



FREE ROADMAP FOR NZ MANUFACTURERS

The NZ Manufacturer's Profit Roadmap

You started this business to build something great.
Somewhere along the way, it started running you. This
roadmap shows you where you are, where you need to
go, and the one thing holding you back.

500+

NZ OWNERS
COACHED

200

T/DAY
FACTORY
BUILT

125

FIVE-STAR
REVIEWS

#1

NZ BEST
WORKPLACE

By **Bernard Powell** — The Business Gym — AME Global Lean Recognition

01 BEFORE YOU START

Where are you?

Every manufacturer in New Zealand sits at one of four stages. **Most are stuck at Stage 0 or Stage 1** — busy, tired, and not keeping enough money.

They wake up early. They stay late. They quote every job, fix every problem, and run the floor because nobody else can do it "right." They haven't had a real holiday in years. And the bank balance never seems to reflect how hard they work.

If that sounds familiar, you're not alone. And you're not broken. **You just don't have a roadmap.**

"I built a 200-tonne-per-day factory from scratch. I've sat where you're sitting. The difference between where you are now and where you want to be isn't more hours. It's knowing exactly what to fix next."

— Bernard Powell, The Business Gym

02 THE ROADMAP

Four stages. Seven areas. One clear path.

Find your stage. Then look across the row. The gap between where you are and where you need to be — that's your next move.

	Stuck on the Tools Under \$500K	Busy but Broke \$500K-\$1M	Getting Off the Floor \$1M-\$2M	Running It, Not In It \$2M+
PRODUCTION	No SOPs. Quality depends on you being there.	Running but rework is common. No one checks quality but you.	SOPs exist. Team runs most jobs. You check, not do.	Team owns quality. 100+ improvements per quarter.
MARKETING	Word of mouth only. No system for new customers.	Some referrals. Nothing consistent. Feast or famine.	Consistent lead gen running. Referral system active.	Multiple channels. Predictable pipeline every month.
SALES & PRICING	You quote every job. Pricing by gut feel.	Still quoting everything. Prices too low.	Someone else quotes. Pricing reviewed annually.	Sales process documented. Team closes. Pricing optimised.
CASH FLOW	No visibility. Money in, money out.	4 months negative per year. Robbing Peter to pay Paul.	Tracked weekly. Margins improving.	Always positive. 15%+ net margins. Cash reserves.
PEOPLE	Just you or 1-2 helpers. No delegation.	3-10 staff but you're the bottleneck.	Key person hired. 10-20 staff.	Leaders developed. 20+ staff. 98%+ retention.
SYSTEMS	All in your head. Nothing written down.	Some processes but not followed.	Documented. Improvement loop running.	Self-improving. Runs 4+ weeks without you.
YOUR ROLE	Doing everything. 60+ hrs/wk.	Sales + production + admin. 55+ hrs.	Managing, not doing. 40 hrs.	Strategy only. 30 hrs/wk. Owner, not operator.

STAGE 0 — UNDER \$500K

Stuck on the Tools

You do everything. The factory stops when you stop.

WHAT THIS FEELS LIKE

You wake up at 5am. Check your phone. Three problems already. You're on the floor by 6. By lunch you've fixed two crises and quoted three jobs you probably underpriced. By evening you're too tired to think about the business. Your partner asks when things will get easier. You don't have an answer.

12 MONTHS FROM NOW

If nothing changes, where will you be? **Same place. Same hours. Same stress.** Your body will be a year more tired. Your family a year more frustrated. And the competition will be a year further ahead.

PRODUCTION

THE PROBLEM

No written processes. If you're not on the floor, quality drops. Every job depends on your eyes and hands.

TO MOVE UP

Write down how you do your top 5 tasks. One page each. Give them to your best person. Let them make mistakes.

SALES & PRICING

THE PROBLEM

You quote every job from your head. No idea what your actual cost per unit is. Pricing hasn't changed since you started.

TO MOVE UP

Calculate your true cost per unit. Add 30% margin minimum. Stop quoting below cost — even for "good" customers.

CASH FLOW

THE PROBLEM

No visibility. You check the bank balance and hope. Invoices go out late. Some never go out at all.

TO MOVE UP

Set up a simple weekly cash tracker. Know your number every Friday. Invoice the same day you deliver.

YOUR ROLE

THE PROBLEM

You are the machinist, salesperson, delivery driver, accountant, and cleaner. 60+ hours a week.

TO MOVE UP

Pick ONE thing to delegate this month. Train someone to do it 80% as well as you. That's enough to start.

"I've met hundreds of factory owners at this stage. They're the hardest workers in the country. But hard work without a system is just expensive exercise."

— Bernard Powell

STAGE 1 — \$500K TO \$1M

Busy but Broke

You've got staff. You've got revenue. But the money disappears every month.

WHAT THIS FEELS LIKE

The phone doesn't stop. Orders keep coming. You've hired people but you're still the one everyone comes to. You look at your revenue and think "where does it all go?" Your accountant tells you you're profitable on paper but you can't take a pay rise. You're working harder than ever but the bank account tells a different story.

12 MONTHS FROM NOW

If nothing changes, you'll still be busy. Still exhausted. But now your **best employee just left because you couldn't pay them what they're worth**. And that big customer who makes up 30% of your revenue? They just asked for a discount. You're trapped.

PRODUCTION

THE PROBLEM

Running but rework is eating your margins. You're the only one who checks quality.

TO MOVE UP

Create a quality check for your top 10 products. Train two people to use it. Accept 80% is good enough to start.

SALES & PRICING

THE PROBLEM

Still quoting everything yourself. Prices are too low. Haven't raised them in 3 years.

TO MOVE UP

Raise prices 10% this month. You'll lose zero customers. The ones who leave over 10% were never profitable anyway.

PEOPLE

THE PROBLEM

3-10 staff but you're the bottleneck. They wait for you to decide everything.

TO MOVE UP

Pick your best person. Give them one area to own completely. Let them make decisions without checking with you first.

CASH FLOW

THE PROBLEM

4 months negative per year. Robbing Peter to pay Paul. Tax time is a nightmare.

TO MOVE UP

Set up weekly cash flow tracking. Identify your worst-margin products. Either reprice them or stop making them.

"This is the most dangerous stage. You look successful from the outside. But inside, you're one bad month away from serious trouble. The fix isn't more sales — it's better margins."

— Bernard Powell

STAGE 2 — \$1M TO \$2M

Getting Off the Floor

You're managing now, not just doing. But you're not free yet.

WHAT THIS FEELS LIKE

Things are better. You've hired a key person. You're off the floor some days. But you still get pulled back when something goes wrong — and something always goes wrong. You can see the light at the end of the tunnel. You're just not sure how to reach it.

12 MONTHS FROM NOW

If you keep doing what you're doing, you'll plateau. **\$1.5M forever.** The team will keep relying on you for every decision. Or you can build the systems that let your people lead. That's the difference between a job and a business.

PRODUCTION

THE PROBLEM

SOPs exist but aren't always followed. Quality is good most of the time — but "most" isn't enough.

TO MOVE UP

Implement a continuous improvement loop. Track defects. Let the team suggest fixes. Aim for 100+ improvements per quarter.

MARKETING

THE PROBLEM

Consistent lead gen running. Referral system active. But still dependent on a few big customers.

TO MOVE UP

Add a second lead channel. Reduce dependency on any single customer to under 20% of revenue.

PEOPLE

THE PROBLEM

Key person hired. 10-20 staff. But haven't developed leaders. If your foreman leaves, you're back to Stage 1.

TO MOVE UP

Develop two leaders who can run their areas without you. Create a retention plan. Pay them what they're worth.

SYSTEMS

THE PROBLEM

Documented processes exist. Improvement loop starting. But the business still needs you for big decisions daily.

TO MOVE UP

Define clear decision-making authority for your leaders. If they need you for less than 5 decisions per week, you're ready for Stage 3.

"Stage 2 is where most good manufacturers get stuck. They've done the hard work of building a team. Now they need to do the harder work of trusting them."

— Bernard Powell

STAGE 3 — \$2M+

Running It, Not In It

You own a business. Not a job. This is what you built it for.

WHAT THIS FEELS LIKE

You walk into the factory on Monday morning. The team is already running. Orders are being processed. Quality is being checked. Problems are being solved — without you. You took three weeks off last quarter. Nothing broke. Your partner notices you're different. Calmer. Present.

12 MONTHS FROM NOW

If you keep building, **you'll have a business worth selling**. Not because you want to — but because a business that runs without you is worth something to someone else. That's real wealth. That's the legacy you set out to build.

PRODUCTION

THE PROBLEM

Team owns quality. Continuous improvement is part of the culture. But staying here requires discipline.

TO MOVE UP

Set a target of 100+ improvements per quarter. Make improvement everyone's job, not just management's.

CASH FLOW

THE PROBLEM

Always positive. 15%+ net margins. Cash reserves building. But growth requires reinvestment.

TO MOVE UP

Build 3 months of cash reserves. Then invest in the growth that takes you to \$3M, \$5M, and beyond.

PEOPLE

THE PROBLEM

Leaders developed. 20+ staff. 98%+ retention. The next level requires leaders who develop other leaders.

TO MOVE UP

Each leader should be developing their replacement. That's how you scale beyond yourself.

YOUR ROLE

THE PROBLEM

Strategy and growth only. 30 hours per week. Owner, not operator. But it takes discipline to stay out.

TO MOVE UP

Your job is to work **ON** the business. If you catch yourself working **IN** it, ask: "Who should be doing this?"

"Stage 3 isn't the finish line. It's the starting line for the business you actually wanted to build when you first had the idea."

— Bernard Powell

03 ABOUT BERNARD

NZ's Only Coach Who **Actually Built a Factory**

Most business coaches have never run a factory. They've never stood on a production floor at 5am wondering how to make payroll. **Bernard has.**

He built a 200-tonne-per-day manufacturing operation from scratch. Grew it to a #1 NZ Best Workplace. Earned AME Global Lean Recognition — the international gold standard for operational excellence.

Then he started coaching. **Over 500 NZ business owners** have worked with Bernard. Not theory. Real advice from someone who's done it.

500+
OWNERS COACHED

200
T/DAY FACTORY

#1
NZ BEST WORKPLACE

AME
GLOBAL LEAN

125
FIVE-STAR REVIEWS

YOUR NEXT STEP

Stop Guessing. **Get a Straight Talk Session.**

45 minutes. No hard sell. No fluff. Just an honest conversation about where your factory is, what's holding you back, and the single most important thing you should fix first.

*Where will you be in 12 months if nothing changes? **Same place. Same stress. Or worse.***

Book Your Free Straight Talk Session

500+ NZ manufacturers coached · 125 five-star reviews · Free, no obligation



45 minutes



Honest advice



No obligation