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22nd October 2021

Submissions to: EETC@parliament.qld.gov.au

Committee Secretary
Education, Employment and Training Committee
Parliament House
George Street
Brisbane Q 4000

Dear Committee Secretary

EETC Stakeholder Alert - Call for submissions and inquiry process - Small Business Commissioner Bill 2021

Thank you for the opportunity to comment on the Small Business Commissioner draft bill.

I am seeking to assist Government to finetune what appears to be quite good legislation as an expert: who has assisted in Retail Lease Disputes, having built the first and most comprehensive Software as a Service ('SaaS') – see award below and am now writing a book updating property economics from 1523.

I am making this submission on behalf of my professional firm, but quite a lot of it also pertains to experiences gathered as the owner and developer of our SaaS marketed by 3D Retail Economics Pty Ltd.

I am from a well-qualified, mainly professional family, most of whom came from the Small Business Sector in South Africa.

I grew up in a family, who owned some 40 retail, commercial and industrial properties, a large wholesale bakery, an auctioneering business, a hardware and auto spares business etc.

We leased out properties to butcher shops, confectionary shops, small delicatessen cafes, to our Indian tenants who had drapery stores, bicycle / music / electronic outlets, furniture manufacturing, a large precision engineering business, our workshops, etc. etc.

My father's philosophy is: *"Your Tenant is your Investment"*. Kindly refer to my Curriculum Vitae, the RICS Finalist award for our SaaS and a Quick Intro into GEM Lease Analytics™.

One of the largest causes of business failure here in Australia (and indeed in many parts of the World) is that landlords and tenants *speak a different language* and cannot communicate with one another. GEM Lease Analytics™ was developed to *explain to the parties*, what their respective positions are as a decision-making tool, based on lease rent evaluation principles.

My interest in commenting on the Small Business Commissioner Bill 2021; is not for my own interests (see attached 2021 award for Innovation, because remarkably, when I commented to a colleague, and or with other people re our SaaS ('Software as a Service') Invention: "*Oh, lets see how you can benefit!*"). Well we are more interested in the overall operation of the proposed Act, and it working properly, than our own interests.

If the Act operates properly, some of my ideas could filter to QCAT, and perhaps, our SaaS can assist as a decision-making tool.

Now referring to the Bill from Part 3 Mediation:

1. Section 21: noted
2. S 22 as above
3. S 23, 24, 25, 26, 30, 32, 33, ditto
4. S 27. If a person or party does not need to attend. Why bother with the Act? Is Government seeking to please vested interests?
5. S 29 Mediation agreement. In my in our field of leases and leasing, adding up: direct investment \$100,000 to millions of dollars; indirect investment (intangible assets International Valuation Standards Council IVS 210) includes branding, investment in staff, patents, copyright, trademarks, trade secrets, one leases, etc. if a business is genuinely profitable versus in the alternative, significant losses occur, simply to a business, surely *it has to be necessary*, to append *straightforward documents*, calculations, reports relied upon for both parties files; QCAT disputes have simply got more bogged down;
6. S 31 No official record:
 - a. Surely it makes sense that there be a brief 5-line record that is written up, not mentioning parties. Type of dispute, type of business, the problem and outcome achieved;
 - b. Decision outcomes may include material changes, to lease terms and arrangements for example. In every other market: insurance, seeking services of an accountant, a plumber, buying a house, one's interest rates for loans, etc. it is a transparent market. Banks are demanding that in the application of loans, where market valuations are called for; that all other *side agreements* are considered by a valuer eg. "*engineered rents*";
 - c. Why is there perpetual and or pervasive interference in the market of leases to keep everything a secret? Post-Covid-19 is an ideal opportunity to reset these metrics, and, each and every dispute in or about or under an agreement, should be recorded by way of an Amendment to leases (for an including: banking finance, franchise, landlords and tenants), which is registered in Titles Office;
 - d. The wording on each Title Search should reflect tenancy address, nature of amendment eg. Small Business Commissioner dispute for example;
 - e. Each amendment should describe tenancy number, address, if new lease terms have been agreed to, what old rent was, what new rent is, size of tenancy aka floor plan appended;
 - f. The above will help solve *concerns to significant concerns* banking and finance is having with transparency in our leasing markets which are being smothered by landlord interests;
7. S 34 (3). If a Small Business Dispute, is in or about or under a Property Law Act matter, surely S 34 (2) (b) is suffice to cover it?

8. S 35. Surely if the parties have made an agreement at mediation, that is suffice without needing a court or tribunal to enforce it? And it is recorded on the Title.

Referring to Part 4 Miscellaneous

1. S 36, noted
2. S 37. Exchange of information:
 - a. The cost, time, energy, effort to acquire, receive and or process *raw*, “engineered”, *almost useless* lease rental data is beyond the scope of language that would tolerated in a Submission such as this;
 - b. In short, bringing two parties together with discombobulated information, simply adds to market distortion; particularly when parties are seeking to *understand each other’s respective positions*;
 - c. This exchange and sharing of information to bring about informed outcomes, cannot be understated. Both small business and a Small Business Commissioner ought to be able to share any reasonable information which enables the unfettered operation of the Act, insofar as to fulfil the main objects of the Act under S 3;
3. S 38. When it comes to Confidentiality, why do we have laborious costly time-consuming poor quality access to information, which *breaches S 3 of the Act*, when the Act, this Act calls for exactly the opposite? Surely parties eg. When one is buying a house, seeking a mortgage, going into the market-place to find a plumber, accountant, etc. trying to come to informed conclusions, need information in making important commercial decisions. It applies to all parties relating to *all transactions*. Franchise agreements, lease agreements, etc.
4. Referring to point 3 above, having built extremely sophisticated software, “Confidentiality” vs a need to know / a need to be informed / a need to make informed decisions was at the top of our minds;
5. It has been achieved in that:
 - a. Landlords valuers property agencies etc. freely share information; but it is kept away from mainly tenants franchise groups. To their detriment. Often businesses who report sales; well that is being transmitted. And then Government wonders why small business is so dysfunctional and there are so many vacancies;
 - b. It creates an *enormous information and negotiation disadvantage* between the parties, so if one does something why not do it well? Remember Business Capital only negotiates new leases every 3, 5, 7, 8, 10, 15 years. Landlord interests do it for their bread and butter;
 - c. In regard to our SaaS (a retail specific SaaS), we do so in that:
 - i. Leases generally are publicly available documents, albeit that *lease rental data* is mostly “engineered” and or not transparent;
 - ii. It is a Gatekeeper to certain data inputs, is that the client paying for the information ought *not to share it*, but realistically is that possible?
 - iii. For negotiation purposes, we *expect our Reports and Graph Reports which are Tailor-Made for each paying client (landlord / tenant) to be freely shared betw. both parties*; with the Tables Report to be discussed verbally. Realistically, we are simply being cautious;
 - iv. Unlike landlords valuers agencies banks etc. to receive *actual sales figures*, our data calls for Future Maintainable Sales, giving one licence (and a more realistic judgement call) to alter their sales. Why? It is not and does not tell a vital part of the story of what our SaaS reports show;

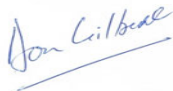
- d. We would hope that as time progresses (and our Software is recognized as an International Standard and or an actual valuation; which we know it easily matches criteria of how “average” valuers perform), that we can make this more transparent;
6. S 36. Depending on the outcome of how this Act is operating; it is submitted in the first instance that the Act be reviewed say after 2.0 years for the first time;
7. Under Schedule 1, Dictionary, perhaps a Small Business ought to be a business whose turnover under IFRS 16 (‘International Financial Reporting Standards’) is less than S24.0 million per annum. And in the Tribunal as well. Average “small business” defined by the space they occupy (RSLA) is quite silly.

For the record, the Title’s Office is an Expensive Mess. And the information is engineered, opaque, unreliable, costly, etc. vs our SaaS for example, which standardises everything! And can be downloaded from our library in one second.

A pivotal part of our Retail SaaS’ success is that the data needs to be continuously refreshed (see Quick Intro Case Studies). For just 2.0 hours work, one can save millions of dollars!

We hope our Retail Experience is of some use.

Yours sincerely,



Don E Gilbert

B Com/B Econ; Dip Prop Val; Cert Med & Arbit.

FAVI - CPV; MRICS (RICS accredited valuer expert and arbitrator)

Specialist Retail Valuer & Arbitrator

Firm Regulated by RICS

Encl Royal Institution of Chartered Surveyors 2021 recognition for Innovation
Quick Intro GEM Retail Analytics™

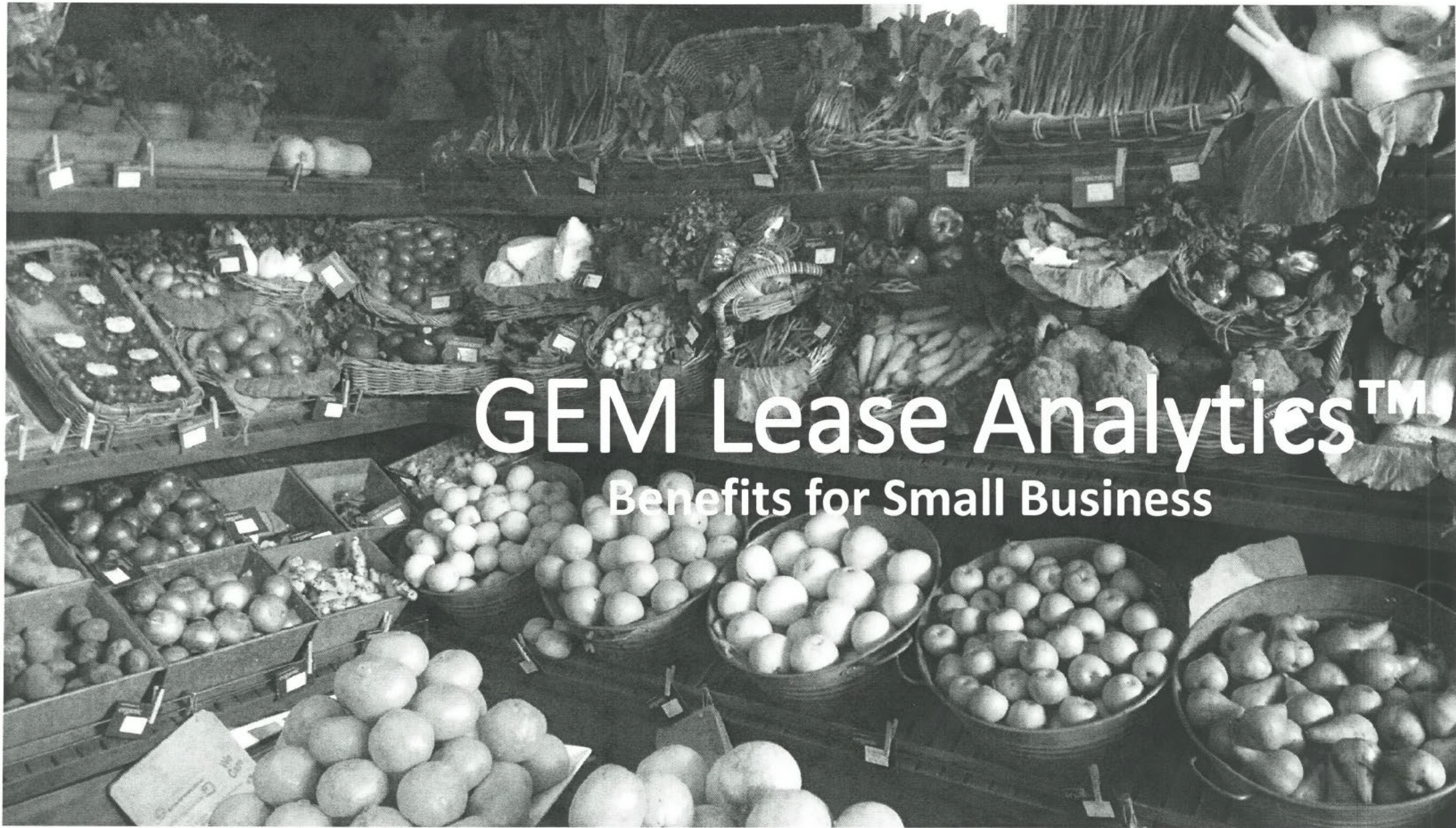


3D RETAIL

— ECONOMICS —

Key Metrics – Informed Decisions

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Intro to GEM Lease Analytics™

- ♦ Analyse ONE Retail Lease & Business
 - ✓ Suggests what a 'reasonable rent' might be for this *specific lease & business*
- ♦ Suitable for use by Tenants, Landlords, Retail Property Investors, etc.
- ♦ GEM Lease Wizard™ Steps You Through the Entire Data Collection Process
 - ✓ Standard set of core data required for every Subject Lease
 - ✓ Standard set of core data required for every Comparable Lease



Analysis & Results

- ♦ Analysis Incorporates Multiple Valuation Methods Into an Integrated Whole
 - ✓ Comparison Method
 - ✓ Profits Method Variation (our 'P&L Evaluation')
 - ✓ Multiple GEM Proprietary Methods
- ♦ Properly adjusts a fixed expense (rent) and correctly allocates it to the bottom line (profit)
- ♦ Comprehensive Analysis Interrogates & Links All Evidence, Displaying Results in 5-6 Graphs
- ♦ Results Are More Consistent & Accurate Than Traditional Methods
 - ✓ Every lease is analysed using the same process and based on a common set of actual data



Analysis Outputs / Deliverables

- ♦ Five or Six Colour-Coded Graphs
 - ✓ Each Evidence Type Shown in a Different Colour
 - Subject Tenant Landlord Alternative Expert
P&L Eval Average Benchmark GEM Eval™
 - ✓ Easy to see how the Subject Lease compares with other Evidence Types
- ♦ Report Summarizes Results, Describes Methods & Explains Implications
- ♦ Concise Table of the Data Entered



Case Studies

Large Fruit & Veg Retailer

- ♦ Proposed Rent = \$405,000 / year
- ♦ GEM™ Analysis Cost = \$4,950
- ♦ Rent Achieved = \$260,000 / year
- ♦ Savings = \$145,000 / year
- ♦ \$2.9 million / year less sales needed to cover cost of rent at 5% Occupancy Cost

Respected QLD Butcher

- ♦ Proposed Gross Rent = \$92,500
- ♦ GEM™ Analysis Cost = \$3,575
- ♦ Agreed Gross Rent = \$75,000 (with 3% annual increase)
- ♦ Savings = \$17,500 / year
- ♦ \$291,666 / year less sales needed to cover cost of rent at 6% Occupancy Cost

Case Studies

Flagship of Franchised Book Shop

- ♦ Proposed Rent = \$472,000 / year
- ♦ GEM™ Analysis Cost = \$4,950
- ♦ Rent Achieved = \$252,000 / year
- ♦ Savings = \$220,000 / year
- ♦ \$2.75 million / year less sales to generate hurdle rate of return at 8% Occupancy Cost
- ♦ Saved the Mary Ryan's franchise

Small Pharmacy

- ♦ Current Gross Rent = \$125,000
- ♦ GEM™ Analysis Cost = \$3,575
- ♦ Agreed Gross Rent = \$67,500 (with 5% annual increase)
- ♦ Savings = \$57,500 / year
- ♦ \$1,437,500 / year less sales needed to cover cost of rent at 4% Occupancy Cost

Value-Based Pricing

- ♦ Retail Price Depends on Current Annual Gross Rent of Lease Being Analysed
 - ✓ From low of \$2,500 (plus GST) for \$0-\$50k lease
 - Affordable for Small Retailers
 - ✓ To high of \$5,750 (plus GST) for \$500k+ lease
 - ✓ Excellent 'Value for Money' Retail Lease Analysis
- ♦ Value-Adding Reseller (VAR) Program
 - ✓ Minimal Annual Fee
 - ✓ Substantial Discount Off Retail
 - ✓ Designed to Encourage Use by All Types of Retail Leasing Professionals
- ♦ Subscription Model / Volume Discounts
 - ✓ Low Annual Fee (amount depends on # of analyses)
 - ✓ Substantial Discount (amount depends on # of analyses)
 - ✓ Designed for Major Retailers and/or Franchisors





3D RETAIL

— ECONOMICS —

Key Metrics – Informed Decisions

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AUSTRALIA

Finalist

Innovation Award

3D Retail Economics



AWARDS
2021

Donald Evan Gilbert



Personal Details

Nationality	Born South Africa 1957. Immigrated to Australia 1989. Awarded Australian Citizenship 1991.
Company Name	Australian Lease & Property Consultants Pty Ltd (formerly SA Lease Consultants 1993–1999; Queensland Lease Consultants, 1999–2010).
Company Address	PO Box 6092, Mitchelton, Queensland 4053, AUSTRALIA
Contact Details	phone/fax: 61 (0) 1300 413 789 • mobile: 61 (0)4 0963 4223 web: dongilbert@auslease.com.au

Education & Qualifications

High School	1970 - 1974	Graduated Pretoria Boys High School, focus on maths and science, www.boyshigh.com
Commissioned Officer	1975-1976	South African Air Force (Fighter Controller)
Bachelor of Commerce / Bachelor of Economics	1977 - 1980	Rhodes University, South Africa, www.ru.ac.za . Studies included economics, commercial law, business administration, accounting, business mathematics and statistics.
As above	1990	South African Degree recognised by the Commonwealth Government and University of South Australia.
Licensed Real Estate Agent	1984	Passed S. African Estate Agents Board Exam
Post Grad. Diploma of Property Valuation	1988	Awarded by Technikon RSA, S. Africa. Studies included valuation, valuation case law, business law, business mathematics & statistics, economics, accounting, local government administration and property development.
As above	1990	Recognised by the University of South Australia
Licensed Land Valuer	1990	Awarded by South Australian Consumer Affairs (Land Brokers & Valuers Act 1973)
API Associate, Land Economist	1994	Professional recognition by the Australian Property Institute (API)
Post Grad. Certificate in Arbitration & Mediation	2000	University of Adelaide; Institute of Arbitrators & Mediators (IAMA)
Graded Arbitrator	2001	Accepted as an Associate / Professional Member by Institute of Arbitrators & Mediators
Certified Practicing Valuer (CPV)	2002	Recognition by Australian Property Institute
Registered Valuer QLD (No. 2652)	2002	Queensland Valuers Registration Board
Specialist Retail Valuer (SRV)	2002	Accredited Queensland Valuers Registration Board (only 24 SPVs in QLD)
Post Graduate Certificate in Expert Determination	2006	Institute of Arbitrators & Mediators (IAMA)
Professional Member, Royal Institute of Chartered Surveyors (MRICS)	2008	RICS Diploma Awarded; part of Dispute Resolution Panel
Registered Valuer WA (No. 44582)	2011	Western Australia Government
Registered Valuer NSW (Val025994)	2011	New South Wales Government

National Law Enables Valuers to Practice Across Australia

2011

Provided by Occupational Licensing National Law Act (2010) which has been adopted by every State and Territory in Australia

Fellow Australian Valuers Institute

2021

Awarded based on merit

Selected Professional Publications, Presentations, Achievements (from most recent)

(© Gilbert, D. 1993 – 2021 assigned to Family Trust)

<u>DATE</u>	<u>PUBLICATION / CONFERENCE / AWARD</u>	<u>ARTICLE, PAPER OR PRESENTATION TITLE</u>
Aug 2021	Royal Institution of Chartered Surveyors	Finalist, Innovation category for Software as a Service to evaluate a reasonable rent for one retail lease
Feb 2021	Launch GEM Analytics™ Software as a Service	Initial launch Australian followed by International market
April 2020	ANEVAR Valuers Journal https://reval.iroval.ro/revista/25	See below: American Economic Association (JEL classification being L85, Real Estate Services ... O31, Innovation and Invention: Processes and Incentives ... R30, General)
Jan 2020	Australian Property Institute ('API') Pacific Rim Real Estate Society ('PRRES') Conference	See paper titles presented below and new title for presentation: "How to Evaluate the Reasonable Rent of ONE Retail Lease: A Retail Rent Joint Value Discovery Tool"
Sept 2018	International Valuation Standards Council ('IVSC') and ANEVAR World Conference http://site2.anevar.ro/sites/default/files/page-files/agenda_07.08.18-ro_f_0.pdf Bucharest, Romania	"EVALUATING THE REASONABLE RENT FOR ONE RETAIL LEASE" ## ¹
Sept 2018	As above	"EVALUATING THE RISK OF: MULTIPLE LEASES; RENT TO RISK MULTIPLES; AND MARKET VALUE TO GEARED ASSETS IN THE RETAIL PROPERTY SECTOR" ##
June 2018	International Valuation Standards Council ('IVSC') and World Association of Valuation ('WAVO') http://www.ivscwavo.com/ Conference, Singapore	"EVALUATING THE REASONABLE RENT FOR ONE RETAIL LEASE" ##
June 2018	As above	"EVALUATING THE RISK OF: MULTIPLE LEASES; RENT TO RISK MULTIPLES; AND MARKET VALUE TO GEARED ASSETS IN THE RETAIL PROPERTY SECTOR" ##
Jan 2017	PRRES Conference in Sydney, Australia http://www.prres.net/papers/Gilbert_Comparison_2017.pdf	"Comparison Method of valuing a retail shop lease: aka from A to B via Z" ##
Jan 2017	As above http://www.prres.net/papers/Gilbert_profits_method_2017.pdf	"The Profits Method exposed: the benefits and limitations" (2016) ##
Mar 2014	ALPC Web Site	"Lease Negotiation Tool Kit".
1994-2018	ARA Retailer (Monthly Journal of Australian Association of Retailers); Australian & New Zealand Property Journal (API Quarterly); Business Broker.	Regular contributor to various Retail Property Industry publications on important retail leasing and valuation topics.

¹ ## International Papers and Presentations

2013/2014	Presentation at the Asian Real Estate Society (AsRES); http://www.asres.net/AsRES_Papers/asres2014_submission_6.pdf and http://www.asres.net/AsRES_Papers/asres2014_submission_17.pdf	"Everyone Loses When There Is a Misallocation of Stakeholders" Capital in the Retail Property Sector" Parts I## & II.##
Aug 2013	Business Broke; Inner West Chamber of Commerce.	"The 'Love Affair' with the Square Metre: A Misallocation of Stakeholders' Capital in the Retail Property Sector".
Feb 2013	Peer-Reviewed, ALPC Web Site.	"Brisbane Rent Misrepresented".
Nov 2012	Multiple	"Assessing Rents on a Dollar Per Square Metre Basis (\$/M2)".
July 2009		
Jan 2004		
Dec 2011	Inner West Chamber of Commerce.	"It Is Market Rent or Vacant"
Jan 2011	17 th Pacific Rim Real Estate Society Conference http://www.prres.net/papers/Gilbert_Matching_market_demand_to_supply_market_rental_valuations.pdf	"Matching demand to supply of retail space via more accurate market rental valuations for more efficient development and use of retail space."##
Feb 2010	Business Broker; Inner West Chamber of Commerce.	"Structuring Leases"
Nov 2009	4 th World Association of Valuation Organisations (WAVO) Congress, Guilin, Peoples Republic of China	"Rental Determination & Arbitration: A Micro Solution to a Macro Problem"##
Sep 2008	24 th Pan Pacific Valuers Conference, Seoul, Korea	"Back to Basics: An Australian REIT Case Study of the Shopping Centre Industry"##
Oct 2007	2 nd (WAVO) Congress, Beijing, Peoples Republic of China	"Settling Rental (& Other Retail) Disputes by Expert Determination"## Won "Best Research Paper" Recognition
Nov 2007	Continuing Professional Education Presentation to Members of the Australian Property Institute (API), Brisbane, Australia	"Market Rent Revisited" incorporating "Market Rent: What Is It?"
Sep 2006	1 st WAVO Congress, Singapore	"Market Rent Revisited" incorporating "Market Rent: What Is It?"##
2006	Presentation in Sydney, Australia ARA Conference	"Benchmarking Occupancy Costs As An Effective Management Tool"
2005	Presentation to Industry Professionals, Brisbane, Australia	"Examining the difficulties associated with negotiating and drafting commercial and retail leases"
Aug 2003	API Quarterly Journal;	"Market Rent: Revisited?" Update on 1995;##
Nov 1995	API Quarterly Journal & South African Institute of Valuers;	"Market Rent: What Is It?";##
Nov 1993	API Quarterly Journal & South African Institute of Valuers	"Economics: a most useful tool for the Valuer"##
2003	Presentation to SME Retailers and Industry Professionals, Brisbane	"Your Rights and Obligations Under a Retail Shop Lease"
2002	Presentation to SME Retailers and Industry Professionals, Brisbane	"Negotiating Retail Shop Leases in a Themed High Street Precinct"; "Challenges and Opportunities of Building a Viable Business in Regional Australia"; "Retailing, Retail Climate, Increasing Sales"
2001	Sunshine Coast, QLD, Australia	"Store Planning – Leasing & Tenancy Arrangements";
2000	Griffith University, QLD; ARA Leasing Conference, Sydney, Australia	"Comparative Outgoings Analysis: Regional Shopping Centres, 1998/99".

Employment Summary (from most recent)**Australia (Queensland & South Australia)**

Mar 2010 - Feb 2021	Invent, develop & launch GEM Analytics™ Software as a Service; being a joint "value" discovery tool to evaluate reasonable rent for ONE Retail Lease. Built for: banking; due diligence (investment); franchise; landlord / tenant; academia. Start 3D Retail Economics Pty Ltd to commercialise Software.	Scalable software. IVSC will support software if it will lift improve valuation standards. Built on highly versatile Enterprise Level GeneXus Platform Can be enabled across the Globe Can be accessed at: www.3dretaileconomics.com.au Unique, precise, concise, report, interactive colour coded graphs & tables reports & Method of Presenting aka Intellectual Property (outputs) are fully Copyrighted
Sept 2010 to Present	Australian Lease & Property Consultants Pty Ltd (ALPC P/L)	Managing Director; Retail Tenancy & Business Consultant
1999 - 2010	Queensland Lease Consultants	Business Owner; same services as above. Company incorporated as ALPC P/L in 2010.
1993 - 99	South Australian Lease Consultants	Business Owner; same services as above. Moved to Queensland in 1999.
1992 - 93	National Australia Bank	Property / Project Adviser (Adelaide)
1990 - 91	Bransons	Valuer (Adelaide)
1989 - 90	Colliers	Senior Property Manager (Adelaide)

South Africa (Port Elizabeth & Johannesburg)

1987 - 89	S A Permanent Building Society	Regional Property Manager/Corporate Valuer
1984 - 87	Syfreys Trust Ltd	Leasing / In-house Valuer for Mortgage lending
1983	Working holiday	Europe / USA
1981 - 82	Kimberley Clark	Assistant Product Manager

Employment / Business Details (from most recent)

Australian Lease & Property Consultants Pty Ltd	Managing Director; Retail Tenancy & Business Consultant
Period	Specialist Retail Valuer QLD, NSW & WA, Certified Mediator & Arbitrator, Expert Witness / Expert Determiner
Services Provided & Industry Activities	May 1999 -- Present
	<ol style="list-style-type: none"> 1. Specialist Retail Valuation, Dispute Resolution, Arbitration and Mediation throughout Australia; 2. Expert witness services regarding retail tenancy matters for State Tribunal to Supreme Court hearings; 3. Expert advice for breach-of-lease loss calculations and compensation claims; 4. Shopping centre performance evaluation and benchmarking (SWOT analyses); 5. Strategic review of tenancy mixes, competitor analysis, marketing strategies, brand building and "repositioning" of older centres; 6. Retail property due diligence for investors / developers; 7. Rent reviews, comparisons and determinations; 8. Comprehensive analysis, benchmarking and modelling of Key Performance Indicators (KPIs), business ratios, and outgoings, fitout and other expenses for independent retailers or franchises; 9. Evaluation, analysis and risk assessment of retail lease portfolios; 10. Preparation of regular articles for professional and business magazines / journals on leasing matters and legislation issues, particularly seeking to modify/improve the behaviour of the industry; 11. Assist with peak body submissions for reviews of Tenancy Laws; 12. Actively participate in important Professional Associations and Industry Bodies such as API, RICS, IAMA, COSBOA and CCIQ.
	Business Owner; Retail Tenancy & Business Consultant (Adelaide)

**South Australian
Lease Consultants**

Period

**National Australia
Bank**

Period

Duties

Clients included the South Australian Government and the Small Retailers Association as well as many retail and franchise businesses.
March 1993 - April 1999

Property Advisor / Project Adviser (Adelaide)

Contract Position 1992 -- 1993

1. Prepared project submissions/plans to relocate 6 branches;
2. Briefed architects on corporate standard layouts and finishes and managed project through final approval for 4 branches;
3. Negotiated Heads of Agreement for 3 branches;
4. Prepare tender documents for projects;
5. Evaluated and interpreted leases for 68 branches, 110 residences and 10 tenants / subtenants;
6. Assisted with the computerisation of above leases;
7. Created property maintenance plans and provided input into long-term, strategic property maintenance plan;
8. Negotiated leases and rent reviews;
9. Prepared & approved leases / extensions and instructed solicitors;
10. Implemented strategies to reduce space usage and costs;
11. Redrafted standard leases achieving significant savings;
12. Advised management on leasing strategies;
13. Assisted with marketing of freehold assets for sale.

Branson

Period

Duties

Colliers

Period

Duties

Valuer (Adelaide)

1990 – 1992

Valued residential property, valued market rent, negotiated leases.

Senior Property Manager (Adelaide)

1989 – 1990

1. Managed properties worth AU\$50 million, including CPS Credit Union, Mutual Community, and others;
2. Developed and established new client contacts;
3. Responsible for budgeting, account reconciliations and the payment of outgoings;
4. Performed rent reviews and market reviews;
5. Leased up vacant space including the negotiation of leases;
6. Tendered for and negotiated maintenance & cleaning contracts on a competitive basis;
7. Maintained data base and accounting functions.

**S. African Permanent
Building Society,
Port Elizabeth now
Ned Bank.**

Period

Duties

Regional Property Manager (Eastern Cape)

Reported to both Assistant GM Property / Johannesburg and the GM / Eastern Cape. This was 2nd largest building society in S. Africa.

1987 – 1989

1. Responsible for all aspects of commercial / retail portfolio;
2. Responsible for Human Resource function for the 35 staff including hiring, motivation, appraisals, wage & salary reviews, all of which required adherence to strict industrial guidelines;
3. Prepared valuation of national portfolio for Board of Directors for merger with Ned Bank Group (directly responsible for the valuation of 50% of the 75 buildings);
4. Ongoing evaluation of space efficiency for the Building Society's own needs including leasing out the surplus;
5. Upgraded floor efficiency of old-style buildings – increased from 65 to 80% improvement, reducing floor pp from 22 to 12 M²
6. Office administration, budget preparation for staff and property maintenance / capital works, income & expenditure, tenders etc.
7. Did rent reviews & lease negotiations for 90 rented tenancies, including 12 buildings owned by society and 20 buildings leased;
8. Responsible for putting out tenders to upgrade properties, including their fitout and furnishing, and for the evaluation and acceptance of those tenders;
9. Evaluated properties for sale;

**Syfrets Trust Ltd,
Port Elizabeth, now
Ned Bank.**

Period
Duties

10. Performed account reconciliations & debt collection;
11. Evaluated all space/properties for visibility & marketing.

Leasing / Valuation

Leading S. African investment trust was oldest in the world (est. 1810)

1984 -- 1987

1. Performed leasing and sales of industrial, commercial & retail space to major clients (including major international companies);
2. Negotiated leases;
3. Mortgage security valuations for investment properties.

**Kimberley Clark,
Johannesburg**

Period
Duties

Assistant Product Manager

Large multi-national provided exposure to USA marketing techniques
1981 – 1982

Pure marketing function for multinational in fast moving consumer goods product line. Did budgeting, forecasting, advertising (TV campaigns & ads, radio, press, magazines), AC Nielsen research for national and regional markets, various promotional activities, pricing, packaging and competitor analysis. Developed *full understanding of supermarket industry* and how it operates.

Updated October 2021 DG