Colliers International BEST GROWTH STRATEGY

WINNER VODAFONE

Smart technology, smart marketing and smart management is how Vodafone delivered an even smarter growth strategy to capture an ever-growing share of the New Zealand mobile phone market. With Vodafone's aggressive growth strategy, per capita mobile phone acceptance in the local market is up with the highest in the world. The company has made good use of its global roots and funding advantages. It has effectively captured the teenage market and is now moving into the corporate sector. It has delivered growth by concentrating on technology, product image and second-to-none service and sales back-up. To build its business in New Zealand Vodafone has also created a corporate culture that attracts the best people and encourages a customer focus that has users talking to 'real people' when they need to. Vodafone has grown by outmanoeuvring its competitors.

FINALIST RYMAN HEALTHCARE

An age-old commitment to simply doing it better than everyone else has delivered outstanding growth for South Island-born retirement services company Ryman Healthcare. It has now moved into the Auckland market and is showing its competitors how to deliver both growth and top quality services and accommodation. The company's revenues look set to expand dramatically as our baby boomers move in increasing numbers to fill Ryman's accommodation and healthcare facilities. Its business model is delivering growth without compromising on financial performance. Ryman Healthcare lifted its revenue by more than 50 percent and its profit by almost 40 percent this year. It is committed to controlled expansion and management excellence. For three consecutive years the group has been awarded "Best Retirement Village in New Zealand" in the Australasian Aged Care Housing Award.

FINALIST SKY NETWORK TELEVISION

It may not have reached its limit, but Sky Television is shooting for the stars and is using growth to get there. Its chosen strategy has, so far, been uncompromisingly successful. The company has stuck steadfastly to its strategy of dominating the pay TV market, watching its losses grow along with its list of subscribers. Now the losses have ended while the growing portfolio of subscribers keep generating a show-stopping cash flow. The growth strategy is based on using great technology, smart marketing and a commitment to spending the cash necessary to burn off the opposition. Last year Sky grew its revenue by 13 percent, doubled its profit and moved the business from loss to profit. This is a well-managed company with an enthusiastic and committed company culture that will, all things being equal, become a cash cow in future for its patient shareholders.