



THE
ENGINE™
POWERING BUSINESS RESULTS

Our coaching programmes are registered with the Regional Business Partners Programme. Inquire re co-funded business support for your business with our building management capability & coaching programmes.

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VIDEO**



Succession is about continuity,

Focus on continuity, not just exit

The Engine's Succession & Exit Strategy Group Coaching was created for owners who refuse to gamble with their future. Contact us to find out more.

Email: businessadvice@theengine.biz - Subject Exit Strategy



LinkedIn Live: Episode 16 - Steering Business Triumph

The Engine - Business Advisory & Professional Hub

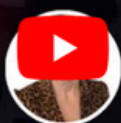
THE ENGINE BUSINESS TALK SHOW

Episode 16:

Steering Business Triumph: Paving the path to your desired destination



Catherine Cooke
Founder of The Engine



Christine Rankin
The Engine



Peter Cooke
The Engine

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Sep 2023

THE BIGGEST RISK TO YOUR BUSINESS IS THE ONE YOU DON'T SEE - "What am I missing?"

Why trust without verification can cost your business everything
One of the questions I have been asked countless times over the past thirteen years is this:

"How could someone with your commercial background not have seen it?"

It's a fair question.

After all, I had spent more than a decade building businesses with annual revenues exceeding \$10 million. I understood governance. I understood compliance. I understood financial reporting. I wasn't an absentee owner.

Yet significant fraud occurred inside my business.
Not because nobody was looking.
But because everyone believed someone else was.
That experience changed the way I look at business forever.

Business owners don't usually lose control overnight

Whether it is fraud, poor culture, declining profitability, operational inefficiency or leadership drift, these issues rarely appear suddenly.

They develop quietly.
One process isn't followed.
One report isn't reviewed.
One assumption goes unchallenged.
One person becomes trusted without appropriate oversight.
Over time those small gaps become significant business risks.
The greatest threat to most businesses isn't what they know.
It's what they don't know.

Trust is essential. Verification is leadership.

Many business owners pride themselves on building trusting relationships with their teams.

So they should.
Trust creates culture.
Trust builds engagement.
Trust empowers people.
But trust should never replace governance.

The most successful businesses create systems where trust and accountability work together. Because good people make mistakes. Great people can become overwhelmed.

And unfortunately, a very small number deliberately exploit weak controls. Strong governance protects everyone.

The Engine Business News

Leading Holistic Business Advisors & Specialists
Business Insights Quarter 2 - 06/26



A sound bite from experience

When the fraud inside my business was eventually uncovered, one discovery stood out above everything else.

The oversight I believed existed... didn't. Audits that should have occurred hadn't. Compliance checks I assumed had been completed weren't.

A loophole had quietly developed, and that loophole created the opportunity for significant financial loss. The financial cost was substantial.

The lesson was priceless.

Never assume.

Always verify.

What we see inside businesses today

The situations are different.

The pattern is the same.

One business relied entirely on one senior employee because "they've always looked after that."

Another had no visibility over project profitability until jobs were already losing money.

A third believed their governance meetings were adding value, only to discover nobody was asking the difficult questions. None of these businesses had poor intentions. They simply lacked independent perspective.
When you work in your business every day, blind spots become normal.

Why independent oversight matters

One of the greatest values we bring at The Engine isn't that we have all the answers. It's that we ask the questions others don't.

Questions like:

Where is your greatest operational risk?

What assumptions are you making?

What happens if a key person leaves tomorrow?

Are your systems protecting your business, or simply creating the appearance of control?

If an independent review was undertaken today, what would it uncover? Sometimes one question changes the trajectory of an entire business.

Don't wait for a crisis

Most business owners engage advisers after something has gone wrong. **Reach out now to chat.**

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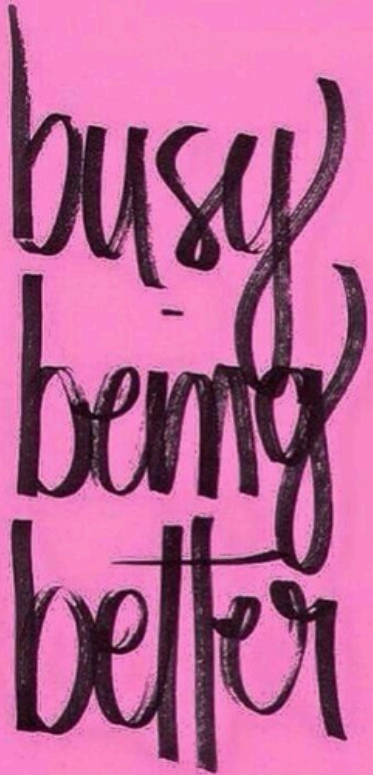
👉 **Learn more [here](#).**

Businesses may also be eligible for co-funded advisory support of up to \$5,000.

At The Engine, we don't deal in assumptions.

We deal in clarity, structure, and execution.

Because when your business starts slipping, the time to act is not later. It is now.



busy
being
better

Better Doesn't Mean Easier

Why the businesses that thrive don't wait for the economy to recover
Business confidence is beginning to return.

Economists are cautiously optimistic. Interest rates have eased, confidence is improving, and many believe New Zealand is entering a more positive phase of the economic cycle. But there is one consistent message coming from the business community.

Better doesn't mean easier.

Businesses continue to face rising operating costs, wage pressure, cautious consumer spending and tighter margins. While confidence is improving, many owners are still carrying the fatigue of the past few years and are asking the same question.

"Should I wait until things improve?"

Our answer is simple.

No.

The businesses we are working with aren't waiting.

They are preparing. Recovery doesn't create successful businesses. Preparation does.

History tells us that businesses emerging strongest from difficult economic periods aren't necessarily the largest or the best funded. They are the ones that use quieter periods to strengthen the business behind the business.

They're reviewing pricing.
They're tightening cashflow management.
They're developing their leaders.
They're improving systems and processes.
They're having the difficult conversations they've been avoiding.

Most importantly, they're investing in themselves while competitors remain on the sidelines.

What we're seeing

One business owner recently told us,
"I'm not waiting for things to get busy again. I'm making sure we're ready when they do."

Over the past month alone we've worked with businesses that have:

- Repositioned their entire business model to reduce overheads.
- Strengthened governance and leadership accountability.
- Introduced CRM, nurture sequence & after-sales strategies that generate referrals and repeat business.
- Reviewed contracts before they became costly mistakes.
- Reset pricing to protect margins.

None of these businesses were in crisis.

They simply recognised that standing still is rarely a growth strategy.

Why business owners need their own boardroom

One of the greatest challenges of owning a business is that there is often nobody asking you the difficult questions.

Employees have managers.

Managers report to directors.

Directors have boards.

Business owners frequently have nobody.

That freedom can quickly become isolation.

When you're making every decision alone, it's easy to convince yourself that you'll tackle strategic issues "next month."

Next month becomes next quarter.

Next quarter becomes another year.

The businesses making the greatest progress are the ones creating intentional space to step away from operations and think strategically.

Why Group Coaching works

At The Engine, our Think Tank Group Coaching Programme was built around one simple belief. Business owners grow faster when they stop trying to solve every problem on their own.

Every session brings together business owners from different industries who are navigating many of the same challenges.

Together they challenge thinking. Share experience.

Hold each other accountable. Celebrate progress.

And leave every session with practical actions to implement before the next meeting.

That accountability is often the difference between having good intentions and achieving meaningful results.

The opportunity

Many New Zealand businesses may be eligible for co-funded support through the Regional Business Partner Network for our **Think Tank Group Coaching**, making investment in leadership, capability and business growth more accessible than many owners realise.

If you've spent the past few years focused on surviving, perhaps this is the time to start preparing for what's next. Because better doesn't automatically create better businesses. Better prepared business owners do. **Reach out [here](#) to see whether your business may qualify for co-funded support.**



When success means having the courage to change direction

One of the hardest decisions a business owner will ever make is letting go of something they have poured their heart into. Not because the business has failed. But because life has changed.

Over recent years, retail has tested even the most resilient business owners. Rising costs, changing consumer behaviour, online competition and increasing overheads have forced many to ask difficult questions.

Do I keep doing what I've always done?
Or do I build a business that better serves the life I want to live?

For Sole Sisters owner, Barb Cloonen, that question became deeply personal. After her husband Richard experienced significant health challenges, priorities changed.

Business was still important. But time became even more valuable.

Just over a year ago, Barb and I discussed what the future of Sole Sisters could look like when her lease eventually came to an end. Rather than automatically signing another long-term lease and continuing to carry the weight of significant retail overheads, we explored another possibility.

What if the business worked for Barb, rather than Barb working for the business?

That conversation became the beginning of a new strategy.

Rather than disappearing from the market, Sole Sisters is evolving. From 17 August, Barb will relaunch with a refreshed business model centred around an online store, a home based showroom by appointment, and the highly personalised one to one service she has become known for. It allows her to continue doing what she loves while creating more flexibility to spend quality time with Richard, her family and the community she has built around the business.

That is not stepping backwards. That is intentional leadership.

Before closing the retail store on 27 June, Barb once again demonstrated what has always set her apart. Community before commerce.

For our Double Charity Event supporting Dress for Success Auckland and the Breast Cancer Foundation NZ, Barb generously donated 17 pairs of brand new shoes with a retail value of approximately \$3,700. Fourteen pairs were auctioned as one package, with the successful bidder donating every pair back to Dress for Success after purchasing them. Combined with another generous donation, the result was extraordinary.

More than \$2,000 was raised for charity.

Fifteen women entering or returning to the workforce will now walk into interviews with confidence, dignity and a beautiful pair of shoes, thank to Barb and the purchasers.

That is the ripple effect of generosity. And a friendship developed through a professional relationship & trust.



When I visited Barb before the store closed, I took her one of my personalised [WineTime](#) rosé bottles as a small thank you.

Not for closing a store.

But for the countless women she has supported over the years, the generosity she has shown our community, and for having the courage to embrace a new chapter.

As business owners, we often measure success by turnover, square metres, staff numbers or how long we've occupied the same premises. Perhaps we should ask different questions. **© The Engine Limited**

Does your business still serve your life?

Or has your life become a servant to your business?

Sometimes the strongest business decision isn't expanding.

It's repositioning.

Sometimes success isn't measured by opening another door.

It's knowing when to close one so another can open.

On behalf of all of us at The Engine, thank you Barb, for your generosity, your sisterhood and your contribution to our community. We wish you and Richard an incredible trip to China as you create memories together. We'll see you when Sole Sisters begins its exciting new chapter on 17 August.

Visit www.solesisters.co.nz and follow Barb's journey as she proves that sometimes the most successful businesses are the ones courageous enough to evolve. Barb came to me via co-funded support with the Regional Business Partners Programme.

Why the Regional Business Partner Programme Matters

The Regional Business Partner Programme provides eligible New Zealand businesses with access to co funded capability development support, helping businesses invest in leadership, strategy, systems and sustainable growth. **Contact us to find out more.**



But the numbers only tell part of the story. What made the day truly memorable was the generosity behind every contribution. Businesses that were navigating their own economic challenges still found a way to give. People who had never met before worked together towards a common purpose.

Complete strangers became part of one village.
That is the power of community.

WHEN YOUR VILLAGE BELIEVES IN YOUR VISION, EXTRAORDINARY THINGS HAPPEN

Why relationships are still one of the greatest assets a business owner can build

Business owners often ask me how I managed to secure so many donations for our Double Charity Event supporting Dress for Success Auckland and the Breast Cancer Foundation NZ.

The answer is simple.
It wasn't four weeks. It was years. Years of showing up. Years of supporting others. Years of building genuine relationships without expecting anything in return.

Because when you consistently invest in people, something remarkable happens. People invest back in you.

My Double Charity Event wasn't simply a fundraiser. It was a powerful reminder that business is built on relationships long before it is built on transactions.

Over just four weeks, what started as an idea became something much bigger than I could ever have imagined. One hundred and seven people came together with one shared purpose. Businesses donated products and services. Previous clients and employees gave their time on the day.

People purchased auction items, then donated them back so others could benefit. Speakers shared deeply personal stories that educated, inspired and challenged us to think differently.

The result was extraordinary.

❤️ 107 tickets sold.

❤️ \$7,600 raised to support [Breast Cancer Foundation NZ](#) (use link to still donate and [Dress for Success Auckland](#)).

❤️ More than 1,200 items of quality women's clothing donated.

❤️ Fifteen brand new pairs of shoes gifted to Dress for Success after first raising more than \$2,000 through our charity auction.

Relationship capital is built long before you need it

One of the biggest lessons I share with business owners is this:

Never build relationships only when you need something. The strongest business networks are created through generosity, authenticity and consistency.

When people know your character, trust your intentions and understand your purpose, they naturally want to be part of your journey.

That trust cannot be manufactured.

It is earned over time.

It is why one conversation can become an introduction.

One introduction can become an opportunity.

One act of generosity can create a ripple effect that reaches hundreds of people.

Purpose creates momentum

My event wasn't just about fundraising. It was about advocacy. It was about education. It was about confidence, dignity and opportunity. Most importantly, it was about ensuring no one walks their journey alone. As I looked around the room that day, I realised something.

Cancer has introduced me to some of the most extraordinary people I have ever met. Business has given me the platform to bring them together. The combination of both has shown me that when purpose is genuine, people willingly step forward.

A lesson for every business owner

Relationships remain one of the most valuable assets your business will ever own. Not your premises. Not your equipment.

Not even your product. Your relationships.

Invest in them before you need them.

Support your community. Champion others.

Connect people. Lead with purpose.

Because when your village believes in your vision, extraordinary things happen.



To every business, donor, volunteer, speaker and attendee who stood beside us, thank you.

You didn't simply attend an event. You demonstrated what becomes possible when business and community work together. And that is a lesson worth carrying into every business we build. To the [Merchant Pub & Co](#) - thank you for bringing my vision to life, seamlessly. Photo credit: [Sonna Studios](#)





Good Relationships Don't Replace Good Governance

Why contracts, shareholders' agreements and independent oversight matter long before you need them

Nobody goes into business expecting a dispute. Partnerships begin with optimism. Directors share a vision. Friends become business partners. Handshakes replace difficult conversations because everyone believes they're working towards the same goal.

Until circumstances change. Or shall we say the **honeymoon** is over.

At The Engine, we are often called when relationships have already broken down.

By then, the cost is rarely just financial.

It is emotional.

It is operational.

It is time consuming.

Most importantly, it is avoidable.

Over the past few months alone, we've worked alongside several businesses facing very different situations, yet every one of them shared the same underlying issue.

The foundations had never been properly established.

Some of our stories - Case Study 1

One engagement involved two directors who had spent six years barely speaking to each other. The relationship had deteriorated just two months after starting the business together, yet they continued operating in dysfunction for years because there was no clear pathway forward.

It took just three months of structured facilitation, commercial negotiation and objective leadership to separate the parties and allow both to move forward independently.

Not because the issues were simple.

Because someone finally facilitated the conversations that should have happened years earlier.

At The Engine, we understand that strong businesses are built on strong foundations. Clear contracts. Well drafted shareholders' agreements. Defined governance processes. Regular independent oversight.

These are not costs. They are investments in certainty.

Some of our stories - Case Study 2

In another business, two directors were ready to exit. Both were experiencing significant health challenges. One wanted to move forward, while the other had largely disengaged from the business and the need for a sale process.

The business had become difficult to lead because decisions were slow, communication had broken down and there was no agreed process for succession.

Over five months we stepped in, readied the business, facilitated discussions, maintained momentum and successfully achieved the sale, well above the valuation price.

Without independent oversight, that transaction may never have reached the finish line.

Some of our stories - Case Study 3

Perhaps the most concerning situation involved two people operating under the assumption they were business partners.

One believed they owned part of the business. The other believed they did not. There was no shareholders' agreement. No documented understanding. No governance framework.

The disagreement escalated to the point where intellectual property and business systems were effectively held hostage in an attempt to force a commercial outcome.

What started as a misunderstanding quickly became a significant business risk.

The common thread with all these clients.

Different industries.

Different personalities.

Different circumstances.

Exactly the same problem.

No documented agreements.

No governance structure.

No agreed process for making decisions when circumstances changed.

Business owners often see governance as something reserved for large organisations. The reality is the opposite. Smaller businesses have less room for error. They rely more heavily on relationships.

Which makes strong governance even more important.

Governance isn't about mistrust

One of the biggest misconceptions we hear is:

"We trust each other. We don't need a shareholders' agreement."

Trust is important.

But trust doesn't answer questions like:

Who makes the final decision?

What happens if someone wants to leave?

How is the business valued?

What if someone becomes unwell?

What happens if one director stops contributing?

Who owns the intellectual property?

What if circumstances change?

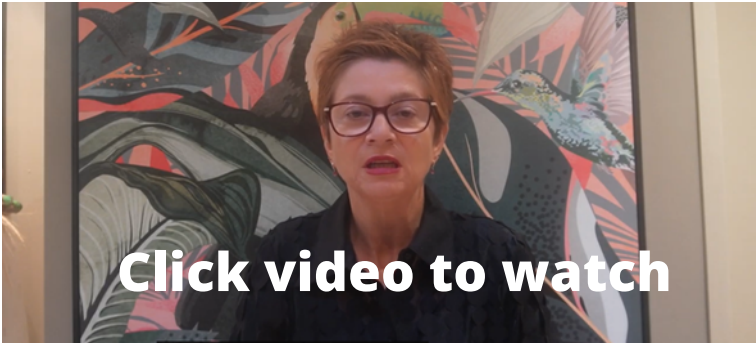
Good governance provides those answers before emotions become involved. Prevention is always cheaper than repair.

Final thought

The best time to have difficult conversations is when relationships are healthy. At The Engine, we work alongside our trusted provider network to help business owners establish strong commercial foundations before they become costly commercial disputes. The best investment you'll ever make is the conversation you hope you'll never need. **Reach out.**

THE FEROCIOUS ADVOCATE

ADVOCACY ISN'T A TITLE. IT'S A RESPONSIBILITY



Click video to watch

Whether I'm standing before Parliament or negotiating for a client, the principle is the same: don't leave people behind.

On 22 July, I will travel to Wellington to stand before the Health Select Committee.

I'll have just ten minutes.

Ten minutes to present the case for funding Keytruda across all stages of triple negative breast cancer as funded in 40+ countries already. Ten minutes to advocate for more than 350 New Zealanders year on year diagnosed with this aggressive disease every year.

Ten minutes to explain why funding the globally recognised standard of care is not simply a health decision. It is a fiscal decision.

As the petitioner behind the 17,096-signature petition calling for equitable access to Keytruda, I want to be absolutely clear.

This advocacy will not benefit me personally. I self-funded my own treatment and I'm still \$50k short - the price to live one might say - the full cost of medicine & administration \$130k.

My role now is to ensure future patients are not forced into the same impossible position.

Over the past eighteen months, I have invested well over 1,200 hours into this work.

Every hour has been unpaid. Every conversation has been driven by one belief.

If we can improve health outcomes while reducing long-term government expenditure, then we have a responsibility to pursue that solution.

Earlier this year I provided a detailed economic analysis to Todd Stephenson for Minister David Seymour, with copies to Nancy Lu and Mark Mitchell. The work demonstrates what many health economists already understand.

Funding Keytruda earlier reduces downstream costs.
It improves survival.
It reduces recurrence.
It enables people to return to work sooner.
It reduces pressure on hospitals, welfare, mental health services and the wider economy.
This isn't simply about funding a medicine.
It's about investing earlier to spend less later.

Advocacy doesn't stop with Parliament

People often ask where I find the time.

The answer is simple.

Advocacy isn't something I do.

It's how I lead.

The same skills I take into Parliament are the same skills I use every day for our clients at The Engine.

Listening. Analysing. Building evidence. Negotiating.

Holding people accountable. Finding practical solutions.

Recently we supported one client from an ethnic business community who had been waiting almost three years to recover \$23,000 that was rightfully owed. Through structured advocacy and commercial negotiation, the matter was successfully resolved.

Another client had been denied approximately \$120,000. Working alongside one of our trusted legal partners, we secured \$70,000 through negotiation before issuing a Statutory Demand for the balance. The remaining amount, together with costs, was subsequently paid in full.

Another client had almost \$90,000 withheld despite the alleged defects being caused by other trades. Rather than accepting the loss, we built the commercial case, challenged the evidence and facilitated a full settlement.

In another matter, approximately \$80,000 was withheld following completed works. Independent evidence demonstrated the defects were not attributable to our client, resulting in a successful outcome.

Different industries.

Different clients.

The same principle.

Advocacy backed by evidence.

The courage to stand beside people

One of the greatest privileges of my work is standing beside people when they feel they have no voice.

Sometimes that voice is heard in a boardroom.

Sometimes it is heard across a negotiating table.

Sometimes it is heard inside Parliament.

Wherever it is, my approach remains the same.

Listen carefully. Understand the facts. Build the evidence.

Remain respectful. Never lose sight of the outcome.

Final thought

Business is not simply about strategy.

Leadership is not simply about making decisions.

Sometimes leadership means standing up when others cannot.

Whether I am helping a business owner recover money that is rightfully theirs, facilitating difficult commercial negotiations, or standing before Parliament advocating for equitable access to life-saving treatment, I see the work exactly the same way.

Advocacy is not about being the loudest voice in the room.

It is about ensuring the right voices are finally heard.

Because no one should have to fight alone.

And no one should ever be left behind.

Our management capability programmes are registered in the Regional Business Partner Network. From 1-1 coaching to group coaching your business may be eligible for our support. Reach out to businessadvice@theengine.co.nz or phone 09 869 3990 for a confidential chat.

Let's have some fireside business chats



DO YOU OWN YOUR BUSINESS... OR DOES YOUR BUSINESS OWN YOU?

Many business owners proudly tell me they "can't take a holiday."

I don't see that as a badge of honour.

I see it as one of the biggest risks to the future of their business.

If the business cannot operate without you answering every phone call, approving every invoice, solving every problem and making every decision, you don't own a business.

You've created a job.

One that usually pays less by the hour than your employees.

Building a sustainable business isn't about becoming indispensable.

It's about making yourself progressively less operationally critical while remaining strategically invaluable.

Fireside Chat

We recently worked with a business owner who hadn't taken more than three consecutive days away from their business in over seven years.

Every decision came back to them, staff waited for approval before acting and clients insisted on speaking directly with the owner.

Over several months we restructured reporting lines, developed leadership capability within the team and introduced clear decision-making authority. Six months later the owner took a three-week overseas holiday. The business not only continued operating, it exceeded budget while they were away.

Current Relevance

As business confidence slowly returns, owners who continue operating as the bottleneck will struggle to scale. Leadership is about building capability around you, not carrying everything yourself.

The Engine's Business Warrant of Fitness Audit identifies where your business is overly dependent on you and provides a practical roadmap to create a more resilient, scalable business.

EVERY BUSINESS HAS A NUMBER THEY DON'T KNOW

Business owners know their turnover.

Most know their GST liability.

Many know what's sitting in the bank.

Very few know the one number that determines whether they're actually making money.

Gross margin by product, project or service.

Without it, pricing becomes guesswork, growth becomes dangerous and profitability becomes accidental.

Revenue covers a multitude of sins.

Margins expose them.

© The Engine Limited

Fireside Chat

A business approached us believing sales were the problem. Their focus was generating more work. After reviewing their reporting, we discovered something very different. Their highest-selling service was also their lowest-margin offering. Every new sale increased workload but contributed very little to profit.

By redesigning pricing, improving service mix and introducing simple margin reporting, profitability improved without increasing sales volume.

Current Relevance

Many New Zealand businesses remain busy while margins continue to tighten. Understanding where profit is actually generated has never been more important.

The Engine's Business Warrant of Fitness Audit helps uncover where profitability is leaking and identifies practical opportunities to strengthen financial performance before those leaks become significant problems.

DON'T CHOOSE A BUSINESS PARTNER. CHOOSE AN EXIT STRATEGY.

Nobody enters business expecting relationships to fail.

Friends become business partners.

Family members invest together.

Business owners shake hands because trust exists.

The problem isn't when relationships are good.

The problem is nobody plans for when circumstances change.

Illness.

Retirement.

Different ambitions.

Financial pressure.

Disagreement.

None of these are unusual.

They're inevitable.

Fireside Chat

Recently we advised two professionals launching a new venture together. Before discussing branding or marketing, we asked a different question.

"What happens if one of you wants out in two years?"

Silence.

That conversation led to a Memorandum of Understanding, a Shareholders' Agreement and clear governance around ownership, intellectual property, dispute resolution and exit. It wasn't the most exciting part of launching a business.

It may prove to be the most valuable.

Current Relevance

With more New Zealand businesses collaborating and forming strategic partnerships, getting the foundations right at the beginning remains one of the most overlooked commercial decisions.

Read more [here](#). The Engine's Entrepreneur Success coaching programme is co-funded. Your business will thrive with outside expertise.



LEADERSHIP THROUGH SERVICE

Strong communities don't happen by accident. They are built by people prepared to serve.

One of the greatest privileges of leading The Engine is that our work extends far beyond boardrooms, business plans and strategy sessions. Business has introduced me to extraordinary people from every walk of life and every culture. It has also reinforced a simple truth.

When we invest in people, we strengthen communities.

This month provided two very special reminders of that.



Click picture above to watch the video

A STORY THAT DESERVED TO BE TOLD

It was a privilege to see the launch of Pauline Smith's new book, *The Apology*, the sequel to *Dawn Raid*.

Pauline is a remarkable storyteller whose work captures the strength, resilience and lived experiences of Pasifika communities with honesty and authenticity.

Stories have the power to educate, challenge and heal. They create understanding across cultures and generations, ensuring voices that may otherwise remain unheard become part of our collective history.

Watching Pauline celebrate the launch of her book was a reminder that leadership takes many forms.

Sometimes leadership is standing in front of a boardroom. Sometimes it is standing behind a book that has the courage to tell the truth.

It has been an honour to support Pauline on her business journey through the Pacific Business Trust and celebrate such an important milestone. Love that Pauline co-wrote this book with her grandson - more on this [here](#). You can purchase Pauline's books online.



Brooklyn Taylor, 17, and his grandmother Pauline (Vaeluaga) Smith have collaborated on *The Apology*, a sequel to *Dawn Raid*.
ROBYN EDIE / SOUTHLAND TIMES

A NEW HOME FOR PACIFIC BUSINESS

I was also deeply humbled to be invited to the official opening of the new [Pacific Business Trust](#) Fale.

Walking into the Fale, it was impossible not to feel the warmth, aroha and collective commitment to strengthening Pacific businesses throughout Aotearoa.

The Pacific Business Trust has played an important role in supporting Pacific entrepreneurs for many years, helping build capability, confidence and sustainable business growth.

The new Fale represents much more than a building.

It represents opportunity.

A place where Pacific businesses can learn, collaborate, innovate and continue building intergenerational prosperity.

It was wonderful reconnecting with so many familiar faces and meeting passionate business owners committed to growing their enterprises while remaining deeply connected to culture, family and community.

Those values strongly align with the work we do at The Engine. Business success and cultural identity are not mutually exclusive.

In fact, they strengthen one another.
Strong businesses build stronger families.
Strong families build stronger communities.
And strong communities build a stronger New Zealand.



LEADERSHIP IS ABOUT LEAVING PEOPLE BETTER THAN YOU FOUND THEM

Whether we at The Engine are working alongside business owners, supporting community organisations or advocating within our health system, the principle remains the same.

Leadership is service.

It is creating opportunities for others.

It is opening doors.

It is helping people navigate challenges they should never have to face alone.

That is why Catherine Cooke's advocacy for equitable access to Keytruda for people diagnosed with triple negative breast cancer does not stop at New Zealand's borders. New Zealand proudly supports many Pacific nations through our health partnerships and medicines.

Our advocacy extends to those communities too.

Because access to world-class treatment should never depend on where someone lives. **No one should be left behind.**

Not in business. Not in our communities. And certainly not in healthcare.

ENGINE business with our building management capability & coaching programmes.

Business Updates Helping You Navigate

RE-BOOT NOW



THE ENGINE
POWERING BUSINESS RESULTS

BUSINESS GROWTH & LEADERSHIP SUPPORT NZ | RISE BY THE ENGINE

Business advisory and support for growth focused business owners

ENGINE business with our building management capability & coaching programmes.

Business Updates Helping You Navigate

RE-BOOT NOW



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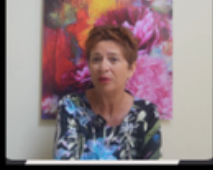
FUEL PRESSURE IS REAL. LEADERSHIP MATTERS MORE.

Business advisory and support for growth focused business owners

ENGINE business with our building management capability & coaching programmes.

Business Updates Helping You Navigate

RE-BOOT NOW



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WHY OUTSIDE INFLUENCE CHANGES EVERYTHING

Business advisory and support for growth focused business owners

Business Growth & Leadership Support NZ | RISE by The Engine

May 26, 2026 | Newsletter

The Leaders Who Ask Better Questions At The Engine, we work with business owners across New Zealand who want to strengthen leadership, improve strategy, grow sustainably and build businesses that are resilient for the future. One common theme consistently stands out...

[READ MORE](#)

Fuel Pressure is Real. Leadership Matters More.

Apr 21, 2026 | Newsletter

Fuel Pressure is Real. Leadership Matters More. The hidden cost of the Fuel Crisis (and what smart businesses are doing with our help.) Knowledge is Power | Navigating Pressure with Perspective Right now, more than ever, businesses are feeling the flow-on effects of...

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Why Outside Influence Changes Everything

Mar 24, 2026 | Newsletter

Why Outside Influence Changes Everything Can you afford to lose what you have built? When your business starts slipping — it's already further gone than you think Why firefighting is costing you more than you can see. Right now across New Zealand, we are seeing a very...

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Change Starts with You

Sep 22, 2025 | Newsletter

Change starts with YOU: Why business owners must commit to True Transformation Every business owner we meet has, at some point, said the words "I want things to change." Maybe it's about growing sales, building a stronger team, creating more balance, or adapting to...

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Aug 18, 2025 | Newsletter

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What's my endgame? The one question business owners often forget to ask when starting out

Jun 18, 2025 | Newsletter

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Accountability

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Structure. Clarity. A Solid Plan... and Someone to hold you to it. In business, drifting is dangerous. Without a clear structure, focused direction, and someone to challenge the status quo, even the most promising ventures can lose momentum. As seasoned business...

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TURNING MOTION INTO MOMENTUM

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Jan 16, 2025 | Newsletter

This Was Meant to Reach You: Turning Motion into Momentum The Mountain is You: Plan, Pivot, and Prosper in 2025 Are you busy in the trenches, or are you moving your business forward? There's a difference, and it's one I see too often in businesses stuck in a cycle of...

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