

STRENGTHEN. SCALE. SUCCEED.

— 2026 —



Click video above to watch message from Catherine Cooke

**GROUP COACHING
BUSINESS WARRANT OF FITNESS
*CO-FUNDED BUSINESS COACHING**



Ready to spark a series of lightbulb moments to propel you forward?

Doing business year after year can be lonely and you only know what you know. Up your game by investing in your personal development and building sustainable business growth. Join us on a journey with The Engine Think Tank and transform how you approach your business. Step into a space where **collaboration fuels innovation**, where challenges are met with **collective strength**, and where your next big idea is just a conversation away.

Is The Engine Think Tank right for you?

Are you a business leader looking to:

- Solve complex problems with coaching from an experienced and Trusted Business Advisor and input from fellow successful business owners?
- Expand your network with like-minded peers who can provide invaluable insights?
- Accelerate your growth with the support of a dedicated group that challenges and inspires you?
- Access expert advice from our provider community and guest specialists who bring top-tier knowledge to the table?

If you answered “yes,” then The Engine Think Tank is your next step.

Topics we cover but are not limited to are:

Business management capability, systems & processes | Business Growth Strategy and Implementation | Business Exit Strategy and Implementation | Succession Planning and Business Continuance | Business Modelling and Scenario Analysis | Profit, Cash Flow and Business Value Improvement | Financial Control & Road Map | Advisory Board | Business Systemisation/Automation | Due Diligence | Business Valuations | Business Sales Information Memorandum | Flexible and tailored SME business finance through our partner lenders | Building on the brand/s' value sales proposition | Marketing including SEO & Digital Marketing/Social Media | Sales Management | Operations Management | Compliance Management | Governance | HR & Health and Safety Management

The Engine Business News

Leading Holistic Business Advisors & Specialists
Business Insights Quarter 4 - 11/25



Click video above to watch

Pricing per attendee for Group Coaching Per Month: \$1500 + GST*

One strategic block of 4 hours of in person group coaching

1 hour of group online accountability coaching & peer review.

Bonus: Reasonable Access to your Coach through the month.

*Additional coaching and consulting extra.

*Minimum 12 month programme.

Read more [here](#) and book your space.
Only 8 businesses per group

Session (Tuesdays) starting Feb 10th, 2026 1-5pm

Session (Thursdays) starting Feb 12th 2026 9-1pm

Location: Albany, North Shore

Session (Friday) starting March 6th, 2026 9-1pm

Location: Taupo - Christine Rankin



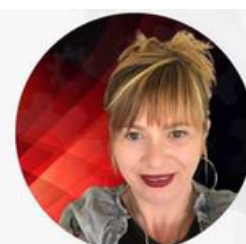
Christine Rankin

Business Advisor - Leadership Expert



Peter Cooke

Business Advisor - CX Expert



Catherine Cooke (nee Sherwood)

Founder and Leading Business Advisor

Don't leave Money on the Table!

Protect your legacy with our 6 month exit strategy & plans for value optimisation.

Through expert guidance and actionable strategies, this 6 month programme will ensure you achieve the best possible outcome when transitioning ownership or exiting your business.

Group Coaching: Master Succession Planning, Exit Planning, and Building a Value Proposition to Maximise Business Value to achieve a Successful Exit.

Are you ready to secure the future of your business?

Our intensive 6-month group coaching programme is designed to empower business owners like you to navigate the complex landscape of succession planning, exit strategies, and value proposition enhancement. Through expert guidance and actionable strategies, this programme will ensure you achieve the best possible outcome when transitioning ownership or exiting your business.

Hi, I'm Catherine Cooke, Director for The Engine Limited and I've seen too often business owners leave it too late to fully realise the value in their business. Sometimes it's a sudden life event that forces the timing to exit to become immediate, whether it's due to illness, unexpected opportunities, or personal circumstances. At that critical moment, they realise there's no solid value proposition in place. Without proper planning, they are left scrambling, often settling for a fraction of what their business is truly worth.

Other times, it's simply that the passion fades. You fall out of love with your business, but by the time you decide to exit, the market has shifted, competition has grown, or the business is no longer as attractive as it once was. The value you once envisioned isn't there, and it becomes a challenge to find a buyer or even a successor who sees the same potential you once did.



Click video above to watch

I had a client last year diagnosed out of the blue with a serious cancer and with a limited life diagnosis. Fortunately we had been developing his succession/exit strategy for 9 months prior and we realised full value over \$2M for his business. He passed knowing his family were sorted. Many others don't have this story.

Programme Details:

Duration: 6 Months

Frequency: 1x Monthly 3-hour coaching sessions + 1x1hr accountability session

Format: In-person (3hr) & online (1hr)

Investment: \$1200+GST per person per month

**Read more [here](#) & book your space.
Only 8 businesses per group**

**Next session starting Thursday 5th March - 1-4pm
Location: Albany, North Shore**

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Click video above to watch **Advocacy**

 **Advocacy in Action**

Standing Up for New Zealanders:

My Oral Submission to Parliament on Funding Keytruda

On the 23rd October 2025, I had the privilege and the weight of presenting my oral submission to the Parliamentary Petition Select Committee, calling for the urgent funding of Keytruda for early-stage triple negative breast cancer (TNBC). It was a moment that represented far more than my own journey; it was a stand for every New Zealander who has ever found themselves fighting not just cancer, but a health system that has asked them to accept less.

What I Spoke About

I opened my submission by grounding the Committee in the reality behind the statistics — the people. I shared my personal experience with TNBC, the extremity and urgency of the disease, and the brutal difference that access to Keytruda can make. I highlighted the stark truth: Keytruda is funded in over 40 countries and recommended by Pharmac for full funding years ago, yet here in Aotearoa, women are still being denied a standard-of-care treatment that could save or extend their lives.

I spoke about the thousands who stood behind this petition — 17,096 signatures and thousands more that wanted to sign each representing a story, a family, a fear, and a hope. I reminded the Committee that this isn't an abstract policy debate; it's a matter of life, of dignity, and of whether we as a country choose to protect our people.

I also raised the issue of value — both human and economic. I urged them to look at Keytruda not as a cost but as an investment. An investment in saving lives. An investment in reducing long-term health burden. An investment in keeping mothers, daughters, partners, aunties, friends, colleagues, and contributors alive. I specifically called for the Committee to lean into their health economics expertise to strengthen the case for medicines funding across government sectors, because this is a whole-of-system saving, not just a line item on Pharmac's ledger.

Why I spoke

I did this because no one should have to go through what I have gone through and certainly not without access to the best possible chance of survival. I did this for the women yet to be diagnosed, for those fighting right now, and for the families who have already lost someone they love.

I spoke because I believe deeply in the values of Tūmanako (hope) and Tiaki (care and protection). These values aren't just cultural touchstones; they are responsibilities. As New Zealanders, we are meant to care for one another, to protect those who are vulnerable, and to uphold the idea that life here is valued not in theory, but in action.

I also spoke because I have seen firsthand how powerful a collective voice can be. When the public stands up, when communities rally, when stories are shared openly, change becomes harder to ignore. This petition, this submission, and this movement represent a demand for better — a better health system, better access to treatment, and better outcomes for our people.

Why this fight matters

Funding Keytruda is bigger than one medicine. It's a symbol of something much deeper: whether we as a nation accept a system where your diagnosis determines your fate, or whether we demand a system that fights for you as hard as you fight for your life. This fight is about the future — the women who will one day sit in a doctor's office hearing the same words I heard. It's about creating a New Zealand where those women don't have to start a Givealittle, launch a petition, or beg for treatment. Where access to life-saving medicines isn't a privilege but a right.

It's also about trust. New Zealanders deserve to trust that when they are sick, their country will show up for them. That our health system is built on fairness. That expert recommendations don't sit on shelves for years while people die waiting.

Where to From Here

The Select Committee now begins its deliberations. Their decision will shape the future of care for thousands of women and their families. My hope — tūmanako — is that they choose courage, compassion, and leadership. My commitment is that I will not stop advocating until the system reflects the values we say we stand for.

If you'd like to read the full submission or follow the petition journey, you can find it here:

[!\[\]\(40770d9ed6ed4f1222ebf89a1396e8b2_img.jpg\) Pharmac Petition of Catherine Cooke – Parliament NZ](#)

Let's have a conversation that counts where you need advocacy. 👉 **Start here**

Case Study:

Compliance crackdown



Hawke's Bay nail salon owner backs Government's crackdown on illegal practices in beauty industry



Michaela Gower

Multimedia Journalist - Hawkes Bay Today - 9 Nov, 2025 06:00 AM ⌚ 3 mins to read

As reported by the NZ Herald on 9 November 2025.

A Hastings businesswoman is welcoming a Government crackdown on the beauty industry, saying “unspoken crime” is occurring in Hawke’s Bay. Operation Antic, which focuses on nail salons and massage businesses, comes after multiple concerns about the beauty sector across the central North Island, including Hawke’s Bay, according to the Ministry of Business, Innovation and Employment’s Margaret Meafua.

“It was prompted by an increase in complaints and referrals received by the Labour Inspectorate,” Meafua said.

“Intelligence also suggests there may be potential links to organised crime, money laundering and trafficking within this sector.” Anna Buckley, owner of Anna’s Beauty Lounge and Academy on Heretaunga St West, said she prides herself on her compliance and high standards for her nail and lash salon and training programme. The full story is [here](#).

Why Compliance Matters in Business — The Engine's Business Advisory Perspective

Recent developments in New Zealand’s beauty industry underscore a critical lesson for any business: compliance isn’t just a legal “nice-to-have” — it’s a foundational pillar of sustainable, ethical, and competitive business.

1. Risk management & reputation protection

When regulators like MBIE (Ministry of Business, Innovation, and Employment) launch targeted enforcement operations — such as Operation Antic - it’s a clear signal that non-compliance in certain industries carries serious systemic risk. For beauty businesses, this goes beyond wage underpayments or poor record-keeping: there are concerns about possible links to organised crime, money laundering, and human trafficking. From a business advisory standpoint, failing to comply jeopardises not just finances but your reputation - which can be far more damaging and long-lasting than a one-off fine.

2. Legal and financial consequences

Non-compliance can bring direct legal penalties (infringement notices, enforceable undertakings, or even Employment Relations Authority penalties). In more egregious cases, regulators may also suspect deeper financial crime. These risks translate into real costs: legal fees, potential back pay, fines, and possibly structural reforms forced on your business. Moreover, as the New Zealand Government strengthens enforcement (especially for underhand business practices), the bar is rising. As advisors, we help businesses understand that non-compliance is not a cheap risk - it’s a material one, especially in a high-scrutiny sector.

3. Protecting the workforce & ethical obligations

A big piece of the crackdown is about worker protections: fair pay, proper employment agreements, lawful deductions, and accurate record-keeping. For business owners, there’s a moral and ethical dimension: many of those employed in salons may be migrants or otherwise vulnerable groups. Robust compliance demonstrates a commitment to fairness and dignity - not just for legal reasons, but as a core part of company culture and values. As advisors, we encourage business leaders to view compliance as an investment in their team, not just a regulatory burden.

4. Level playing field & competitive advantage

One of the government’s stated objectives is to “ensure a level playing field for businesses doing the right thing.” When some businesses cut corners (or worse), it undercuts those that obey the rules. By staying compliant, a business can position itself as reputable and trustworthy. Over time, that builds customer loyalty and resilience, and reduces risk relative to competitors who might be operating illegally or unethically. From a business advisory perspective, compliance can be a competitive differentiator - not just risk mitigation.

5. Regulatory change is coming — Be Proactive

There’s growing momentum to regulate appearance industries more strictly. For instance, the Hairdressing and Barbering Industry Regulatory Review found “market failures” in how health and safety risks are currently managed and suggested more effective oversight. Furthermore, industry bodies like the New Zealand Association of Registered Beauty Professionals have proposed more formal regulations, including professional registration. As advisors, we see this as a cue: businesses should prepare now. Rather than reacting when regulations come into force, being proactive - auditing practices, strengthening policies, investing in training - gives a first-mover advantage.

6. Long-term resilience & trust

Ultimately, compliance builds trust — not just with regulators, but with staff, customers, and the broader community. That trust is an asset. Clients are more likely to return to businesses that operate transparently and ethically; employees are likelier to stay when they’re treated fairly and legally; and investors or funders view compliant businesses as less risky.

From a business advisory lens, compliance planning should be part of your strategic roadmap, not just a check-box exercise.

➡ **Don’t wait for things to spiral & be caught.**

Contact us.



You are wearing all the hats. There'll be plenty you are not seeing.

Running a business in New Zealand today often means being the visionary, the planner, the problem solver, the recruiter, the sales person, and the operations lead, all at the same time. With so many responsibilities, it is easy to assume that your accountant will catch anything you might have missed. After all, they manage your accounts, file your taxes, and tell you if something looks unusual at year end.

But here is the uncomfortable truth. Accountants only work with what you give them. They are not inside your business week by week. They are not checking operational blindspots.

They are not following your staff processes. They are not monitoring your marketing effectiveness. They are not reviewing your internal controls.

And those blindspots can become very expensive.

A Real Client Story. A wake up call for every business owner.

A business engaged The Engine's services for a Business Warrant of Fitness after experiencing issues they could not quite put their finger on. They felt something was off, but their accountant had not raised any major red flags. When we conducted our Business Warrant of Fitness Audit, the truth was staggering.

Employee theft costing hundreds of thousands

We uncovered internal theft that had been happening for a long period of time. A trusted employee had complete control over certain financial processes, and because no one had ever reviewed the workflow in detail, this person had identified loopholes and taken advantage of them.

There was no segregation of duties. No internal checks. No surprise reviews. The business owner was too busy running the company. The accountant only saw the final numbers. No one was actively monitoring what was really happening inside the system. The total loss was in the hundreds of thousands. It was completely preventable.

Marketing spend that looked like investment but delivered no return

We also discovered that the business had spent significant money on marketing, but no one was measuring the results. Leads were coming in, but they were not being followed up. There was no system, no accountability for conversion rates, no reporting, no clarity on what was working and what was not.

Money was being spent, but it was not being managed. The business owner assumed it was being handled. Staff assumed the owner was monitoring it. Again, a blindspot with real financial consequences.

Your blindspots are not your accountant's job

It is important to understand that your accountant plays a specific and valuable role. They make sure your financials are accurate and your compliance obligations are met. But they are not responsible for: operational reviews, staff process checks, fraud detection, marketing performance, internal controls, workflow audits, business risk analysis.

These areas require a completely different skill set and perspective. They require someone who can stand outside the day to day pressures of your business and see what you cannot see. Even the best business owners miss things, simply because they are too involved in the day to day operation.

This is why a Business Warrant of Fitness Audit conducted by The Engine matters

A Business Warrant of Fitness Audit from The Engine is designed to uncover the things that are costing you money, time, and opportunity. It is a full business health check that analyses: operations, finances, people and capability, marketing and sales performance, compliance, risk, structure and strategy.

It provides clarity, confidence, and an action plan to strengthen your business. For some businesses, it prevents disaster. For others, it creates opportunities for growth they did not even know existed.

What happens if you do nothing

These problems grow quietly over time. By the time you spot them, the damage is already done. You cannot fix what you cannot see. And you should not wait for a loss, a crisis, or a breakdown before taking action. Now is the time to take control. Book your Business Warrant of Fitness Audit with The Engine.

Let an experienced advisor identify your blindspots before they cost you more money, more stress, and more time.

Read more [here](#). You have worked too hard to let what you cannot see hold your business back.

Case Study: Hiring Bias???



Hiring local or hiring familiar?

A closer look at diversity, immigration accreditation, and the future workforce

New Zealand is experiencing a period of workforce tension. On one hand, unemployment numbers are rising and the Government is calling for businesses to prioritise hiring local talent. On the other hand, many industries still rely heavily on migrant workers to fill skills shortages, maintain productivity, and keep essential services moving.

But within this workforce landscape, there is an important question very few businesses are honestly addressing. Are we truly embracing diversity in our workplaces, or are we simply hiring people who look like us, sound like us, and come from the same background as us?

This question is becoming critical as thousands of employers face Immigration Accreditation renewals. With tougher scrutiny and an expectation that accredited employers demonstrate good faith efforts to recruit locally, businesses must take a close look at their hiring practices, their cultures, and their assumptions.

And for some, the findings are not comfortable.

Case Study: When “Diversity” was only surface deep

A company approached The Engine for support with their Immigration Accreditation renewal. On paper, everything looked compliant. They had retained migrant workers, maintained job tokens, and followed the required steps for advertising roles. But once we began reviewing their internal processes, a deeper pattern emerged.

Their workforce was one dimensional

The company had more than 40 staff members. 39 were from the same country.

All new roles were being filled by individuals from that same background after advertisements were posted. When we asked about their hiring criteria, the response was familiar and well intentioned:

“We hire who fits our culture. They work harder and speak our language. They understand how we do things.”

But when we analysed recruitment history, interview notes, and unsuccessful applicant lists, the pattern became even more apparent. Local applicants were being screened out quickly, mostly for “not fitting the culture”. Applicants from other ethnicities were rarely progressing past the first stage. Internal promotions were going to people from the same background as the owners.

There was no malicious intent.

There was no overt discrimination.

There was simply a long standing comfort zone that had never been challenged.

The problem wasn't just compliance

This hiring pattern triggered two major risks.

1. Immigration red flags for Accreditation Renewal

Immigration New Zealand now looks very closely at whether local candidates are genuinely considered, whether a workplace reflects an inclusive NZ environment, whether a business is relying too heavily on one nationality and whether internal cultures limit growth for non migrants

This company was technically compliant, but operationally vulnerable. Their hiring pattern did not demonstrate diversity, inclusion, or genuine labour market testing. If left unaddressed, their accreditation could have been at risk.

2. Cultural Stagnation and Missed Talent

By hiring only within one nationality, the business had unintentionally created a monoculture where innovation was limited, communication issues were hidden, leadership opportunities were uneven, new ideas were dismissed, local customers did not feel understood. It was slowing their growth and shrinking their talent pool.

Final Word: Hiring local and hiring diversity are not opposites. *A strong workforce for 2026 and beyond requires both. Local talent adds resilience and community connection. Migrant talent brings skills, experience, and global perspective. **But true diversity requires intention, not assumptions. The Engine can provide credible support with immigration renewal and/or hiring for a diverse workforce. Reach out for our support by emailing businessadvice@theengine.biz.***

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***Business advisory, consulting, education
& governance for growth-focused business owners***

businessadvice@theengine.biz

