven. Outdoor trips, music programs and card and board games are arranged. Periodic reviews are conducted with each resident to determine their changing requirements.

Resthaven had its beginning in 1935

as a home for elderly ladies. By 1944 the capacity of the original home was exceeded and another property was purchased at what is now Resthaven Leebrook. Additional facilities were added over the years and Resthaven also started catering to men. The number of Resthaven establishments now stands at 11 with Resthaven Mt Gambier being the latest addition.

Dementia is a condition which reduces a person's ability to perform everyday activities. It usually strikes elderly people but may also afflict those in their 40's or 50's. It is not necessary that all older persons will suffer from dementia. Resthaven has initiated a research project on demen-

tia in partnership with Alzheimer's Australia. It has also published a book about dementia based on interviews with 17 patients and carers. The purpose of this book is to sensitize people to the thought processes of persons afflicted with dementia. The book also offers revealing insights into the understanding which carers have of the person they support. A small proportion of the persons who are diagnosed with dementia are fortunate to have their illness treated and its effects reversed. However, a vast majority have to live with the condition for the rest of their lives.

Resthaven utilises the services of volunteers to good effect and has



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an on-going program which encourages persons to spend time with residents and participate in various activities with them. A regular visitor can be the high point of a resident's day and volunteers are encouraged to become "Walking Buddies" or involve themselves in other ways when they visit Resthaven. Volunteers themselves gain immensely from the time they spend with residents

and are grateful for the opportunity to help others and make a positive difference in their lives by spending a few hours with them. An extremely useful activity which volunteers are involved in is the Aged Care Alternatives program. Volunteers who work as Options Guides advise persons of the various services available that could support them.

The stated purpose for the existence of Resthaven is to provide outstanding care and support to older South Australians and their carers. It has won several accolades for the commitment and dedication demonstrated to fulfil its objectives. Among these are:

In September, 2008 Resthaven was honoured by Aged and Community Services, Australia (ACSA). The CEO of Resthaven, Richard Hearn, won the Individual Award for “being a true champion of aged care.”

Resthaven also won the Media Award for its campaign to influence how older people are portrayed in the media.

Resthaven provides an essential service and has moulded itself over the years to cater to the changing needs of older persons. Its standard of excellence is unmatched and it provides various options including living at home, independent living and residential living. Its success over the decades can be attributed to its philosophy of putting its residents at the centre of all its efforts. Resthaven is unique in that it understands the needs and requirements of its residents and provides care and facilities based on the inputs received at the time of admission.

The Aged Care Act, 1997 stipulates that institutions like Resthaven are required to obtain accreditation for 44 quality standards grouped under 4 heads. These include staffing, health and personal care, resident lifestyle and the physical environment. All Resthaven residential sites have achieved accreditation for 3 years and have achieved positive outcomes for all 44 standards.

Ultimately, the quality of care in an institution such as Resthaven is dependent upon the warmth and compassion that its staff exhibits while dealing with its residents. It is gratifying to note that the CEO has this to say about the staff “The genuine care and warmth of staff in their work with residents and clients is most inspiring. It affects the daily quality of life of the people receiving services. It also affects the quality of life of their carers and families. I find inspiration in the positivity, kindness, commitment and dedication of staff, whose work is a vocation. The quality of care given, often under very difficult circumstances, is mostly of a high standard...”

Residents of South Australia have the good fortune to have an institution of the standard of Resthaven in their midst.



Australia's Franchising A Growth

International Franchise Association

The International Franchise Association (IFA), established in 1960, has set for itself the mission to protect, enhance and promote franchising. The head office of the association is in Washington, DC, and it actively advocates the promotion of pro-franchising policies at the state, federal and municipal levels.

The IFA has established for itself a leadership position in the franchising industry and is at the forefront in providing guiding principles to franchisors and franchisees for conducting business successfully and profitably.

The IFA also endeavours to be the pre-eminent voice and acknowledged



g Industry: Story

leader for franchising worldwide.

Franchising in Australia has grown exponentially over the last half century to achieve the position of being one of the most important sectors of the economy. Starting off in the early 1970s with American chains such as KFC, Pizza Hut and McDonald's, the franchise industry grew by leaps and bounds and

Australia today has the second largest number (just behind New Zealand) of franchise outlets per capita in the world.

The number of franchise systems grew from 693 in 1998 to 1160 in 2014, while the total number of franchisees increased from 43,800 to 79,000 in the same period. The number includes 70,000 business format franchised units and an additional 9000 company owned units. Additionally, there are 6120 fuel retail units and 4598 motor vehicle retail outlets. Given these figures it is not surprising that the number of franchise outlets per capita in Australia is thrice that in the United States.

The sales turnover of business format franchising units grew to \$65 billion in 2014, up from \$62 billion in 2011. In addition to this figure motor vehicle sales were at \$38 billion and fuel retail stood at \$41 billion, making for a franchising sector of \$144 billion which accounts for almost 10% of the GDP of the country. The franchising industry employed 461,000 people in 2014, 155,000 of whom were permanent full-time employees, 125,000 permanent part-time and 181,000 casual employees.

Success of franchising in Australia

Chairman of the Franchise Council of Australia, Warren Wilmot, has this to say regarding the success of franchising in the country, "Geographically, Australia is the world's sixth largest country so

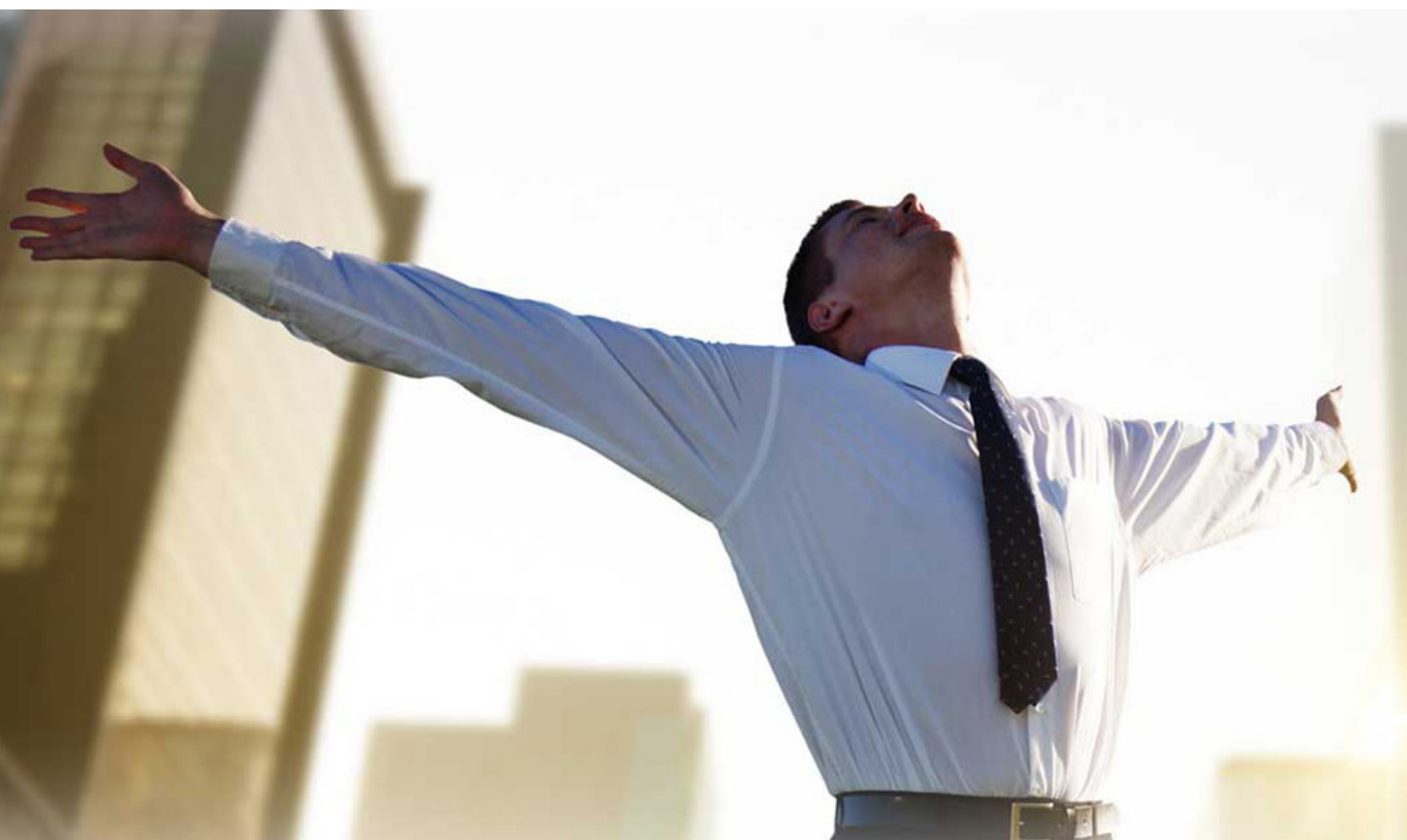
solid business networks are required to service the market effectively. Franchising makes an important contribution not just in capital cities but in regional centres and rural Australia. Strong systems and compliance and substantial charitable and community involvement make the franchise business excellent corporate citizens at federal, state and local community levels. It is these attributes that make brands with a national footprint attractive to investors who may otherwise not have the opportunity to work for themselves”.

The core of the franchise concept is the idea of the brand. This is the face which is presented to the customer and it evokes trust, confidence and comfort. The brand is represented by a symbol or a logo but ultimately it is intangible and stands for the consistency, stan-

dardisation and familiarity which represents the attraction for the customer.

A business format franchised unit has a complete plan for managing and operating the establishment, furnished by the franchisor. There is very little scope for deviation from the prescribed formula and the success of the outlet is greatly influenced by the franchisee’s ability to adhere to the rules and the franchisor’s capacity to implement them.

The reason for the consistent success of the franchise model of business in Australia is the self-sufficient and entrepreneurial spirit of its citizens. The government has played its part and implemented a robust framework for this sector which ensures that both the franchisor and the franchisee have to perform their respective roles in a fair manner.



Lorelle F. Director, Franchising Centre, Griffith University has this to say about the franchising sector based on a survey conducted recently, “The Franchising Australia 2014 survey has revealed some interesting facts about franchising in this country. Australia is often called the ‘franchise capital of the world’ because we have one of the highest number of franchisors per capita in the world...”.

Commenting on the drop in number of franchisors from 1180 in 2012 to 1160 in 2014 and an increase in franchise units from 73,000 to 79,000 in the same period she goes on to say, “So the franchise sector is expanding but the number of franchise brands is consolidating. Believe it or not, this is actually a perfect outcome for Australia as we need fewer, but stronger, franchise brands. Brands that achieve economies of scale and therefore brands that are more sustainable in the long run.”

Franchisors and franchisees have successfully collaborated and evolved a mutually beneficial relationship which enables the franchisor to expand its business while minimising capital outlays and permits individuals with an entrepreneurial bent to start a relatively risk-free business.

Different business models in franchising

Franchising, as a way of conducting business, can have several variations.

While the nature of the franchise agreement would be chiefly dependent upon the requirements of the franchisor and to a lesser extent that of the franchisee, the main criteria which determines the type of arrangement is the product being sold.

If a car manufacturer appoints a dealer to sell cars, the franchise agreement would be between the manufacturer and the retailer, and would be classified as a product or trade name franchise.

A situation where the franchisee manufactures goods under license and distributes them to consumers or retailers would require a manufacturer-wholesaler type of franchise arrangement. This arrangement is also classified as a product or trade name franchise.

A retailer-retailer or business format franchise arrangement is one where a franchisor markets a product through multiple outlets which have a specific design and ambience and which operate according to a very strict set of common rules.

The business format franchise is the most common and fastest growing segment of the franchise industry. To a layman a reference to a franchise arrangement refers to this particular business model. It is the most common type by far and has contributed in a very significant fashion to the growth of the retail sector in Australia.

The nature of the business format franchise agreement dictates that the



franchisee will abide by a very strict set of rules. In fact the success of a franchisee is greatly dependent upon his ability to inculcate the standard operating procedures designed by the franchisor.

The business format franchise arrangement has the following features:

A customer is drawn to a retail establishment by the assurance that she will experience a standardised product. To achieve this end the franchisor has to ensure that every facet of the franchisee's establishment is in sync with the stipulations laid down. The agreement executed between the franchisor and franchisee considers this aspect sacrosanct and the entire arrangement is based on the franchisee meeting this requirement.

The franchisee gains tremendously in

that he gets access to the brand recognition enjoyed by the franchisor. The brand is an asset built by the franchisor over a number of years or even decades and it is the single critical factor upon which the entire agreement is based.

When the franchisor gives the franchisee permission to use his brand he will go to the greatest lengths to ensure that its value is not lessened by his franchisee's actions. Towards this end, the franchisor will monitor the activities of the franchisee and work with him to ensure their common success.

This arrangement is an ideal one for entrepreneurs who do not want to start a business from scratch. A franchise arrangement will give them an opportunity to start a commercial enterprise which is based on a tried and trusted model and has enjoyed success over the years. Of course, the franchisee has to follow the

rules laid down in the agreement and this may hamper his independence and creativity. However, strict adherence to the procedures laid down is the foundation on which this arrangement is built.

Regulatory framework for franchise arrangements

The Franchising Code of Conduct was implemented in October, 1998 and makes Australia a country which has one of the strongest regulatory frameworks for the franchise industry. It enables aspiring entrepreneurs to establish a business with the confidence that they are protected by a number of regulations drafted specifically for the purpose. Some of the relevant provisions of the code are:

The franchisee has a 7 day “cooling-off” period within which window of time he has the option of withdrawing from the franchising agreement which he has entered into.

At least 14 days before the franchise agreement is executed, the franchisor is required to furnish to the prospective franchisee a disclosure document and a draft of the proposed agreement.

The disclosure document contains a great deal of information which would help the franchisee make an informed decision. The details required to be furnished in this document include franchisor’s company director details, on-going litigation, territory details, obligations of franchisor and franchisee, and dispute

resolution and termination provisions.

Furthermore, in January 2015 an updated Code of Conduct was put into effect which imposed heavy fines on franchisors if they did not follow the required stipulations.

Prospects of the franchising industry

The performance of this sector over the years has been exemplary. Franchisees in a variety of fields have provided a range of high quality goods and service across the country. This has been of immense benefit to consumers. In addition to this, the total sales made at \$144 billion is close to 10% of the nation’s GDP, making the franchise industry one of the largest sectors of the economy. This sector also generates a substantial number of jobs and in 2014 employees in the franchising industry numbered 461,000.

An important reason for the success of this sector is the framework of rules and regulations imposed by the government to ensure that the bureaucracy makes the establishment of a small or medium sized business an easy process. The fact that the government also actively protects the rights of the franchisees has helped in no small measure.

In view of the number of advantages enjoyed by the franchising industry, its continued success and growth seems assured.

Superfinish Express

A Lucrative Auto Franchise



AT A GLANCE

WHO: Superfinish Express

WHAT: Provides immediate and permanent on-site repairs to paint work, plastics, alloys, bumpers and interiors of motor vehicles for the automotive industry.

WHERE: Located at 100 Anzac Ave, Redcliffe, QLD

WEBSITE: www.superfinishexpress.net

The franchise opportunity offered by Superfinish Express is one of the most profitable in the market place and gives car-lovers a chance to be around cars every working day. The business started in 1993 when David Bruckshaw, a sixth generation

Express The Opportunity



franchise businesses in the country. These franchises offer repair facilities to the trade and organisations like auction houses, car dealerships and manufacturers, and the government. The arrangement involves a modest investment and franchisees receive comprehensive training using state-of-the-art equipment.

Most importantly, franchisees are awarded exclusive geographical territories into which other franchisees do not venture. Each territory contains a minimum number of potential trade customers. All these factors combine to make a Superfinish Express franchise one of the most profitable ventures in its category and franchisees get to take advantage of a decades-old time-tested business model which yields handsome returns.

Caedmon Foy, Franchise Development Manager, describes the inception of the enterprise and the company's approach to franchising, "In 1995 we sold the first franchise in Brisbane and then continued on from there and currently we have about 45 mobile units. Our head office is in Redcliffe in Queensland, about 20 km from Brisbane. We have franchisees all over the country and the only state that we haven't got an entry in is Tasmania.

We don't sell our franchise to just

spray painter, developed a unique mobile system for repairing the paintwork, plastics, alloy wheels, bumpers and interiors of cars.

The first franchise was awarded in 1995 and today Superfinish Express is acknowledged as one of the best

anybody. Part of the induction process includes spending a day with us at head office. We are very protective of our brand and would not give our franchise to somebody who may damage it. Before making someone our franchisee we ensure that he enjoys working outside. Many of the franchisees we get are office workers who have always had a passion for working on motor vehicles.

So we look for people who might be doing work related to cars on the weekend. These type of people are attracted straight away because we are car people. An affinity to cars is the first thing we look for because a franchisee will be working with people in the car industry.”

Training provided to franchisees

Superfinish Express has a most comprehensive and rigorous training program that equips franchisees with all the skills and capabilities necessary to carry out work in a competent and professional manner. The range of services that a mobile Superfinish Express unit provides is very wide and includes paint restoration, paint chips and scratch repairs, bumper repairs, alloy wheel repairs, interior repairs and windscreen repairs.

“There is three week training period at our centre at Redcliffe and train-



ees work one on one with a qualified spray painter. We then do another two weeks on-site training, so someone will go out with them to introduce them to potential customers. That’s a total of five weeks training to get a franchise”, explains Caedmon Foy.

“The on-site training is necessary because some people are real-

ly good when they are in training but the moment they go into the field by themselves and they haven't got that safety blanket, they tend to waver a bit and doubt themselves on particular jobs."

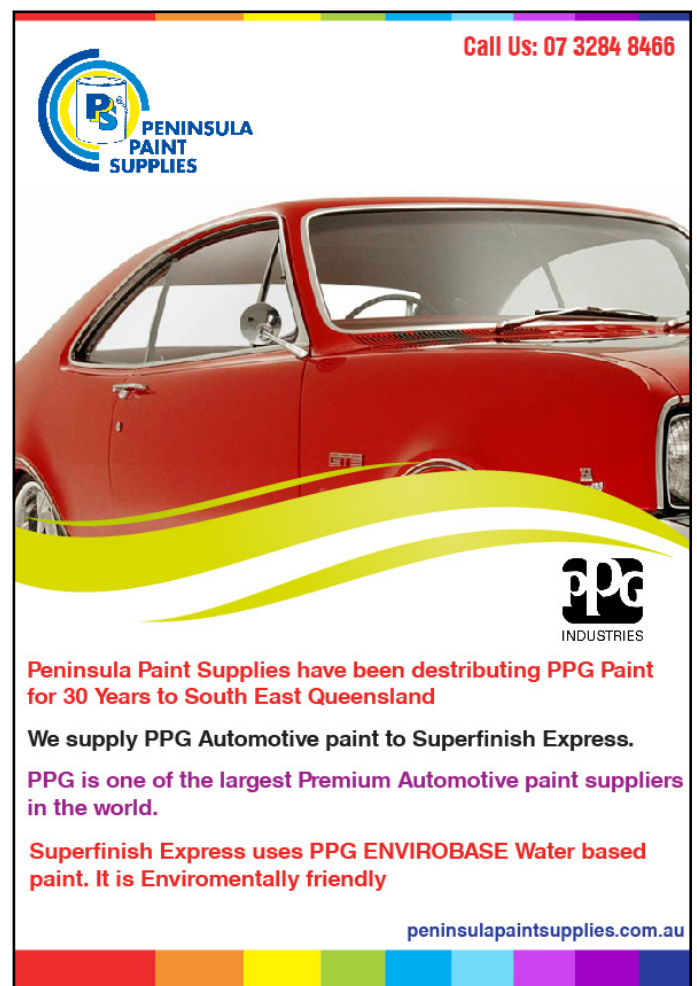
Once a franchisee completes his training and starts operation in the territory assigned to him, he can seek advice from a technical help line which is available seven days a week. He can also log on to an intranet site which provides 24/7 access. The company believes that their support to franchisees has resulted in the growth of Superfinish Express over the years. The company regularly organises field visits and regional workshops and publishes a bi-monthly newsletter for the benefit of its franchisees. Use of the best environment-friendly technology and equipment

One of the main reasons that Superfinish Express has grown from a single mobile unit in 1993 to 45 units currently, is its insistence on the use of cutting edge technology and the most modern equipment. The company has been awarded the only patent in repairing damaged paintwork and its repair processes are the best in the industry. One of the important suppliers to

the company is 3M in the U.S.A

Caedmon Foy discloses the facts regarding the company's use of equipment and material, "We use American designed turbine systems which work on compressed air and there is minimum over-spray. It keeps us within the limits set by the California Clean Air Act which is the most stringent legislation regarding pollution in the world. That gives us opportunities to get into places where our competition does not go, like government facilities and aviation sites.

Competition, which tries to break into the trade, specifically the area we op-



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erate in, cannot do so because they just cannot keep up with every council legislation regarding spraying paint outdoors. We maintain accreditation at every level and that is a lot of work.

These initiatives help us as they make for safer health conditions

for the operators. Although we are a family based company we have dealings with large corporates and we know that environment issues are very important. We now use water based paints that incorporate the latest tech-



nology and we have introduced it into the mobile sector. We also capture all the waste that our repair work generates. Another initiative that we have taken is that the uniforms we use protect our operators from UV rays.

We use only top of the line technology and we have to take special permission for its use. We work with the suppliers to obtain these approvals and the manufacturers provide training regarding the application of these technologies.”

The Superfinish Express franchise model

Franchisees extend their services to the trade and not to retail customers thereby assuring themselves of repeat business of a bulk nature from a limited set of clients. Superfinish Express provides the unique facility of administrative and accounts support from its national office to its franchisees. This facility includes the provision of monthly reports which document business progress, sales data, customer evaluation and progress assessments for each franchisee.

The central administrative office chases up with customers for payments, leaving the franchisees free to go about their business of repairing paintwork and allied activities. The accounting system handled from the head office ensures weekly payment and the franchisee's role is restricted to completing the company's e-billing procedure. These practices, honed over the years, make for an extraordinary franchisee experience where there are no administrative worries and it is not necessary to spend time on chasing debtors.

Caedmon Foy explains the factors



SUPER



EXP

which lead to repeat business for franchisees, "It is not unusual for me to see a car three times before it makes it to the dealership. They have damage when somebody tints the window or when interior leather work is being done. If a mechanic has done a road test on a brand new vehicle he may have knocked the car against a pole or run it into another car in the wash bay. Mechanics, when they are fitting certain parts in the car, may make a mistake and put a scratch or a nick on the vehicle.

I have got a lot of friends in business who tell me that we are the only company that does not advertise our toll

"We fix



“paint”

free
num-
ber on
the side of
our vehicles.

This is because we do not reach out to the public, we are in the trade and most of our business comes from word-of-mouth.”

Future prospects

Superfinish Express is a two-decade old franchise business that has established itself as the premier company in its field of operations. Its sharp focus on using the latest technology and equipment and its unwavering concentration on increasing the profitability of its franchisees has helped to make the

company one of the best run franchise enterprises in the country.

Superfinish Express has been listed as one of the best value franchises in its category (2008/09) by the Australian Financial Review’s Smart Business Magazine and the company won the Franchise Council of Australia’s prestigious ‘Franchise System of the Year Award’ in 2004.

The company measures its success by the success of its franchisees. Caedmon Foy reveals the company’s focus on its franchisees, “We want our franchisees to become more profitable by controlling their material costs and equipment operation costs. We are already working on that by organising business training for them. We want to make them more business savvy and better business managers than just “men in a van”. We have been focussing on that for the last year.”

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Brand Custodians for Premium Beef

Australian Wagyu Association



Australia is one of the largest beef exporters in the world and Wagyu beef, which is known internationally for its quality and fatty well-marbled texture, occupies the upper end of the market. Wagyu beef has gained a reputation as a superior product and commands a high price as it has a delicious taste and is high in mono-unsaturated fat which reduces the risk of cardio vascular disease.

The term Wagyu is of Japanese origin and literally means Japanese beef. The arrival of this breed in Australia is interesting and is explained by Graham Truscott, Executive Officer of the Association, “The Wagyu breed started in Australia only about 20 years ago during the late 1980’s and some of the key founders at that time were players like Chris Walker and the De Bruin family who exported Wagyu genetics out of Japan to the

United States, because of Australia's quarantine restrictions and therefore they then took the genetics from the U.S. and imported them into Australia.

The Japanese initially allowed that export to occur, but through pressure from their breeders who wanted to protect and retain the genetics themselves within Japan, the government declared the product, the Wagyu breed and Wagyu genetics, to be a national treasure and so shut down the export market for genetics out of Japan.

So the window of opportunity for these genetics from Japan was only about four years during the 1990's. So during that time the breed has been grown in Australia and it is up to the point where it is now clearly recognised in Australia and internationally as the premium brand. So it is interesting that a brand called Wagyu has emerged so quickly without any major marketing really, to be the paramount beef product on the world scene."

Wagyu beef quickly became popular and has been adjudged to be "tender, extremely juicy, with rich textures and plenty of flavour and a pleasant lasting taste on the palate" in the Australian Wagyu Association

– Branded Beef Competition. It has significant health benefits and contains more conjugated linoleic acid (CLA)-Omega 6 per gram than any other foodstuff. The amount of CLA in Wagyu beef exceeds that in other beef by 30%. CLA is known to be a powerful anti-carcinogenic and possesses anti-inflammatory properties.

The high level of marbling in Wagyu beef gives it a unique flavour and taste and is responsible for its health enhancing properties. Marbling is the visible form of intramuscular fat which appears within the muscle and the extent of marbling is the result of genetics and nutrition. AUS-MEAT Limited, an industry owned company, has developed a grading system to ensure the standardised measurement of quality. Fullblood Wagyu beef has the highest marbling scores and crossbred Wagyu has lower scores.

The Australian Wagyu Association and its role

The Australian Wagyu Association was constituted in 1989 with the purpose of being the official voice of the Wagyu breed in Australia and representing its members. It maintains a rigorous and comprehensive breed registry and DNA records with a view

to uphold the integrity of the Wagyu brand and enhance its reputation. The Australian Wagyu Association has also tasked itself with maintaining relations with government and media and ensuring truth in labelling for the Wagyu product in the market.

The members of the Association include growers of Wagyu cattle, both in Australia and overseas. Processors and downstream distributors of Wagyu beef are also members.

Graham Truscott explains, “We have got around about 350 members and 50 of those are overseas members and we probably represent maybe half the Wagyu breeders in Australia. Most of our breeders breed both feedstock for bull production and are also commercial breeders, because the value of the carcasses of these Wagyu cattle is so high that they focussed a lot more on commercial production than they have on feedstock and genetics production.”

Genetics of Wagyu cattle

A critical function of the Association is to identify the genetic traits that give the Wagyu breed its superior beef quality and then utilise this knowledge to increase the commercial value and success of

Wagyu beef. Clarifying the role of genetics, Graham Truscott says, “The key drivers for any breed are the ability to be able to predict the genetics and their performance, - so that we can pick which ones are the superior traits to use with this particular breed. This had not been done well until about two years ago.

We have been driving very hard into genetic analysis and the fundamental claim to fame of Wagyu is its carcass quality particularly in terms of the marbling of the breed. Therefore over the last two-three years, we have been taking end point carcasses information from abattoirs and feeding that into our genetic analysis system called Wagyu plan. We are developing estimated breeding values to be able to predict the carcass weight, the marbling capabilities of the carcass and the fineness of marbling.

We can very accurately predict the carcass that is going to be delivered from the genetics. That has been a key policy driver – to be able to achieve that, we need to understand where the elite genetics are and people can then breed from them and continue to genetically improve this breed. Wagyu has got massive upside potential in that area.



We have developed an index to be able to rank these Wagyu animals as feedstock animals. In the last four months we have been able to identify some superior bulls which are remarkably better than anything that anybody thought was possible. The leading bull identified in the last two days has produced progeny with a carcass value in the order of \$700 better than the average bull that we have analysed.

Sadly we have identified him too late, because he's actually now dead. But if he were alive and artificial in-

semination with that bull was used it would be quite possible to inseminate 1000 females and produce 1000 cows a year from that bull. Therefore that bull is producing commercially \$700,000 worth of value better than the average Wagyu bull. So the ability of the genetics now that we are identifying them as superior ones is quite remarkable and at a level never seen before in the world beef industry."

In addition to genetics, the quality and taste of Wagyu beef derives from the grain it is fed for up to 600 days. The cattle are kept in a feed-



lot and the grain they are fed is nutritionally balanced and consists of high energy feed such as barley, wheat sorghum and corn.

Wagyu beef is at the premium end of the market but forms a relatively small portion of the total beef industry. Exports take up 70% to 80% of the production. Graham Truscott

says, “At the moment the breed is still extremely small relative to the Australian beef industry. We only represent around 170,000 matings or joinings per year that are Wagyu based and of that around about 20% are what we call full blood that means that they have an unbroken pedigree back to the original animals that came out of Japan.

Cross breed joinings, where a full blood is mated with another breed like an Angus, to produce a cross breed animal forms the remaining 80%. So therefore that's the size of the breed at the moment and a measure of feedlot value and all these animals principally are fed, they currently are around about 7% of the feedlot cattle turnoff but because they are such high value carcasses they represent 17% of the feedlot carcass value."

Investments in the future and upcoming research

The Association has initiated research which would enable it to predict the genetic performance of Wagyu cattle by taking and analysing DNA samples from a very young animal, say from a day to three months old. Preliminary runs on this technology have already been done.

Graham Truscott explains why this technology is of great importance, "It is very much needed in this breed, because the time between, say a mating of an animal and the conception of a progeny and the time that the progeny is slaughtered, so you actually

know how it performs, could well be three years. So it takes a long time to assess using carcass information how well the sires are performing, so the opportunity to be able to use a genomic analysis through a DNA test and predict a performance at a young age is really important for this breed."

Goals of the Association

The Australian Wagyu Association has set for itself the goal of having its genetic analysis work fully accepted and utilised within the Australian and international Wagyu beef industry. It is also working towards using genomic analysis to establish the genetic performance of Wagyu cattle with the purpose of predicting the animal's performance at a very young age.

Wagyu beef enjoys the distinction of being famous for its high quality, delicious taste and health-enhancing attributes. Its strength lies in the brand that it has built for itself over the years and it is imperative that this be preserved and enhanced. The Australian Wagyu Association has amply demonstrated its ability to strengthen and uphold the reputation of Wagyu beef and improve its commercial value.

Bald Ridge Wagyu Genetic Edge Australia



Beef from Wagyu cattle is known for its high quality which is due to the presence of a greater number of intra-muscular fat cells. The health benefits of this variety of beef are widely acknowledged and the product carries a premium price.

Wagyu and Australia



...ch is the result of 'marbling' or
...cells. The superior taste and
...ledged and as a result of this,

AT A GLANCE

WHO: Bald Ridge Wagyu & Genetic Edge Australia

WHAT: Carries out extensive artificial insemination and embryo transfer programs on registered red and black wagyu herds.

WHERE: Located at 428 Kalludabah Rd, Mudgee, NSW

WEBSITE: www.baldridgecattle.com.au

Australia produces some of the best Wagyu beef in the world. One of the foremost breeding operations in the country is Bald Ridge Wagyu, a highly professional and competent business enterprise which provides 100% fullblood elite Wagyu genetics.

Start of the company

Bald Ridge Wagyu, a family run business, was established in 1997 and today is at the forefront of the industry in the country and has a rapidly expanding international footprint. Rick Hunter, Chief Executive Officer and owner of the company, explains how he started, "We are in the Wagyu cattle business. Previous to that we raised Angus cattle and we added Wagyu to our Angus operation in 1997 when the first Wagyu fullblood cattle became available in Australia.



Wagyu is a Japanese breed of cattle and quite simply the word translates into Japanese cow. It produces a highly marbled beef sometimes known as Kobe beef. We started with three fullblood Wagyu heifers in 1997 and through the use of embryo transfer and artificial insemination we expanded our herd.

Our core business then was selling both Wagyu and Angus bulls and since then we have decided to go out of the Angus business and now we are a 100% fullblood Wagyu op-

The company aims to produce exceptional quality

eration, producing both black Wagyu and red Wagyu. Red Wagyu are quite rare in Australia. We probably have one of the most significant red Wagyu herds of cattle in the whole world.”

Extensive operations

There is a great demand for Wagyu beef world-wide and therefore there is a strong demand for Wagyu bulls.

Bald Ridge Wagyu plays a critical role in this supply chain by providing bulls and genetics to this market.

The company aims to produce exceptional quality, large frame Wagyu cattle with high marbling at its Mudgee, New South Wales farm. Both the bulls and females bred at the farm are in high demand as are the genetics that are produced here. Genetic Edge Australia, established in 2012, is the part of the business that specialises in embryo collection, embryo transfer and artificial insemination and is an AQIS accredited facility for export.

Rick Hunter describes the role of his company in the beef industry, “We are 100% full blood Wagyu producers. The majority of the bulls that we sell go to producers who own Angus or other breeds of females. They cross them with Wagyu bulls and that produces a first cross, or an F1 Wagyu, which is the highest proportion of the Wagyu industry. Currently about 80% of Wagyu beef production in Australia is exported and about 20% is consumed domestically.



BALD / RIDGE



WAGYU



Australia and other countries. It already has a significant presence in the USA where the Wagyu industry is undergoing a growth period.

The company works closely with producers and feedlots in Australia. These include the Australian Agricultural Company who are the biggest cattle producer in Australia, Rangers Valley feedlot and Macquarie Downs feedlot. Also the live export trade through Edwards Livestock.

Expertise in genetics

Bald Ridge Wagyu and Genetic Edge Australia has a well-earned reputation in the Wagyu industry. It has used this to rapidly expand its business in the country and make deep forays in the international markets. The embryos and semen produced by the company are in great demand and command high prices.

At present, we supply embryos for export to USA, South Africa, New Zealand and some Asian countries and our immediate goal is to supply to Canada, China and countries in South America including Brazil and Argentina in particular.”

Established presence in the Australian and international markets

The company has very strong relationships with its clients both in

“We have a very successful track record with embryo collection. The same with semen collection. The other, more recent facet of our business, is the production of sexed embryos. Genetic Edge has very good results with producing sexed embryos.

Our premises are approved by the Australian Quarantine and Inspection Service (AQIS) and these are audited every year.”

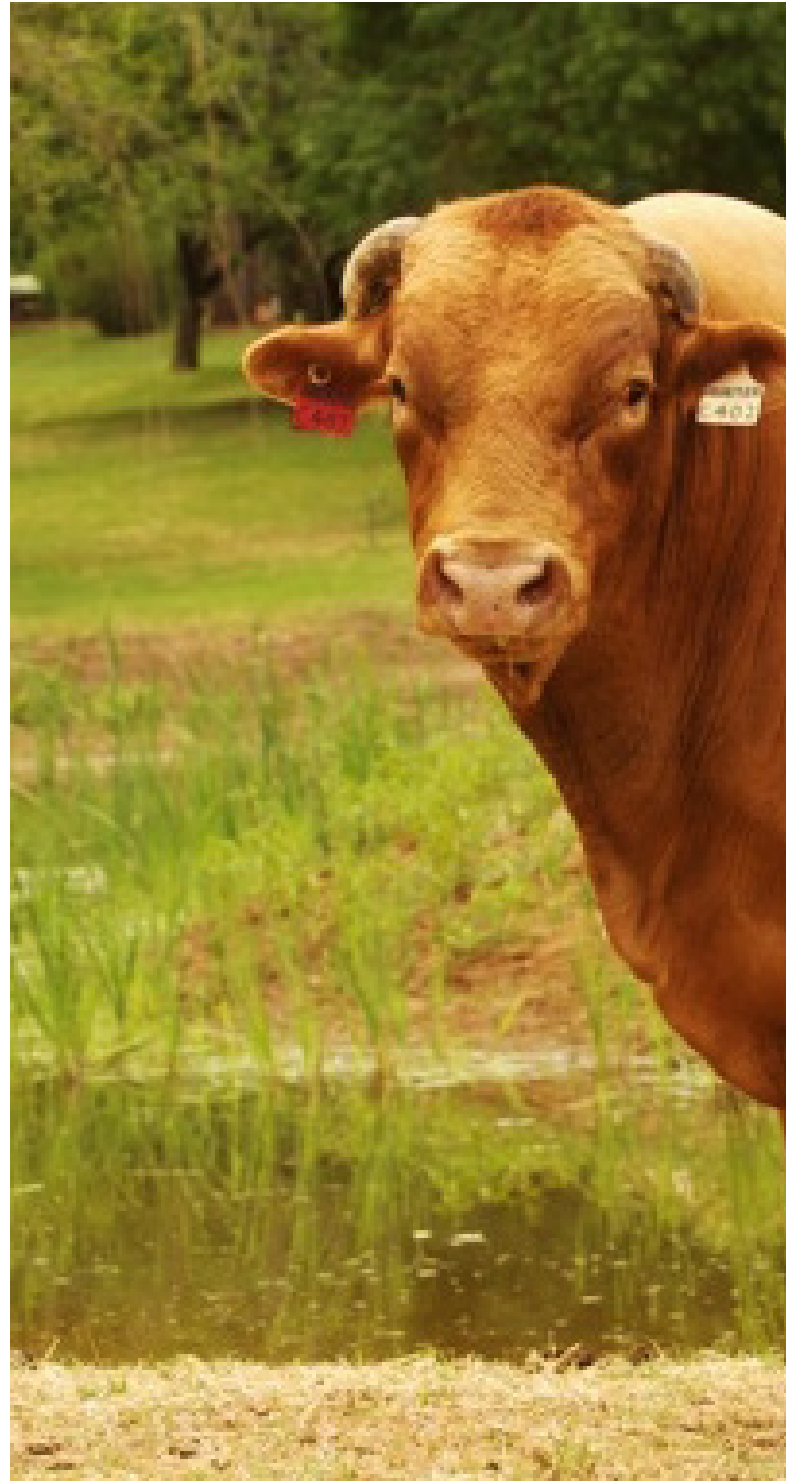
A family run business in the international arena

The work on the farm is done by Rick and his wife, Dawne. Their two daughters, Hallie and Abby, help out in busy times and more particularly with the media side of the work. Abby has just finished a degree in media and communications and she looks after the company website and social media platforms.

The company has employed several interns - two young ladies from Norway and a young man from Texas who have come over to learn about cattle and cattle breeding in Australia.

This family operation produces some of the finest Wagyu genetics in the world. “The Australian Wagyu Association just had their, annual conference and an international sale at Yeppoon, Queensland on the 9th of May. Bald Ridge Wagyu’s six red embryos topped the embryo section of the sale, and that too, was the highest price of the entire sale.

We achieved top price in January at the Mile High Sale in Denver, Colorado, likewise at the Texas Wagyu sale in Salado, Texas. We have a world renowned Red Wagyu bull, Red Star C402 who has just won the Wagyu Champion of Asia and Africa Award



in the Wagyu of the World Competition. Along with that, this bull’s heifer calf won Grand Champion at the inaugural Houston Livestock Wagyu show and was later sold for a record price of \$44,000 at the Texas Wagyu Association sale.”



Further expansion

Bald Ridge Wagyu and Genetic Edge Australia has entrenched itself into the Wagyu beef industry and has recently acquired property in Texas with the purpose of fulfilling its vision of building an international market.

The Texas acquisition will result in the company becoming a fullblood Wagyu breeder in the USA and will enable it to sell embryos directly to the US market and Mexico as well. The company hopes to expand into the Chinese and South American markets.

Greg's Family Gour



AT A GLANCE

WHO: Greg's Family Gourmet Butchers

WHAT: Supply's a full range of high quality, naturally grown beef, lamb and pork products.

WHERE: Located at 10/35 Nepean Rd, Rosebud, VIC

WEBSITE:
www.butchersrosebud.websyte.com.au

The seaside town of Rosebud, on the Mornington peninsula in Victoria, has the unique privilege of being home to Greg's Family Gourmet Butchers, a retailer and wholesaler who supplies the full range of high quality, naturally grown beef,

Gourmet Butchers



lamb, chicken and pork products. The business was established 20 years ago when Greg and his wife decided to buy it from the company that owned it. Over the years it has earned itself a reputation for stocking the best products.

Greg has four sons, one of whom is in the trade. Our son Kyle is now running a second shop. Greg describes how he began his business, "It started 20 years ago. My aim was to give people good quality meat. Growth in the business began in the second year after we took over. It went very well and then it plateaued out.

"The increase in sales took place because the big company which owned the shop sold out to our small family business and as we were involved in the community, it made a difference in helping the sales grow. A lot of the growth in the business is through word of mouth. I've actually been in this shop for 44 years and I was working for the two companies that ran the shop before my wife and I bought it."

In the period immediately following purchase of the shop Greg diversified the range of offerings and concentrated on gourmet sausages and shop made small goods. This proved to be a success and the business flourished. He purchased new equipment which enabled him to improve the quality of the products and was





Computerisation

Greg is always looking out for ways to improve the business and save on costs. Here he describes one such step that he took, “I have been butchering for 50 years this year and I have been in this shop for 44 years. I have worked elsewhere during my apprenticeship. I love technology, I think its terrific. When we first took over the business we computerised our operations. My wife took over all the work relating to wages and tax statements.

“We switched over from handwritten dockets to computerised dock-

ets. There are ways and means of doing things. In the first two years we used to print a full A4 page for a docket and it used to frustrate me because it looked very big and cumbersome. So we found a way of creating two dockets on one page sideways and with this little change we have saved \$6000 in one year in ink cartridges and paper.”

Suppliers

Greg has built a network of reliable suppliers that provide his establishment with everything that he needs to run his business. He

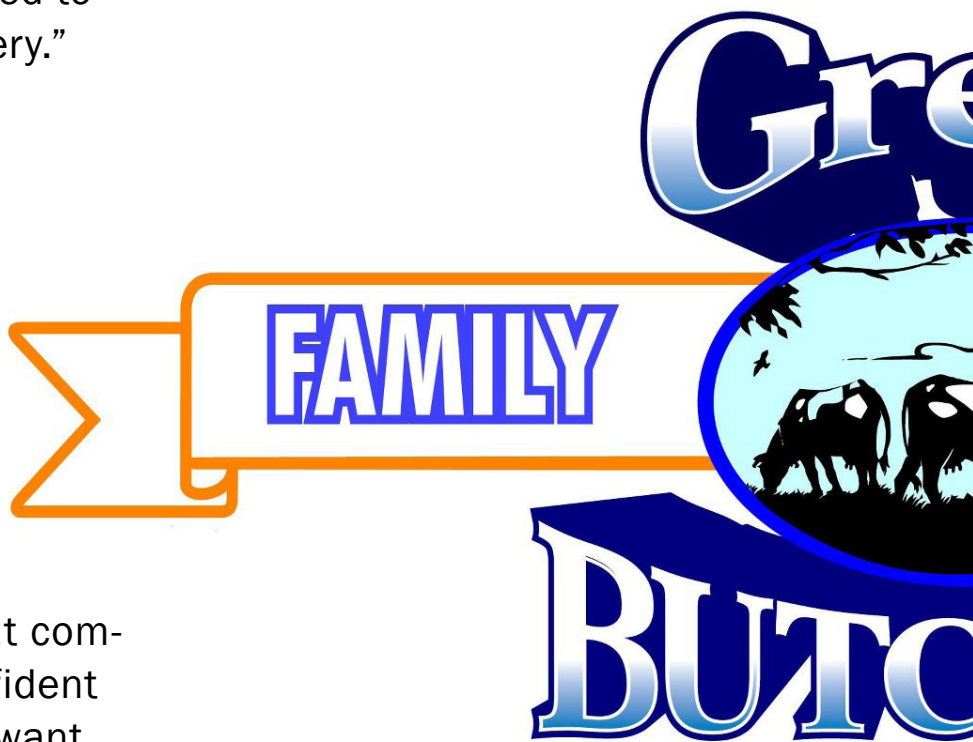
says, “We have good relations with quite a few companies. We probably have 16 to 20 suppliers for different things including dry stores, chicken, poultry, beef, lamb, veal and bacon meats. There would probably be four suppliers whom I would have a really close connection with. One is M.C. Herds, Cut-fresh Pty Ltd. and there is a company in the city called Pacific Meats – these are all meat suppliers.

“The chicken supplier that I have been dealing with for ten to fifteen years is called KRC Chickens. There is another dry store company that I do 90% of my business with called Complete Butchers Supply. When I buy my machinery I go to a company called Viking, it used to be called Butcher’s Machinery.”



Changing demands of customers

Over the half century that Greg has been a butcher he has seen the evolving tastes of the customer. What has remained constant is his constant desire to give them the best at competitive prices. Greg is confident that customers will always want quality and the success of his business shows how true that is.





“The demands of customers have changed a lot since I began. It is a lot harder now. People now know exactly what they want, they are very fussy about what they eat now. That’s why we deal in good quality meat. We don’t even attempt to try and compete with the supermarkets. We have two big meat suppliers down here that sell meat for next to nothing. But we are still here and we have people coming in because they know they are going to get good quality all the time including service and a smile.”

No plans to retire soon

“I’ll probably never retire,” says Greg, “I have a goal of coming to work two or three times a week and letting my son take over and that is probably within the next five or six years. And I would like to step back and just do it that way. I have cus-

tomers that used to come in as little children. So it is a great reward to see those sort of customers come back and I enjoy it.

I enjoy the people and I can stand there and talk to them. I try to make people happy and makes sure that they walk out of my shop smiling. If I can stay at it, I will, because that’s the way I am.”



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