

Auckland: grow for goodness sake

**A discussion document for
Auckland's major stakeholders**

June 2016

kpmg.com/nz





Foreword

IN NOVEMBER 2008, THE COMMITTEE FOR AUCKLAND PUBLISHED 'GROWING AUCKLAND, GROWING NEW ZEALAND' AN INDEPENDENT REPORT WHICH PLACED AUCKLAND AT THE CENTRE OF NEW ZEALAND'S GROWTH STORY. THE REGION ACCOUNTS FOR 35% OF THE COUNTRY'S GDP AND ITS COMPETITIVE CITY GENES ASSURE AUCKLAND'S CONTINUED POSITION AS THE CITY OF CHOICE FOR MIGRANTS AND NEW ZEALANDERS ALIKE.



The economic and social challenges that growth brings to our city are complex and global in scope. Almost two-thirds of the world's population will reside in cities by 2030. Intensification is becoming increasingly acceptable as a driver for social and economic development, but is also placing existing infrastructure and resources under strain.

These pressures create challenges for present and future Auckland residents and for the city's governors whose aspiration for Auckland is to be the world's most liveable city. There needs to be a roadmap for managed growth to ensure that Auckland's success does not come at the expense of the people and businesses who have made it their home.

The Committee for Auckland commissioned this report from KPMG to better understand the drivers of our rapid development so that we can get ahead of the growth curve through good planning and investment.

We hope that this report will stimulate informed discussion that will catalyse Auckland's leadership into action. Auckland is a city on the move, attracting the best talent, investing

in research and development, ensuring equal access to education and planning for and delivering much needed infrastructure will increase our international competitiveness and deliver prosperity for our future generations. There is no better time to begin than now.



Heather Shotter
Executive Director
Committee for Auckland

In 2016 our World is changing faster than ever. Rapid and sometimes unpredictable advancements in technology have disrupted traditional business models and created unprecedented opportunity. Business, academia, local Government, and communities must now learn to work together if we are to create living, sustainable, and productive cities in which our people can flourish. A renewed focus on cities is critical as it is the major cities of the world, not countries, who are now competing for talent and capital.

KPMG have a passion to see Auckland city succeed as it plays a vital role in fuelling New Zealand's prosperity.

There appears to be no lack of will or intention from civic and business leaders to create a city that benefits Aucklanders and New Zealand as a whole. The problem lies not in our intention but in our lack of ability to cooperate and view Auckland as a system in which we all have an interdependent part to play.

Through this paper, we are advocating for collective courage. It will take an integrated response and bold leadership to achieve our shared goal of prosperity for all the people of Auckland. We invite you to join us and help co-create a future our children's children will be proud of.



Simon Hunter
Partner, Performance Consulting

Introduction

AUCKLAND HAS EXPERIENCED STRONG GROWTH IN RECENT YEARS AND THE FUTURE LOOKS ROSY; AT LEAST FOR SOME.



The mood of our city is somewhat in of a state of flux. Company executives and civic leaders are run off their feet trying to get ahead of the growth curve; and there is almost unanimous agreement that the city will experience growth in the economic sense of the word. Our contribution to the nation's GDP now stands at \$82b and is on an upward trajectory; our population is increasing beyond 1.5 million people; and we need more houses, more schools, more transport options and more of just about everything to maintain momentum.

There is however a sense of discord, a not-so-quiet grumbling that all may not be well on our rapid ascension up the growth curve. Some of our neighbours are not happy, as they cannot afford to buy a house. Many cannot find employment, while paradoxically, our businesses cannot find employees. Terms like 'poverty' and 'income inequality' have crept into our common lexicon; and there is concern that a large proportion of society are not enjoying the benefits we have come to expect as New Zealanders.

This paper, *Auckland: grow for goodness sake*, looks under the hood of Auckland's growth and issues the single challenge: 'how can we make growth good for everybody?' We briefly discuss the historic drivers of growth in Auckland, before exploring the macro economic and social trends that are changing the shape of the world.

Auckland's place as a global city comes with privileges, but is not without challenges. The onus is on us to adapt and build resiliency in the face of increasing complexity. By putting people at the centre, we conclude this paper by proposing a path forward that relies on the collective courage of our business, academic and civic leaders.

He aha te mea nui o te ao? – What is the most import thing in the world?
He tangata, he tangata, he tangata – It is people, it is people, it is people.



A Māori perspective

Auckland or 'Tamaki' is a place where people have desired to come for over 175 years.

Tamaki has also been known as 'Tamaki herenga waka' or 'the place where the canoes are tied'. A place where people have wanted to travel to and 'tie their waka' to make Tamaki their new home for many generations.

Te pai me te whai rawa o Tamaki or 'the luxury and wealth of Tamaki' traditionally speaks to the bountiful, physical resources of which Tamaki has many. However, the true luxury and wealth that Tamaki has to offer is its people.

THE PEOPLE OF TAMAKI ARE OUR TREASURE.

As we start thinking about the future of Tamaki, it is our responsibility to ensure that the 'magic of Tamaki' is never lost and by focusing on our people, we can live up to our name today of Tamaki Makaurau or 'Tamaki of a hundred lovers'.

CONTENTS

Foreword	2
Introduction	4
A Māori perspective	6
Section 1: what is driving Auckland's growth?	8
Section 2: a volatile world	14
Section 3: an equitable future	18
Acting with collective courage	42



SECTION 1

What is driving Auckland's growth?

**DON'T FORGET YOUR ROOTS, MY FRIEND
THE ONES WHO MADE YOU
THE ONES WHO BROUGHT YOU HERE (SIX60)**

THE SITUATION:

Auckland's population growth is being driven by steady natural increase and positive net migration. GDP growth has averaged 2.5% since the turn of the Century and is skewed towards service industries.

WHY THIS MATTERS:

Growth in service-led sectors, and the decline in primary and manufacturing sectors, has led to changing demand for skills and support services. This has far-reaching implications for employment opportunities, training and education, and capital investment decisions.

WHAT WE KNOW ABOUT IT:

Industry growth

Industry data from 2014 and 2015 is provisional, so we have focused on the period 2000–2012 for this section. During this period, the five fastest-growing sectors in Auckland were: financial and insurance services; education and training; healthcare and social assistance; public administration; and accommodation and food services. A perspective on the drivers of these high-growth industries is provided below.

Financial and insurance services

The biggest banks in New Zealand have strengthened their position in the face of global volatility and increasing domestic regulation. Growth has been driven in part by increased lending in the Auckland housing market.*

Christchurch earthquake rebuild claims heavily impacted the insurance sector in 2011 and 2012. The importance of the insurance industry as a macro and micro vehicle to mitigate risks associated with catastrophic events has now become top-of-mind for many New Zealanders.

Education and training

Total tertiary education student enrolments (domestic and international) have increased over a 10-year period. Simultaneously, changes in tertiary education funding in the early 2000s saw the advent of private training establishments (PTEs) growth. The New Zealand Government directly funded PTEs that provided programs that aligned well with their objectives. This additional Government funding drove the growth in demand for vocational and tertiary courses and supplemented the growth in established universities.

Healthcare and social assistance

Auckland's ageing population has increased the demand for healthcare. General population increase has also put pressure on the level of social assistance required, and increased the funding available from the Ministry of Health. Although hard to quantify, there appears to be a tendency for the migrant population that has settled in Auckland to seek out secondary (specialist) services rather than less costly primary care.

General population increase has put pressure on the level of social assistance required, and increased the funding available from the Ministry of Health.

Auckland hospitals have more specialists and specialist services than other regions in New Zealand and therefore specialist services are increasingly being centralised. This results in IDF (inter-district-flow) of revenue whereby other district health boards (DHBs) essentially pay Auckland DHB for the provision of specialist services.

Construction and operational revenue generated by the retirement village sector is also captured under the Healthcare and social assistance umbrella.

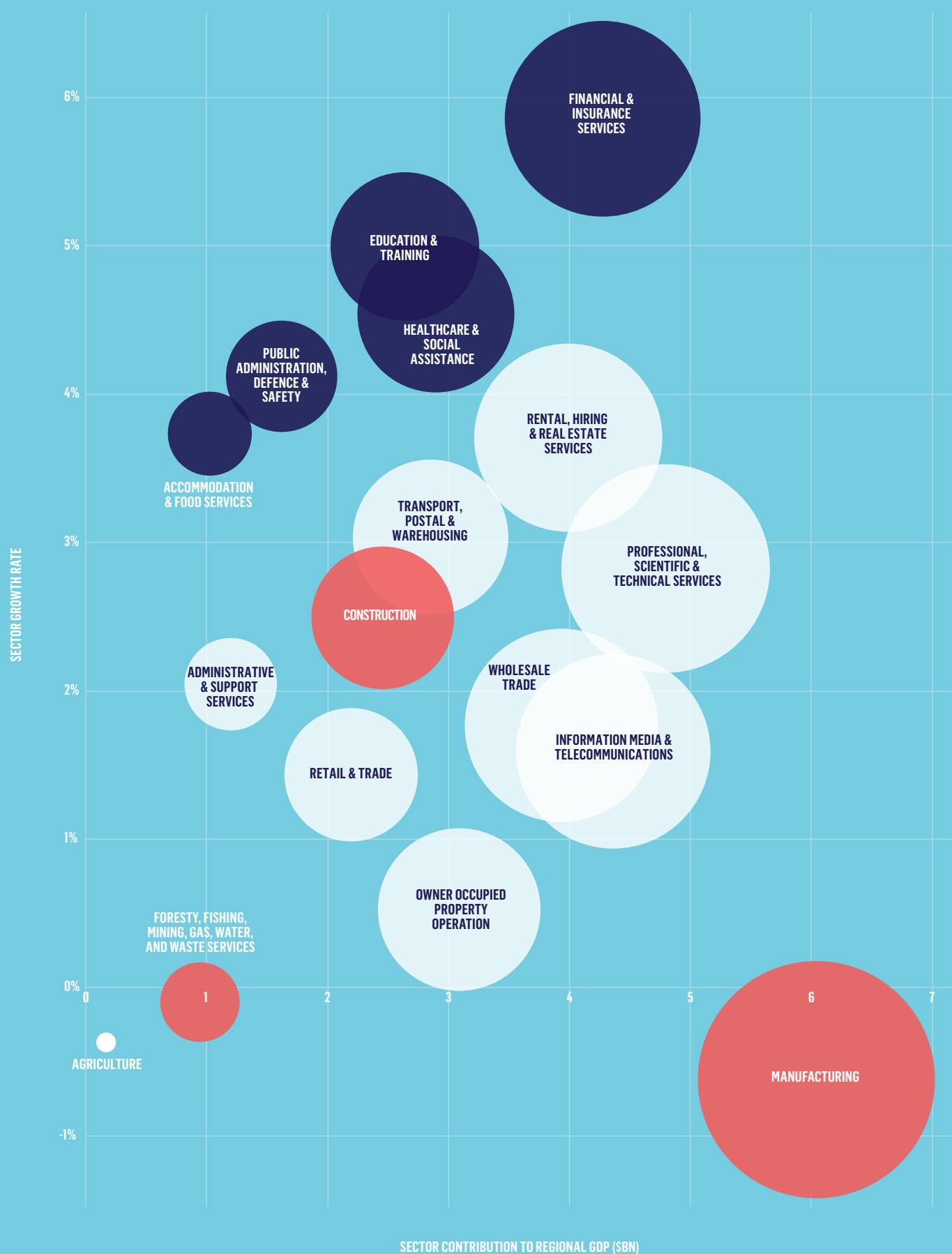
AUCKLAND REAL GDP BY SECTOR

RANK	INDUSTRY	2000 (\$BN)	2012 (\$BN)	CAGR
1	FINANCIAL AND INSURANCE SERVICES	2.0	4.3	5.9%
2	EDUCATION AND TRAINING	1.4	2.6	5.0%
3	HEALTH CARE AND SOCIAL ASSISTANCE	1.6	2.9	4.5%
4	PUBLIC ADMINISTRATION, DEFENCE, AND SAFETY	1.0	1.6	4.1%
5	ACCOMMODATION AND FOOD SERVICES	0.6	1.0	3.7%
6	RENTAL, HIRING, AND REAL ESTATE SERVICES	2.5	4.0	3.7%
7	TRANSPORT, POSTAL, AND WAREHOUSING	1.9	2.9	3.0%
8	PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	3.3	4.8	2.8%
9	CONSTRUCTION	1.8	2.5	2.5%
10	ADMINISTRATIVE AND SUPPORT SERVICES	0.9	1.2	2.0%
11	WHOLESALE TRADE	3.3	4.2	1.7%
12	INFORMATION MEDIA AND TELECOMMUNICATIONS AND OTHER SERVICES	3.4	4.2	1.7%
13	RETAIL TRADE	1.8	2.2	1.4%
14	OWNER-OCCUPIED PROPERTY OPERATION	2.9	3.1	0.5%
15	FORESTRY, FISHING, MINING, ELECTRICITY, GAS, WATER, AND WASTE SERVICES	1.0	0.9	-0.1%
16	AGRICULTURE	0.2	0.2	-0.4%
17	MANUFACTURING	6.6	6.0	-0.6%

Source: Statistics NZ – Regional Gross Domestic Product

*KPMG: Financial institutions Performance Survey review of 2015

AUCKLAND SECTOR GROWTH RATE 2000 – 2012



Source: Statistics NZ – Regional Gross Domestic Product

Public administration, defence and safety

Not surprisingly, Police expense increases as a result of population growth, but there have also been a number of one-off significant events requiring additional resources. These include the formation of the Super City and the developments of Wynyard Quarter, Britomart, and Mt Eden Stadium for the Rugby World Cup.

Accommodation and food services

Total international visitor arrivals have trended upwards, especially visitors from China.

Global flight connections are steadily improving thanks to initiatives from Air New Zealand, Thai Airways, Singapore Airways and China Southern.

The National Tourism Framework, the NZ story and 100% Pure campaigns have complemented high profile exposure of New Zealand to international audiences via the likes of The Hobbit and Lord of the Rings movies, and The Americas Cup. Auckland captures the lion's share of New Zealand's tourist arrivals.

SO WHAT IS WRONG WITH THIS PICTURE?

To start with, our largest industry is in decline. Given that manufacturing contributes \$6b to the economy, this presents two challenges. First, manufacturing has traditionally been a big employer, but now barely a month goes by without announcement of another

plant closure affecting hundreds of jobs. Secondly, due to its scale, even a low percentage decline translates into a large amount of cash being taken out of the economy. This cash would ordinarily filter down a long and established supply chain in the manufacturing sector creating a large multiplier effect for the regional economy. At the risk of oversimplifying a complex situation, our fastest-growing industries (with exception of accommodation and food services) typically have low multiplier effects; while our value-add industries which create jobs and support downstream businesses are in decline. Is it wise to build an economy so heavily reliant on the services sector? This matter is ripe for debate.

NEW ZEALAND TYPE 1 OUTPUT MULTIPLIER BY SECTOR



Source: Statistics New Zealand, NZIER, and KPMG analysis

AUCKLAND POPULATION GROWTH 2000 – 2015

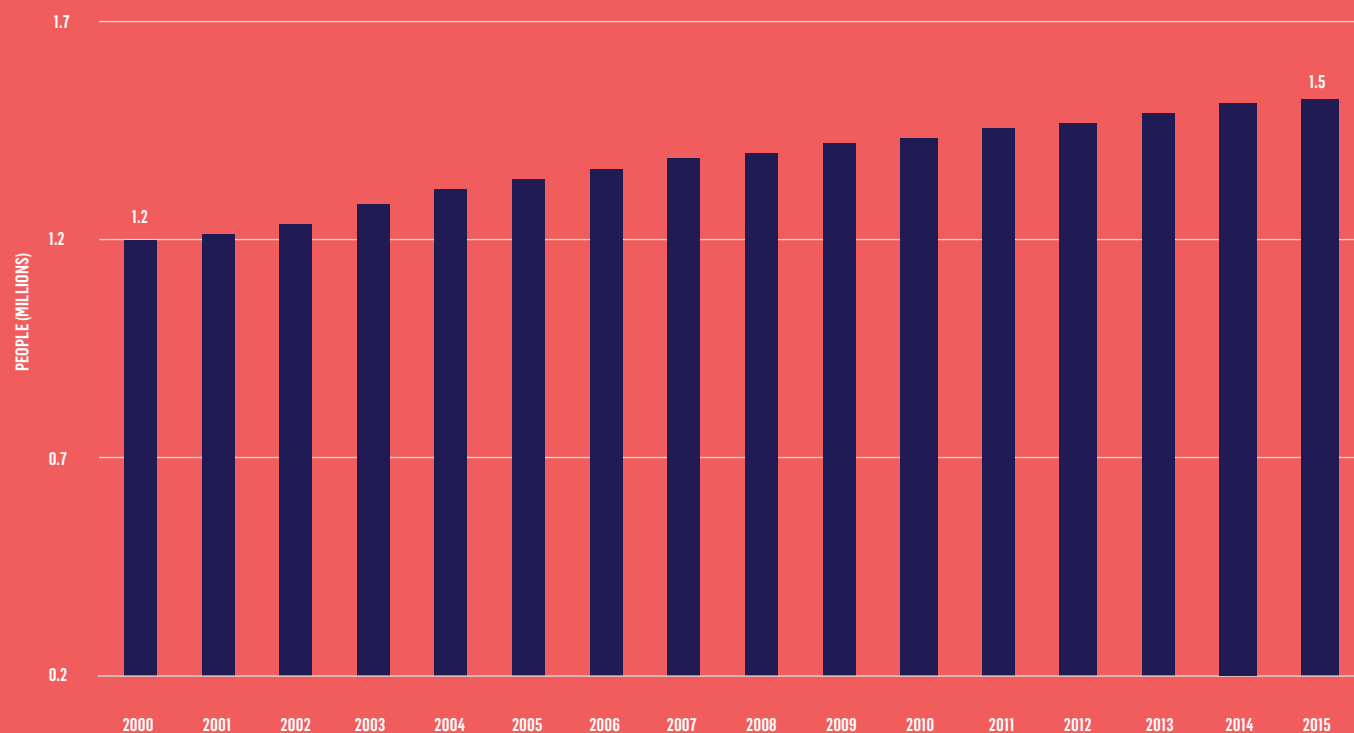


Source: Statistics NZ

Natural increase is calculated using Births (VSB) minus deaths (VSD) by NZ area (Auckland region)

Net migration is 'Permanent and long-term migration by NZ area (Auckland region)' taken from the 'International Travel and Migration – ITM' data set (NB – this excludes domestic migration from one city to another)

POPULATION OF AUCKLAND 2000 – 2015



Source: Statistics NZ – Population and Dwellings



THE QUESTIONS WE NEED TO ASK OURSELVES AS AUCKLANDERS:

Are we growing on purpose? Or is growth simply happening to us? Have we really thought through the implications of building a regional economy so heavily reliant on the services sector; and what can be done to revive our primary and manufacturing based industries?

SECTION 2

A volatile world

**IN TIMES OF CHANGE, THE
GREATEST DANGER IS TO ACT
WITH YESTERDAY'S LOGIC.
(PETER DRUCKER)**

THE SITUATION:

Global megatrends will have an increasing impact on both the public and private sectors in Auckland. Because our world is so interconnected, we need to be proactive in responding to change if we are to protect our economic and social prosperity.

WHY THIS MATTERS:

“The world is changing rapidly. Technology is connecting people within and across national boundaries and disrupting existing assumptions. Mounting public debt is limiting the scope of Governments to act in a range of policy areas. Climate change is increasing the frequency and magnitude of extreme weather events. And more than at any point in human history, we live in a world where events and decisions in one part of the world can influence lives at the opposite end of our planet.”¹

1. Future state 2030: The Global forces shaping Governments. KPMG International



GLOBAL MEGA TRENDS 2030

KPMG's 'Future state 2030' identified nine megatrends that are likely to have the most significant impact on Governments in the years ahead. These trends summarise the external pressures that we need to navigate as Auckland continues to grow.



WHAT DOES THIS MEAN FOR AUCKLAND?

Against this backdrop of Global volatility, our challenge as a city is to sustain equitable growth. In this report, we outline three initiatives to achieve this.

1. DEMOGRAPHICS

Higher life expectancy and falling birth rates are increasing the proportion of elderly people across the world, challenging the solvency of social welfare systems, including pensions and healthcare. Some regions are also facing the challenge of integrating large youth populations into saturated labour markets.



Questions for Auckland:

Will I have a pension when I am old and will it be sufficient for me to live on?

How will we ever find enough jobs for our youth?

2. RISE OF THE INDIVIDUAL

Advances in global education, health and technology have helped empower individuals like never before, leading to increased demands for transparency and participation in Government and public decision-making. These changes will continue, and are ushering in a new era in human history in which, by 2022, more people will be middle class than poor.



Questions for Auckland:

What can Auckland Council do to improve services for citizens and keep people better informed on progress in our city?

6. ECONOMIC POWER SHIFT

Emerging economies are lifting millions out of poverty while also exerting more influence in the global economy. With a rebalancing of global power, both international institutions and national Governments will need a greater focus on maintaining their transparency and inclusiveness.



Questions for Auckland:

How will Auckland businesses adjust to the new world order and balance foreign ownership with local control?

7. CLIMATE CHANGE

Rising greenhouse gas emissions (GHGs) are causing climate change and driving a complex mix of unpredictable changes to the environment while further taxing the resilience of natural and built systems. Achieving the right combination of adaptation and mitigation policies will be difficult for most Governments.



Questions for Auckland:

Are we doing enough to reduce carbon dioxide emissions in our own backyard while using our environmental credentials to encourage others to change?

3. ENABLING TECHNOLOGY

Information and Communications Technology (ICT) has transformed society over the last 30 years. A new wave of technological advances is now creating novel opportunities, while testing Governments' ability to harness their benefits and provide prudent oversight.

4. ECONOMIC INTERCONNECTEDNESS

The interconnected global economy will see a continued increase in the levels of international trade and capital flows, but unless international conventions can be strengthened, progress and optimum economic benefits may not be realised.

5. PUBLIC DEBT

Public debt is expected to operate as a significant constraint on fiscal and policy options through to 2030 and beyond. Governments' ability to bring debt under control and find new ways of delivering public services will affect their capacity to respond to major social, economic and environmental challenges.



Questions for Auckland:

What work will my children be doing by 2030?

How do I keep evolving my skills to ensure that they are relevant in the digital age?



Questions for Auckland:

How can Auckland stand out on the international stage?

What do we need to be famous for to attract capital?



Questions for Auckland:

What alternate sources of funding can our City tap into to reduce debt and fund growth?

8. RESOURCES STRESS

The combined pressures of population growth, economic growth and climate change will place increased stress on essential natural resources (including water, food, arable land and energy). These issues will place sustainable resource management at the centre of Government agendas.

9. URBANISATION

Almost two-thirds of the world's population will reside in cities by 2030. Urbanisation is creating significant opportunities for social and economic development and more sustainable living, but is also exerting pressure on infrastructure and resources, particularly energy.



Questions for Auckland:

How do we manage our local fresh water assets and become leaders in sustainable resource management?



Questions for Auckland:

How can we inject a large amount of capital into our transport networks to get ahead of the growth curve?

SECTION 3

An equitable future

YOU WILL NEVER DO ANYTHING IN THIS WORLD WITHOUT COURAGE. IT IS THE GREATEST QUALITY OF THE MIND NEXT TO HONOUR.
(ARISTOTLE)

THE SITUATION:

Complexity within markets and social structures transcends the boundaries of individual firms and Government agencies. We believe that in order to sustain equitable growth in Auckland, three growth imperatives must be met and these can only be achieved through hyper-cooperation between Academia, Business and Government.

WHY THIS MATTERS:

GROWTH IMPERATIVE	BASELINE	AMBITION	SIZE OF THE PRIZE BY 2030	CIRCUIT BREAKERS REQUIRING HYPER COOPERATION
Accelerate growth in headline GDP	\$82b growing at 2.5%	Lift growth to 3.5%	Additional 10,000 jobs Additional \$18b GDP (\$137b total)	1. Create a Magnet City
Increase real GDP per capita	\$37,500 growing at 1%	Lift growth to 2%	\$50,000 per capita (versus \$43,000)	2. Double investment in innovation-led R&D
Address the skills shortage through education	7% of working age population with level 4 qualifications	Lift to 10%	33,000 people ready to enter the workforce or tertiary education	3. Increase educational attainment

1. CREATE A MAGNET CITY

Cities are one of the fundamental building blocks of a prosperous country – and it is time for New Zealand to take them seriously. A city with a strong magnetic pull draws in new residents, visitors and business investment. Global examples are brimming with innovative ideas, have attractive infrastructure and a buzzing culture. These cities attract a specific group of educated, ambitious and energetic young people, dubbed ‘young wealth creators’. Such cities have become models that demonstrate how to grow a prosperous city, and the value that targeted investment can bring. The turnaround that these cities have realised – socially and financially – is too big to ignore. Auckland has too much at stake to neglect the opportunity our current momentum affords us. We must continue to grow if we are to avoid losing our young people to magnet cities overseas.

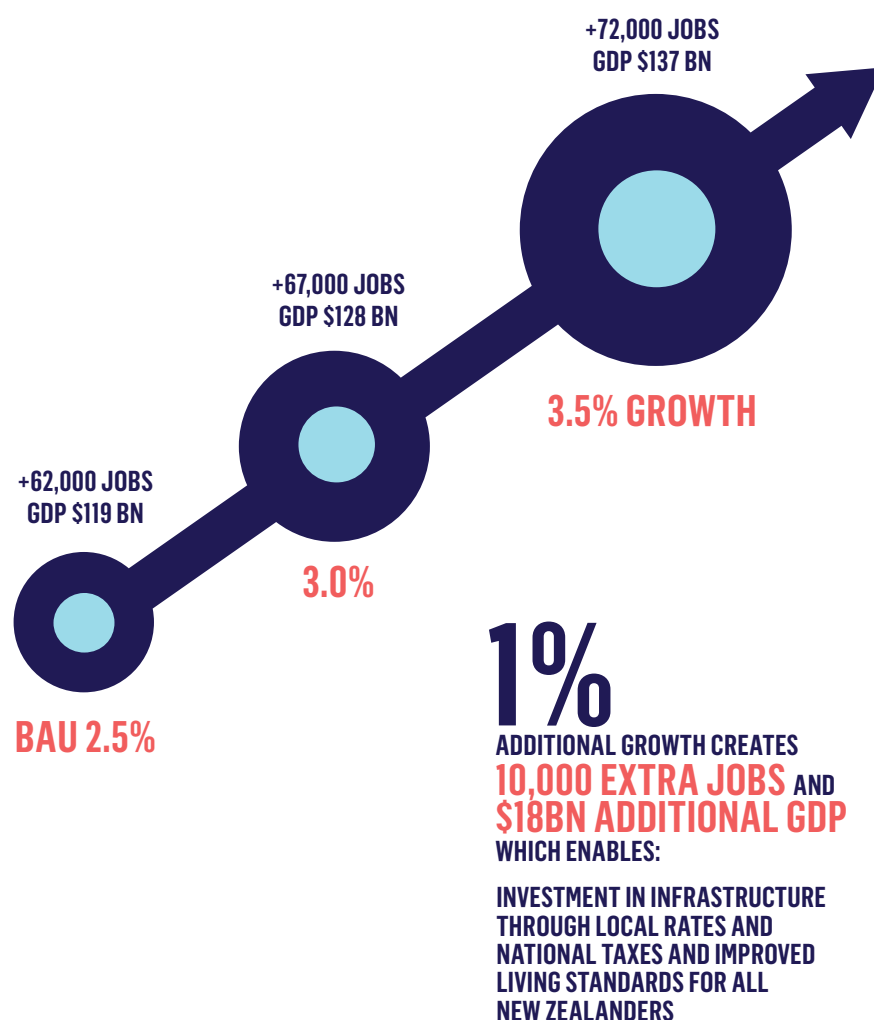
Globally, there are now 400 cities of over one million people competing for the best, extremely mobile talent and growth companies to drive national economies. These 400 cities are direct competitors for Auckland. Putting this in context, the future of geographic competition will be between 500 large cities which will control 80% of global financial activity.

Caroline Haynes from KPMG UK developed a framework for thinking about cities, and how to draw in those people who will make the city prosper. The cities used as case study cities were unattractive to new growth, and in a cycle of decline. Through bold experiment and risk, they transformed into fast-growing cities with economic growth well above national averages. Auckland is not yet a magnet city, in part due to our lack of a strong international identity. We do not actively foster innovation, nor do we yet have a brand that is attractive to forward-thinking business.

VALUE FOR AUCKLAND BY 2030

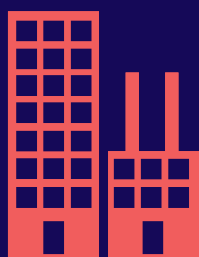
The financial gain for Auckland can be significant. Case study cities have seen substantial improvement in their economy by developing themselves as a magnet city and have achieved 2-5% increases in GDP over a sustained period relative to peers.

If investment in Auckland as a Magnet City results in lifting our current growth rate of 2.5% by just one percentage point to 3.5%, this will have significant implications.



\$462  MILLION

OF AUCKLAND'S TOTAL RATES
REVENUE OF \$1.41 BILLION COMES
FROM BUSINESSES (32.8%)



170,600

COMMERCIAL BUSINESSES
ARE LOCATED IN AUCKLAND

35.3%

OF NEW ZEALAND'S
GDP IS CURRENTLY
CONTRIBUTED BY AUCKLAND



780,000

OF AUCKLANDERS ARE
IN EMPLOYMENT (69%)

575



OF THE TOP 1,000 BUSINESSES
IN NEW ZEALAND, HAVE THEIR
HEADQUARTERS IN AUCKLAND



WHAT HAVE WE LEARNT?

We need to identify and target specific groups of young wealth creators and refashion and leverage all the city's assets to make them move here.

PEOPLE

Young wealth creators are a specific group of educated, ambitious and energetic young people. They create the jobs of tomorrow, bringing along with them the city's future wealth. These people are entrepreneurs, researchers, designers, engineers, physicists, bloggers, artists, animators, app and game designers, clean-tech advocates and people that build on existing businesses or identify and grow new industrial niches.

We need to identify and target specific groups of young wealth creators and refashion and leverage all the city's assets to make them move here.

ATTRACT

There is fierce competition for young wealth creators who:

- Care about sustainability and the environment.
- Embrace physical fitness and outdoor pursuits.
- Are foodies – enjoy artisan food, drinks and cocktails.
- Get stuck into neighbourhood and civic networks.
- Are attached to multiple electronic devices simultaneously.

A city can't just invest in physical infrastructure and developments geared to young people (e.g. redeveloped areas for bars), this investment must be focussed on what would attract the particular group of young wealth creators we want.

THE SEVEN PRINCIPLES



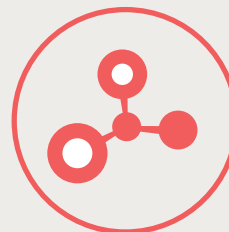
1



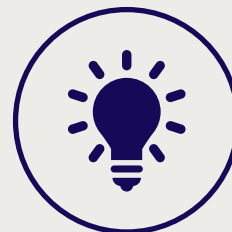
2



3



4



5



6



7

Key principles were identified that underpin growth and can be used by Auckland to create its own positive magnetic pull.

1. ATTRACT YOUNG WEALTH CREATORS

Identify and establish a unique relationship between the city itself and the particular group of young wealth creators you aim to attract.

Target groups that have a logical link to the city. The city's point of attraction must be genuine – based on the city's heritage.

2. PHYSICAL RENEWAL

Ongoing physical renewal keeps cities interesting and new.

Consider the housing required by your group of young wealth creators, it's density, location and access to public transport.

A strong downtown area can strengthen the magnetic pull of the entire city.

3. CITY IDENTITY

Cities that attract young wealth creators have a strong and clear city identity that residents connect with.

Without a clear city identity it is difficult for people to understand what a city stands for and its attraction.

Through concerted effort you can create a city identity if it does not exist.

4. CONNECTED

Magnet cities are well connected to other cities – easy to get in to and out of.

The city must first have regained some magnetism before transport links are helpful, otherwise they provide easier links for residents to leave.

Visitors help build magnetism and are potentially tomorrow's residents.

5. NEW IDEAS

Magnet cities nurture new ideas.

If possible, leverage off academic institutions to bring changes to the city.

Be specific about the industry clusters you want to support, then focus and support this development.

6. FUNDRAISERS

Magnet City Governments attract private investments, research grants and public funds for the city.

Progressive magnet cities offer their own risk capital to attract investment and funds.

Significant improvement of a city requires public and private money working together.

7. STRONG LEADERS

Reinventing a city requires strong mayors and civic leaders.

Magnet city leaders have to stay true to the vision in the face of public dissent.

Magnet city leaders all work more collaboratively with residents, investors, developers, businesses and universities than is the norm.

AUCKLAND, PRINCIPLES

A COLLECTIVE VIEW

Attracting young wealth creators is the result of getting these factors right.



AUCKLAND, PRINCIPLES

ALL ASSETS AND GAPS IDENTIFIED

KPMG ran workshops for business and civic leaders in Auckland; this is their point of view:

CITY IDENTITY



ASSETS

Attractive – Safe and clean

- » Strong destination for visitors
- » Attractive to others who want to live here
- » South Pacific hub
- » People are friendly, warm, fun
- » Access to water and outdoors
- » Safety – personal and animals
- » 'City of Sails'
- » Fantastic hospitality
- » Global communication
- » Perception of clean and green
- » Diverse
- » Innovation hub for Asia Pacific – growth
- » Developing a city brand 'Global Auckland'

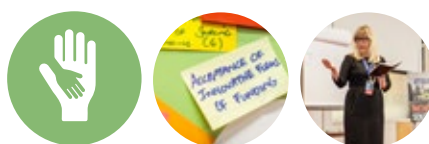
GAPS

Identity not clear – people are not 'in love with Tamaki'

- » No business identity
- » No 'Auckland' identity – we just have great weather and a pretty natural environment.
- » People need to be 'in love with Tamaki' – and not just Aucklanders
- » Lack of cohesive 'Auckland Story'
- » Diverse culture – how do we create a coherent point of view as we also embrace diversity?
- » 'Pockets' of identity, not 'Auckland' identity

Identity assets – Watch this space

FUNDRAISERS



ASSETS

Free trade agreements in place

- » Free trade agreements in place
- » Transparent capital markets
- » Growth in crowd sourcing platforms
- » Strong interest from International equity players

GAPS

Political acceptance of innovative forms of funding

- » Lack of political acceptance of innovative forms of sourcing funding
- » New Zealanders, the Government and local Government think that public agencies have to fund everything
- » Philanthropy – difficult access and a small pool
- » Lack of venture funds of scale
- » **The funds exist, we just need to make it easier to access them**

CONNECTIVITY



ASSETS

Gateway to NZ and the world

- » IT – good internet connectivity
- » Gateway to New Zealand and the world
- » Easy to get introductions to people. Typically open to share, explore and collaborate
- » Cycle access
- » Shared spaces

GAPS

Internally disconnected and disparate – poor infrastructure

- » Distance from the rest of the world
- » Perceived distance even within New Zealand
- » Lack of accessibility to the airport
- » Having to travel to outskirts of the city for jobs

ATEED (Auckland Tourism, Events and Economic Development) is undertaking Global Auckland, a comprehensive project to develop a new unique global identity for the region. Global Auckland's goal is to develop an Auckland story which can be used to promote Auckland across domestic and international business, tourism and major event industries, targeting potential investors, businesses, skilled workers, high-value tourists and fee paying students. ATEED is working with public and private stakeholders, especially those who rely on Auckland's brand internationally. By focussing on Auckland's identity and story, rather than just a logo or tagline, the hope is that the brand will be inclusive of the past, but future-orientated.

NEW IDEAS



ASSETS

Globally recognised education system

- » Education magnet
- » Top universities with globally recognised R&D
- » Growth and innovation e.g. Britomart, Wynyard Quarter
- » Our way of thinking allows creation
- » Sporting events – Rugby World Cup, Cricket World Cup
- » High tech uptake
- » Existing R&D – innovation to leverage foreign relationships
- » Young entrepreneurial talent
- » High-tech farming

GAPS

A disconnected 'Eco System'

- » We need to be seen as 'accessible'
- » Campaign for historical pride
- » Creating 'knowledge spaces'
- » A disconnected 'eco system'
- » Rally to a cause but not continued
- » Lacking brand ambassadors

PHYSICAL RENEWAL



ASSETS

Access to outdoor – work/life balance

- » Well underway in the CBD
- » Waterfront is a strength
- » Access to amazing outdoors
- » Lifestyle and work – great balance

GAPS

Housing options – full spectrum for growth

- » Only focus on centre city renewal, not surrounding regions
- » Waterfront renewal needs to be attractive
- » Need a central stadium to exploit rugby
- » Transport – rail

STRONG LEADERS



ASSETS

Strong Māori Leaders

- » Strong Māori leaders – Informal political leadership
- » Some exemplary community and business leaders

GAPS

Lack of common purpose within leadership

- » Poor followers, low trust and courage
- » Council gone quiet
- » 'Squeaky wheel' approach
- » Council-Government coordination
- » Time it takes to either run with an idea or reject it
- » Too many elected officials – most of them looking backwards



WELCOME TO

AUCKLAND'S

BIG

LITTLE CITY





ATTRACT AND INSPIRE YOUNG WEALTH CREATORS

Imagine an Auckland globally recognised for its nature tech, the fusion of clean technology and food production. A future city that attracts leading researchers and educators, is a hive for start-up companies, and a place global citizens aspire to make their new home. This is an Auckland that is brimming with life, innovation and wealth.

Research into magnet cities highlights the need for cities to generate a positive magnetic pull. The city must be desirable to people who are innovative, enthusiastic, highly educated and skilled, and focused on start-ups. They attract growth by the buzz they generate in their city. Auckland needs these young wealth creators and we need to act to create a city they want to move to.

We need to leverage our assets, build our downtown, redesign the waterfront, and focus on technology education.

The more young wealth creators there are in a city, the more that city will be assured of long-term economic growth. As existing (and some new) city residents fill existing city jobs, the young wealth creators create new net additional jobs.

“Auckland has the potential to be a vibrant city, synonymous with food and agri technology. People will aspire to live here, attracted by the hub of food science/technology activity, the opportunities to mix with like-minded people, to develop and grow their own business and of course the lifestyle!”

2. DOUBLE INVESTMENT IN INNOVATION LED R&D

Economic theory tells us that three primary drivers of GDP growth are improvements to productivity, growth in employment, and growth in capital stock. We have addressed growth in employment and attracting new capital under the notion of creating a magnet city.

However, the proverbial elephant in the room for New Zealand is a lacklustre performance when it comes to productivity. Productivity is the missing piece of the jigsaw for Auckland. We must increase real GDP per capita if we are to reach the levels of societal wealth required to sustain our unique lifestyle.

Distilling the problem to its essence, increasing innovation and spending on R&D will give us the elusive productivity gains we have been seeking.

New Zealand spends roughly 1.1% of GDP on R&D (\$2.6 billion in 2014) which is less than half of the OECD average of 2.4%. Not only are we not catching up with the world, we are falling ever further behind. As other countries ramp up spend on R&D, New Zealand's spend has remained unchanged in real dollar terms since 2012.

When we exclude Government's contribution to R&D and look only at what Business enterprises spend on R&D, the picture looks even worse (see graph on following page).

NEW ZEALAND SPENDS ROUGHLY 1.1% OF GDP ON R&D, LESS THAN HALF OF THE OECD AVERAGE OF 2.4%

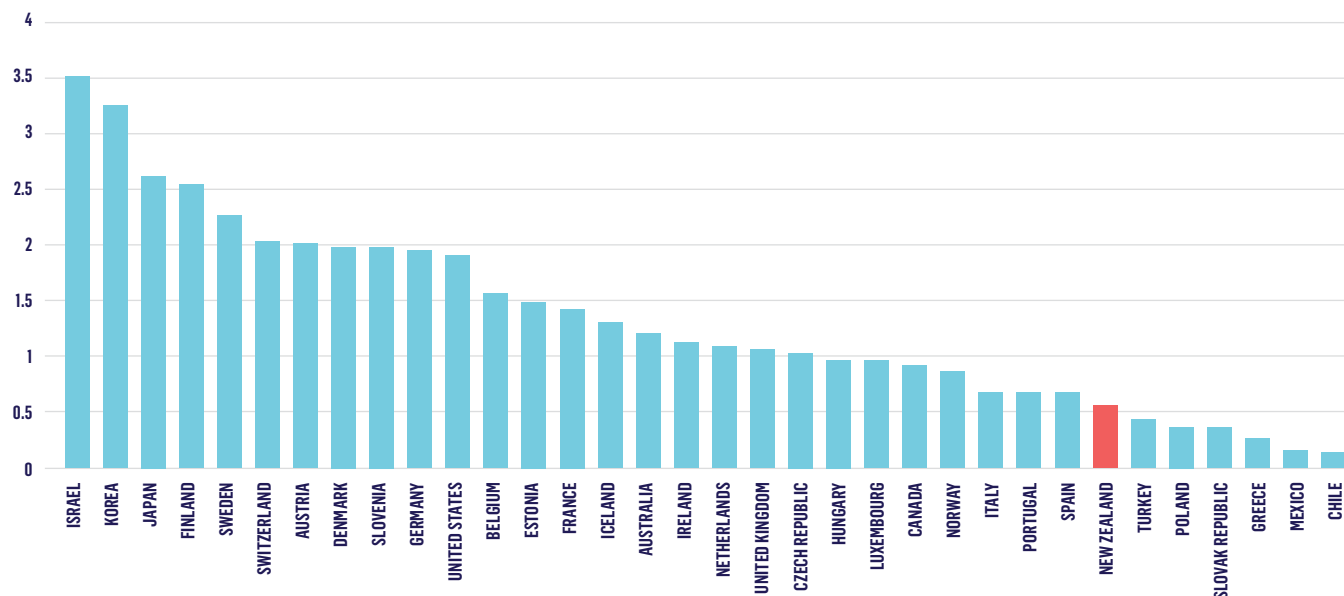


NEW ZEALAND
(\$2.6 BILLION IN 2014)



OECD AVERAGE

BUSINESS ENTERPRISE SPENDING ON R&D (“BERD”), PERCENT OF GDP



Source: https://stats.oecd.org/Index.aspx?DataSetCode=MSTI_PUB
(2014 data used where available)

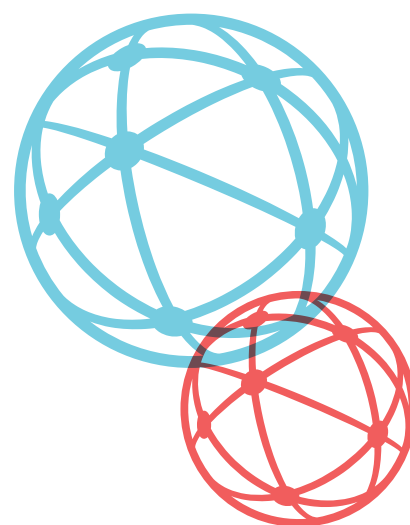
THE NEED TO INNOVATE: IF IT'S NOT BROKEN, MAKE IT BETTER

This section of the report has been adapted from: **Big Business Start-ups and innovation (KPMG 2015).**

Innovation is not new to the world of business. Long before it became a buzzword, businesses were innovating. Thomas Edison and Henry Ford, amongst many others, are regularly referred to as pioneers of innovation in modern business. Experimentation, core research and development (R&D), innovation in process and breakthrough technology were the key drivers of taking new ideas to market.

Nevertheless, businesses' approach to innovation has changed considerably over the years. The key difference today is the speed to market, largely due to the emergence of a deeply interconnected global economy and the hyper-connectivity of businesses and people enabled by the internet.¹

These trends, among many others, have empowered talented individuals (or entrepreneurs) and created conditions for the rapid growth of disruptive business models such as Uber, Salesforce and Netflix.² Many organisations have now shifted their focus from direct investment in core research and development, to investment in multiple sources of innovation, focussing in particular on the role of the customer, digital technology and start-ups and entrepreneurs.



GLOBAL TRENDS DRIVING CHANGES IN INNOVATION INCLUDE:



MOBILE DEVICES

ANYTIME, ANYWHERE

Mobile devices mean individuals are connected and contactable anytime, anywhere and have the ability to perform all types of tasks on the run. This provides businesses the opportunity to reach more customers, through more channels.



BIG DATA AND CLOUD COMPUTING

MORE DATA THAN EVER BEFORE

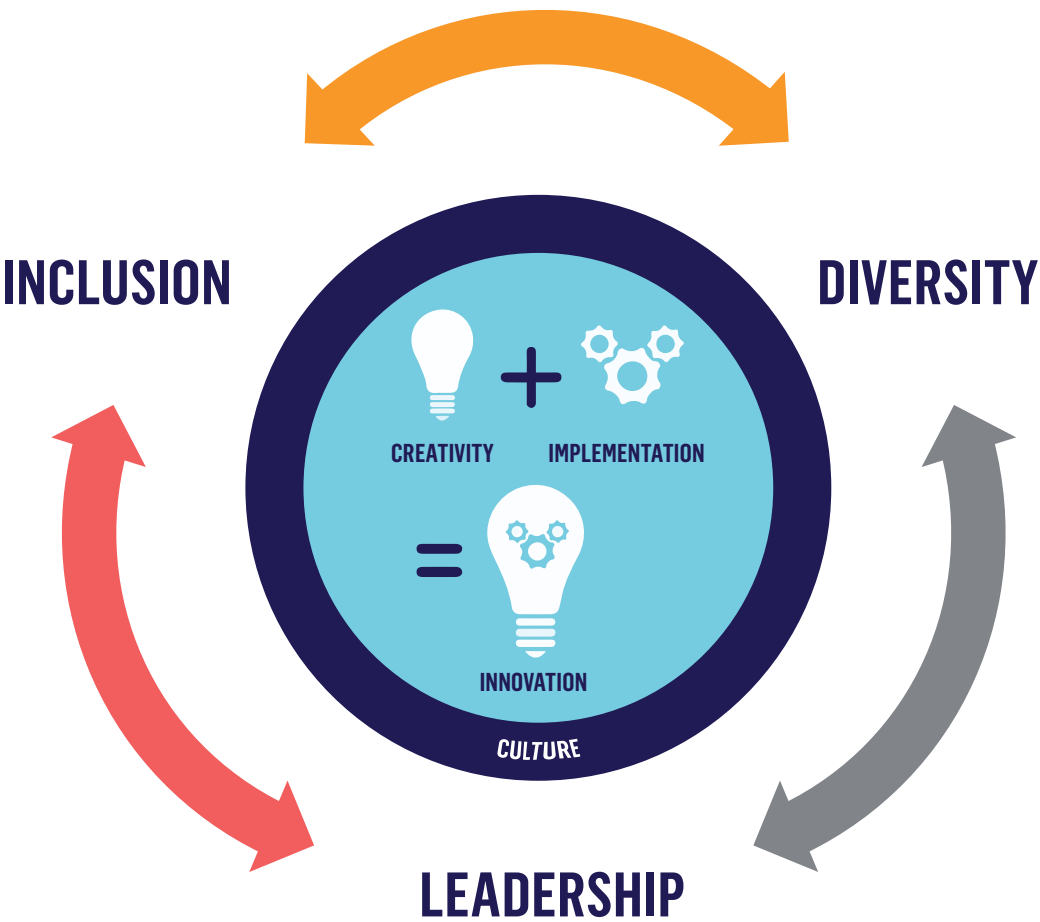
The emergence of big data has allowed businesses to gain better insights and deliver better customer solutions. Big data is driving new business models and operational improvements and has helped business better understand customer behaviour. Cloud computing has enabled businesses to keep up with technological demands by allowing access to more processing power than before with minimal investment in infrastructure.



TECHNOLOGY

DRIVING BUSINESS GROWTH

Technology driven companies have seen exponential growth in the past 10 years and they are here to stay. This is demonstrated by many high profile, billion dollar initial public offerings (IPOs) including Facebook, LinkedIn and Alibaba. In a recent global innovation survey, it was found that at least 50 percent of the top 20 most innovative companies were technology based companies, including Google, Dropbox, Netflix, AirBnB, Twitter, Apple and Amazon.³





START-UPS AND ENTREPRENEURS

THE TIME IS RIPE

It has never been easier to establish a start-up and launch a disruptive product or service, into the market. Conditions are favourable for start-ups worldwide, with disruptive technologies and global megatrends driving innovation and opportunities for entrepreneurs. Established companies are also spurring the popularity of start-ups as they look beyond their organisations for innovative ideas.



THE INTERNET OF EVERYTHING

SMART AND CONNECTED DEVICES

The internet of everything, where everything is connected (people to people, people to devices and, most recently, devices to devices) was estimated to be a US\$3.8 trillion industry in 2014.⁴ The latest technological devices, such as sensors, smart phones and Near Field Communication (NFC), are transforming the way we live, work, play and connect with each other and the world. Already these devices have resulted in a wide range of smart and connected devices such as wearables, home security, medical devices, thermostats and even jet engines. Apple's recently announced Apple Watch is a great example of the improved connectedness and interactivity of a device with the world around us.



THE CUSTOMER

POWER TO THE PEOPLE

The customer has become the centre of products and services. The customer demands personalisation through convenience and customisation while also expecting to be able to interact with a company 24/7. In turn, businesses are gaining valuable insights into their customers based on an infinite array of data, allowing them to meet customers' every perceived need.

The large scale usage of social media platforms such as Facebook, YouTube, Snapchat, Twitter and Instagram are also putting the power in customers' hands by providing them with a platform to share opinions and interact anywhere, anytime, shifting the marketing paradigm along the way.

The company, Netflix, is an example of how disruptive technology can be successfully used to meet – or even exceed – customer expectations. Netflix has the customer demand, customisation and data at the heart of its business model, allowing it to improve the customer experience considerably. Its streaming movie service, together with other competitive products in the market such as iTunes, has uprooted the video chain Blockbuster, globally.⁵

DON'T IMAGINE – INNOVATE

Innovation is critical to driving business growth and capturing market share. Organisations face significant disruption to their business models driven by changing consumer behaviour, technology, regulation and demographics. Successful innovation relies on our ability to understand

external disruptions, generate creative solutions and perhaps most importantly, execute with ruthless discipline and pace. The role of today's leader is to create environments where innovation can flourish and to strike the right balance between creativity and implementation.

1 Joined up Innovation, Microsoft, at https://enterprise.blob.core.windows.net/whitepapers/MSFT_Joined-Up_Innovation_Paper.pdf

2 <https://hbr.org/2014/06/whats-holding-uber-back/>

3 <http://www.fastcompany.com/section/most-innovative-companies-2014>

4 'Gartner says it's the beginning of a new era: the digital industrial economy', 7 October 2014, Gartner, at <https://www.gartner.com/newsroom/id/2602817>

5 <https://hbr.org/2013/11/blockbuster-becomes-a-casualty-of-big-bang-disruption>

A WORD ON DESIGN THINKING

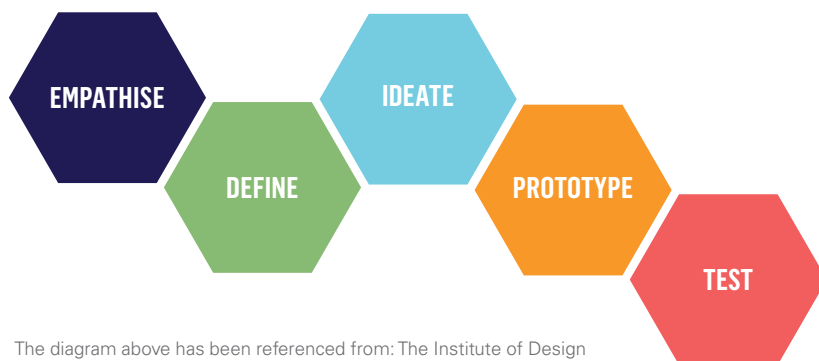
“We believe the next generation innovators and leaders need to be great design thinkers.”

David Kelley Stanford Professor and founder of IDEO, the world's preeminent design consultancy

The heart of innovation is capturing new ways to meet human needs, so it follows that any attempt to innovate must be grounded in a deep understanding of the human experience. Customer experience is a well-used word today but less common is the notion of empathy. Empathy is the starting point to designing great products and services for the benefit of consumers and society; and is also the first step in the design thinking process. Design thinking involves simple structured steps to help people create unusual and highly valuable solutions with a specific focus on:

- 1. Adding real value.** Solving real end-user needs will yield the highest value to all stakeholders.
- 2. Generating many alternatives.** A wide variety of numerous alternatives are more likely to produce innovative and unique (higher-value) solutions.
- 3. Solving the right problem.** End-user needs are best understood through experiential research and following a cycle of idea modelling and iteration allows for rapid learning and improvement.

EXAMPLE: STANFORD UNIVERSITY DESIGN THINKING MODEL



The diagram above has been referenced from: The Institute of Design at Stanford and is licensed under the Creative Commons Attribution NonCommercial-ShareAlike 3.0 Unported License. To view a copy of this license refer to: <http://creativecommons.org/licenses/by-nc-sa/3.0/>

If we are to double our spend on innovation-led R&D, where should we start? It is prudent to start with the end in mind, and spend some time mapping out an innovation strategy. This is a critical first step to ensuring investment is made in the right areas.

THE END-TO-END INNOVATION CYCLE



INNOVATION STRATEGY

SETTING INNOVATION STRATEGY AND DIRECTION

- » Agreeing the strategic and commercial drivers and targets
- » Mega trend sessions
- » Future proofing sessions
- » Innovation Lab



INNOVATION FUNCTIONS & CAPABILITIES

BUILDING INNOVATION FUNCTIONS AND CAPABILITIES



INNOVATION IDEATION CURATION

GATHERING, EVALUATING AND ELIMINATING IDEAS



INNOVATION DEVELOPMENT

DETAILING THE PROPOSITION AND 'GO TO MARKET' MODEL



INNOVATION COMMERCIALISATION

SETTING UP THE COMMERCIAL STRUCTURES



INNOVATION MANAGEMENT

MANAGING THE PORTFOLIO OF COMMERCIALISED IP

3. INCREASE EQUALITY THROUGH EDUCATIONAL ATTAINMENT

AUCKLAND, WE HAVE A PROBLEM

Income inequality has become an issue we cannot ignore. The latest UNICEF report 'Fairness for Children' shows New Zealand ranks 17th amongst 41 countries for Inequality in income.

"League Table 1 ranks countries on the size of their relative income gap. This measure of bottom-end inequality captures how far the poorest children are being allowed to fall behind the 'average' child in each country. To provide context for the inequality measure, League Table 1 also displays the child poverty rate (measured as 50 percent of the national median) for each country."

The ability to earn income is strongly correlated to educational achievement. It follows that education is a critical lever to simultaneously decrease income inequality, and ensure we have the right skills available for the future job market.

The growing disparity of educational outcomes in Auckland is a problem that concerns us all; and one in which we all have a part to play in remedying. Not only does it hinder growth; it also creates adverse social conditions that consume public and private resources.

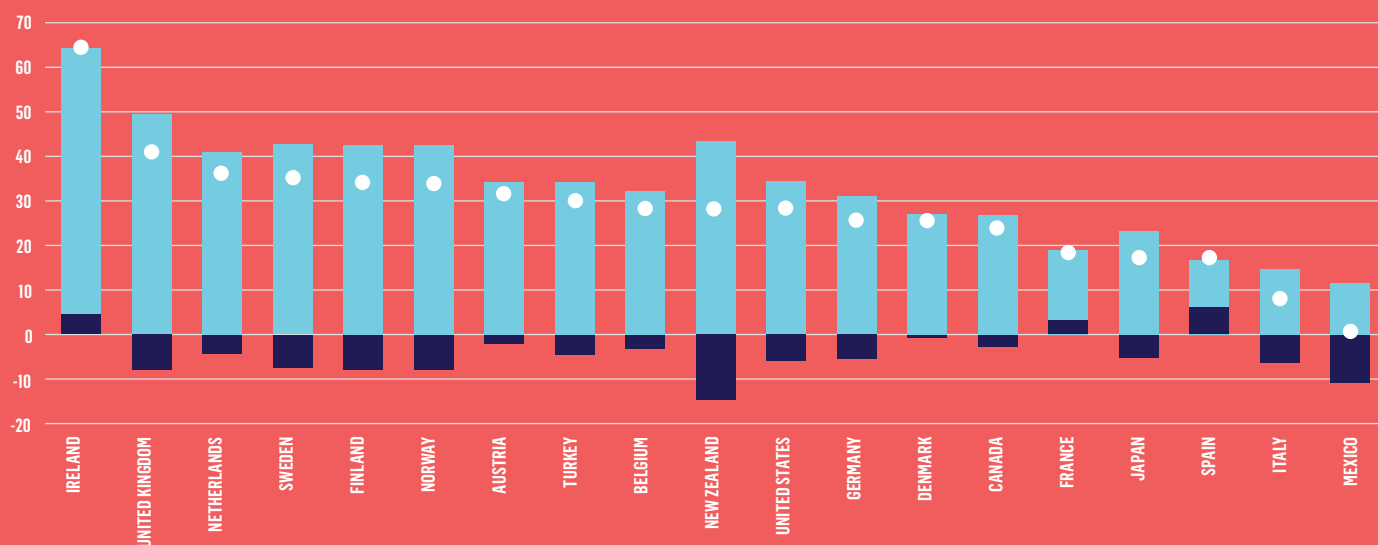
"OECD analysis suggests income inequality has a negative and statistically significant impact on medium-term growth."

LEAGUE TABLE 1: INEQUALITY IN INCOME

RANK	COUNTRY	RELATIVE INCOME GAP	CHILD POVERTY RATE (50% OF THE MEDIAN)
1	NORWAY	37.00	4.5
2	ICELAND	37.76	6.4
3	FINLAND	38.34	3.7
4	DENMARK	39.54	4.8
5	CZECH REPUBLIC	39.62	6.3
6	SWITZERLAND	39.64	7
7	UNITED KINGDOM	39.94	9.3
8	NETHERLANDS	40.64	5.7
9	LUXEMBOURG	41.21	13
10	IRELAND	41.49	6.9
11	AUSTRIA	41.87	9.6
12	GERMANY	43.11	7.2
13	FRANCE	43.95	9
14	AUSTRALIA	44.75	9.3
15	REPUBLIC OF KOREA	45.74	8
16	SWEDEN	46.23	9.1
17	NEW ZEALAND	46.52	11
18	CYPRUS	47.19	9.1
19	SLOVENIA	47.29	8.3
20	MALTA	48.21	14.5
21	HUNGARY	48.34	15
22	BELGIUM	48.41	10.1
23	POLAND	51.76	14.5
24	CANADA	53.19	16.9
25	SLOVAKIA	54.21	13.7
26	CROATIA	54.59	14.8
27	LITHUANIA	54.81	17.8
28	ESTONIA	55.55	12.4
29	TURKEY	57.07	22.8
30	UNITED STATES	58.85	20
31	CHILE	59.03	26.3
32	LATVIA	59.66	16.3
33	PORTUGAL	60.17	17.4
34	JAPAN	60.21	15.8
35	ITALY	60.64	17.7
36	SPAIN	62.62	20.2
37	ISRAEL	64.58	27.5
38	GREECE	64.69	22.3
39	MEXICO	65.00	24.6
40	BULGARIA	67.01	23.1
41	ROMANIA	67.08	24.3

Source: UNICEF Innocenti Report Card 13. Children in the developed world. Fairness for children. A league table of inequality in child well-being in rich countries.

ESTIMATED CONSEQUENCES OF CHANGES IN INEQUALITY (1995 – 2005) ON SUBSEQUENT CUMULATIVE GROWTH (1990 – 2010)

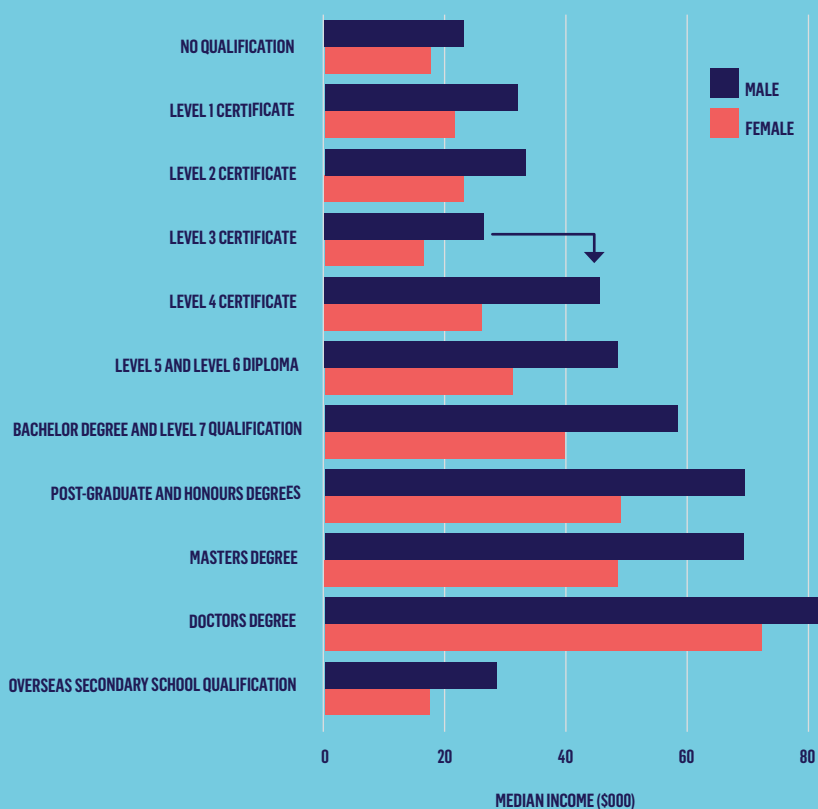


The OECD found that New Zealand's economy should have grown by 44 percent between 1990 and 2010, but increasing inequality meant it actually grew by only 28 percent. The 16 percentage points New Zealand lost to inequality was the highest in the developed world.

IMPACT OF INEQUALITY WITHOUT IMPACT OF INEQUALITY ACTUAL

Source: www.oecd.org/els/soc/Focus-Inequality-and-Growth-2014.pdf

HIGHEST QUALIFICATION BY MEDIAN PERSONAL INCOME 2013 CENSUS



So where is the biggest opportunity to reduce educational inequality?

Secondary school educational attainment is not only strongly correlated to average earnings but also sets the platform for further study or trades training. This makes it a logical place to start.

Just one additional level in attainment (level 4 instead of level 3) lifts the median male income from \$25,000 to \$45,000. This is where our focus should be.

Source: Statistics New Zealand

QUALIFICATION LEVELS



New Zealand has a world-class education system and the Government is working hard to improve literacy and numeracy. The deceptively simple solution to lifting average incomes and improving the job prospects for our communities appears to be staying in an educational institution or some form of training, until at least level 4 competency is attained.

While the solution sounds simple, the practical implications are complex and we do not pretend to have a silver bullet. What we do know, however, are that there are ‘beacons of light’ in our community – in the form of organisations that are applying innovative solutions to tackle the problem head-on.

To illustrate what is being done in raising the bar for teachers and leaders, we have included two brief case studies on the following pages.



QUALITY TEACHERS MATTER: TEACH FIRST NZ CASE STUDY



www.teachfirstnz.org

Teach First NZ is an innovative not-for-profit organisation that engages New Zealand's top graduates and career-changing professionals in contributing to tackle one of our country's most pressing challenges – educational inequality.

WHY DOES TEACH FIRST NZ EXIST?

It's a cold reality in New Zealand that where a child is born is one of the most significant factors to determine their educational prospects. While the education system is working well for many students, thousands of students leave school each year without NCEA Level 2 (a basic indicator of achievement), and young people from low-income households are half as likely to achieve University Entrance as those from high-income households. Our growing Māori and Pasifika communities are most disadvantaged, and the result is thousands of young New Zealanders confined to a life of unrealised potential.

The facts:

- » New Zealand has one of the highest levels of educational inequality in the OECD and 38% of students from low-income communities leave without NCEA Level 2.
- » Māori and Pasifika students are more likely than others to leave school without formal qualifications.
- » Students from high-income households are three times more likely to achieve University Entrance than those from low-income households.

HOW TO TACKLE THE ISSUE? DEVELOP HIGHLY TALENTED INDIVIDUALS INTO HIGHLY EFFECTIVE TEACHERS AND LEADERS IN ALL FIELDS.

In the short-term, Teach First NZ aims to recruit outstanding graduates and professionals to bring knowledge, energy and leadership into the classroom, inspiring young people to fulfil and expand their potential.

SHORT/MEDIUM TERM

- » Recruit outstanding graduates and early career-changers.
- » High-calibre leaders all working in low-decile schools.
- » Initial two-year commitment.
- » High priority subjects such as Maths, Physics, Chemistry, English and Te Reo Māori.
- » Complete teaching qualification + leadership development.

THE RESULTS

Since 2012, Teach First NZ has operated a successful pilot programme in partnership with the University of Auckland, the Ministry of Education, and a number of corporate partners. It has selected just 7% of those who apply to the programme, reflecting the focus on quality. All participants teach in

In the long-term, Teach First NZ aims to build a network of leaders in education and across all fields who are committed to addressing educational inequality.

LONG-TERM

- » Develop powerful alumni leadership community.
- » Address educational inequality from education and other sectors after initial two years.
- » Impact teachers, senior school leaders, policy, social enterprise, not-for-profit sector and business.
- » Increase the status/prestige of teaching for New Zealand's best and brightest.

low-decile schools, with 42% teaching STEM subjects. More than half had not previously considered teaching, indicating the new pipeline of quality teachers and leaders that Teach First NZ is attracting. The programme is now focussed on deepening its impact across Auckland, and extending into other regions.



LEADERSHIP IN EDUCATION MATTERS: SPRINGBOARDTRUST CASE STUDY



www.springboardtrust.org.nz

SpringboardTrust is a unique charitable trust within the education sector, working to assist educational leaders enhance student achievement by strengthening strategic leadership capability in schools. This is achieved through capacity building amongst school leaders and providing them with access to cross-sector expertise drawn from New Zealand's public, private and philanthropic communities.

WHY DOES SPRINGBOARDTRUST EXIST?

**OUR VISION IS TO DRAMATICALLY IMPROVE THE LIFE SKILLS OF YOUNG NEW ZEALANDERS.
WE WILL ACHIEVE THIS BY ENHANCING SCHOOL LEADERSHIP CAPABILITY.**

Research shows the essential importance of good leadership for school performance and improvement in student outcomes. Yet, the need to drive this improvement is not being matched with increased support for leadership development (NZCER 2016*). SpringboardTrust's unique cross-sector approach provides education leaders with access to bespoke expertise that would otherwise not be available within New Zealand schools.

"The SpringboardTrust SLPP programme has been the best professional learning experience I have had as a leader in my 20 years as principal."

"In the next four years, we aim to engage with over 240 schools in Auckland, Northland, Gisborne, Waikato and the wider North Island."

*Strengthening the Strategic Leadership of New Zealand Principals, Cathy Wylie and Jacky Burgon, NZCER, February 2016

HOW TO TACKLE THE ISSUE?

OUR FUNDAMENTAL BELIEF IS THAT IF WE HELP SCHOOL LEADERS BE MORE EFFECTIVE, THEN IMPROVED STUDENT OUTCOMES WILL FOLLOW

This is achieved through three programmes that support school leaders in their efforts to improve educational outcomes for their students.

STRATEGIC LEADERSHIP FOR PRINCIPALS PROGRAMME (SLPP)

12-month action orientated curriculum to develop robust strategic plans and goals. This includes regular strategic planning workshops, facilitated by senior business leaders and supported by individual capacity partners who coach and challenge principals.

ALUMNI SERVICES – COMMUNITY

Bringing graduates together, providing the structure to help them solve problems as a community, allowing them to continue interacting with the business community and learning about strategic leadership.

ALUMNI SERVICES IN SCHOOLS

Extending the support beyond the strategic plan, graduating principals and their school community have access to best practice change leadership and strategy implementation to assist in acceleration of key strategic initiatives.

Currently:

162 principals | **50,000+** students | **600+ hours** leadership around the table

Acting with collective courage

Auckland is a young city with deep roots. It is our gateway to the world and a channel for trade. We live in a city rich in heritage and culture, a city whose time has come to truly shine.

We have created a Super City, but are not yet taking the super actions or acting with the courage future generations would expect of us. It does not have to be this way. We have some exemplary leaders and pockets of light in our businesses and community organisations. All we need is more people to pick up the mantle and help Auckland and our people to prosper.

Here are three final thoughts we hope will inspire you to take bold action.

EMBRACE OUR UNIQUENESS, MARKET OUR DIFFERENCE

**Whakamaumahara ngā taonga
tuku iho, hei whakamana āpōpō**

**Remembering heritage,
empowering tomorrow**

Imagine a city that understands values and embraces its uniqueness as the foundation for its competitiveness.

Auckland and New Zealand have a special role in the global food chain. We are an emerging player in technology and innovation. We have unique provenance stories to tell in a country rich with Māori culture, an abundance of natural resources, and diversity of people. We must embrace these enviable aspects of New Zealand, do everything we can to enhance them, and advertise our identity and distinct advantages to the world.

“Auckland is already known for our beauty and as a local I know how good our food culture and natural food resources are... let’s share that with the world.”

Director
Advisory, KPMG, Auckland

GLOBAL CITIZENS WITH LOCAL HEARTS

Imagine the people of Auckland being passionate and truly head over heels IN LOVE with their city. Think of the power of 2 million people thinking as global citizens and acting with a local heart. Contrast this with the dominant paradigm in Auckland today, where the thinking is often based on what’s-in-it-for-me or my local street.

Auckland is already rich with over 150 ethnicities, with each and every one of those global citizens bringing a rich diversity to New Zealand. We must ensure that when they come to Auckland, they do not lose their sense of cultural identity; and in fact feel that Auckland wants to learn and grow by embracing their culture.

Growth in the visitor economy will create spill-over benefits that will play a major role in Auckland’s long-term economic development. The goal is to double international visitor receipts to \$4b by 2021. If our city can draw people to experience our richly diverse culture, as well as our environmental beauty, we are likely to convert many of those visitors into Aucklanders for life.

“Picture an Auckland rich in language, arts and culture. A vibrant city that dances with its people.”

Advisor
Advisory, KPMG, Auckland

ENGAGE OUR PEOPLE, INSPIRE THEIR ACTION

Imagine an Auckland where the council and people are connected, and that connection drives a distinctive Auckland identity.

New Zealand ranks highly on a number of public and social measures such as transparency, media freedom and civic engagement. Given that New Zealand’s demography is changing more rapidly and widely than most countries, it is critical to ensure we continue to build on this status.

We need to remain vigilant. While New Zealand ranks highly in civic engagement, the short to medium-term trend shows lower voter and community participation.

“I hope for a future Auckland where my young daughters would not only consider it their responsibility, but WANT to turn up to vote and be involved in their community. To feel like they and their young friends have voices that are heard and they can help shape the future of the city they are in love with.”

Relationship Manager
Advisory, KPMG, Auckland



WHAT BOLD ACTION CAN YOU PERSONALLY TAKE TO CONTRIBUTE TO SUSTAINABLE AND EQUITABLE GROWTH IN AUCKLAND?

Here are three suggestions,
we challenge you to pick one, and
start making a difference today.

- 1 Bring a wealth creator** to Auckland
– identify, target and support
a game-changing individual to
migrate to Auckland.
- 2 Invest in Innovation** – Map out your
innovation strategy and choose a
project to kick-start the process.
- 3 Support an agency** involved in
educating the next generation for
rewarding careers in your business.

Contact us

Simon Hunter
Partner – Performance
Consulting
Auckland

T: +64 (9) 367 5811
E: simonhunter@kpmg.co.nz

Tuhi Isaachsen
Director – Performance
Consulting
Auckland

T: +64 (9) 363 3281
E: tisaachsen@kpmg.co.nz

**THIS REPORT WAS FUNDED BY COMMITTEE FOR AUCKLAND,
WITH SUPPORT FROM COOPER AND COMPANY AND THE TINDALL FOUNDATION.
KPMG CONDUCTED THE RESEARCH INDEPENDENTLY.**

© 2016 KPMG, a New Zealand partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (KPMG International), a Swiss entity. All rights reserved.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation. KPMG01613