

ASHCROFT 2019

REFLECTIONS & INSIGHT

DO YOUR HOME WORK BEFORE
DOING BUSINESS IN 2019

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CHALLENGES & CHANGE

**LET US SET THE SCENE FOR
THE YEAR AHEAD.**

2018 saw Australia Post declare an after Tax Profit of \$134.2 million up from \$95.4 million in 2017 but the before tax profit in 2017 was \$126.1 million compared to \$125.7 in 2018 being a small decline.

Now Letter volumes declined by 10.9% on 2017 volumes and it is predicted that by 2020 letter volumes will be about 40% of the peak volumes of the year 2008 with an increase in delivery points over 2008 of approximately 700,000 plus. More delivery points and work with less mail equals an increasing loss in the letters business. But the positive side is that parcel volumes increased by 10% year on year with further growth ahead.

Bill Pay has also declined but many opportunities and just as many challenges loom on the horizon for AP and LPO Licensee's.

Speaking at a recent Committee for Economic Development of Australia (CEDA) event in Perth, Australia Post

CEO Christine Holgate said that despite 2018 bringing Australia Post \$6.8 billion in revenues, \$134 million in profits and the organisation delivering more than three billion items, there are significant problems and opportunities ahead.

“We are the only business in Australia that still touches every home and every business,” she said.

“Our letters business is \$2.4 billion and its volumes has fallen by 30 per cent in the last three years alone, despite having to deliver to 500,000 more homes.

“Last year our letter business lost \$45 million, so looking out with no big changes happening any time soon, I am looking down a tsunami of further losses.

“That creates an interesting dynamic, particularly when our letters have been our most profitable business and to replace every \$1 of letter revenue I have to get \$2 out of parcels.”

Ms Holgate said that on top of a rapidly changing business model, Australia Post must also juggle a community service obligation with profitability while managing more than 1,000,000 complaints in 2018.

“For every person that I employ in rural and regional Australia there are two more jobs

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created in the economy,” she said.

“700,000 complaints were saying ‘where is my parcel and when will it arrive?’

“Analysing these complaints, it became evident people wanted to know we’re tracking and they wanted automation.

“When I mentioned this to the workforce all they could think about was ‘you’re going to take my job away.’

“If we have a job and it creates two, you take one away and you lose two.

“It would have a massive impact in rural and regional Australia and we are the largest employer outside of metro cities.”

Ms Holgate also said that with 35 per cent of the Australia Post workforce set to retire within the next five years she is set to lose the organisations most skilled and experienced workers – they are typically also male.

This is on the back of workforce participation by men in Australia dropping from 80 per cent to 70 per cent and female workforce participation increasing from 40 to 60 per cent in the last 40 years.

“To drive a motorbike and to lug massive boxes generally appeals to men not women and 80 per cent of our workforce in our operational teams are men, so when I have so many men falling out of the workforce, I’m thinking where am I going to get my workforce from?” she said.

“If we want to secure a workforce so we can deliver to the people of Australia, then actually we’ve got to retain and love our men, we’ve got to encourage women in our workforce and we’ve got to be far more flexible and start thinking about part-time workers and people working in different types of shifts.”

Ms Holgate said she takes the element of community service and moral responsibility obligations seriously when considering future investment plans by the organisation.

With 80 per cent of Australia Post’s costs fixed to labour, matched with the need to invest in post offices, training and up skilling staff, Ms Holgate says she is a “glass half full kind of

girl”.

“Many other organisations in the world are facing the challenges Australia are, what can we learn from our brothers and sisters elsewhere?” she said.

“I have persuaded our board to embark on a journey of growth because if we are to re imagine our workforce, protect our workforce, to grow jobs, there’s only one way to do it and that’s to grow our business.

“Despite the juggernaut of letter decline happening I’ve got an element of confidence that we can do it, so we’ve invested that \$300 million into our network and I’m pleased to say that if we hadn’t have invested that money we couldn’t have delivered Black Friday and Cyber Monday.

“As we put automation into our business it hasn’t cut our jobs, it’s enabled us to attract women into our workforce because automation is allowing women to come into what was previously very manual jobs.

“It’s also helping us protect our older males because previously they felt they had to retire in their early 60s because the work was so manual, now they can go on to our mail processing lines and continue to have a career with us.

“So, we want to embrace technology, we don’t want to be afraid of it.”

SO WHAT CAN WE LEARN FROM CHRISTINE'S ADDRESS

1. WE ARE THE ONLY BUSINESS IN AUSTRALIA THAT STILL TOUCHES EVERY HOME AND EVERY BUSINESS WHICH EQUALS OPPORTUNITY.
2. WE HAVE INCREASED LOSSES IN OUR LETTERS BUSINESS OFFSET TO SOME EXTENT BY INCREASED PROFITS IN PARCELS AND WE NEED TO ADDRESS AND STEM THE LOSSES AND IMPROVE ON PARCEL'S.
3. FOR EVERY PERSON AP EMPLOY IN RURAL & REGIONAL AUSTRALIA THERE ARE TWO MORE JOBS CREATED IN THE ECONOMY. EQUATES TO GROWING OUR BUSINESS AND OUR

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WORK FORCE IS GOOD FOR THE ECONOMY AND GOOD FOR AUSTRALIA.

4. AUSTRALIA POST NEEDS TO VALUE ITS SKILLED WORK FORCE & THIS INCLUDES LICENSEE'S BUT WE NEED TO ADAPT AND CHANGE IF WE ARE ALL TO SURVIVE.

5. AP 's WORK FORCE HAS TO BE FAR MORE FLEXIBLE AND START THINKING ABOUT PART TIME WORKERS AND PEOPLE WORKING IN DIFFERENT TYPES OF SHIFTS.

6. WITH 80% of AP's COSTS FIXED TO LABOUR, MATCHED WITH THE NEED TO INVEST IN POST OFFICES, TRAINING AND UP SKILLED STAFF CHRISTINE IS A HALF GLASS FULL KIND OF GIRL.

7. AP IS TO EMBARK ON A JOURNEY OF GROWTH. IF WE ARE TO REIMAGINE OUR WORKFORCE, PROTECT OUR WORK FORCE, TO GROW JOBS, THERE IS ONLY ONE WAY TO DO IT AND THAT'S GROW OUR BUSINESS.

8. ALL IN AP SHOULD NOT BE AFRAID OF AUTOMATION. WE NEED TO EMBRACE TECHNOLOGY AS WELL AS THE FUTURE RATHER THAN TAKE JOBS AWAY IT WILL CREATE MORE JOBS.

9. AP HAS INVESTED \$300 MILLION INTO THE NETWORK AND THIS INVESTMENT WILL IMPROVE PROFITABILITY AND TAKE ADVANTAGE OF NEW OPPORTUNITIES.

MUTUAL BENEFIT & MUTUAL RESPECT ARE KEYS TO OUR COLLECTIVE FUTURE.

The core principal of the LPO Agreement is Mutual Benefit and the LPO Agreement sets out AP & Licensee's obligations.

Obligations Australia Post 11 d) use its best efforts to maximise sales of Products and Services to the mutual benefit of the Licensee and Australia Post;

Obligations Licensee 12 c) use its best efforts

to maximise sales of Products and Services from the Licensed Post Office to the mutual benefit of the Licensee and Australia Post;

To a large extent both Australia Post and some Licensee's have lost sight of this fundamental principle which is key to all our futures. We still see incentives within corporate AP management undermining LPO Licensee's businesses by poaching the customers of LPO's and offering LPO customers unfair discounts to deal with AP direct. Poaching of customers is not dead and is justified by management on the basis that AP must offer better deals or risk losing the customer to competition.

AUSTRALIA POST IS STILL AN ORGAISATION THAT IS DIVIDED

Incentives within management and areas of its business including LPO's, sees conflict over customers, poaching, inefficiency and increased costs associated with internal conflicts of interest. We also have inflexible demands for full time employment within Australia Posts work force where AP really needs a growing level of flexibility in working hours more suited to part time employment so that it can sustain labour costs, be competitive, grow the service it offers its customers , remain profitable and grow its business and job opportunities within it into the future. More flexibility equals more jobs.

I believe that we need to go back to fundamentals and structure incentives throughout the business where the Customers win the AP business wins and the stake holders being LPO Licensee's and the staff as well as the management of Australia Post and the owners the Australian people also win. Australia

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Post cannot grow and be profitable if internal incentives robs one section of the business in order to provide bonuses to the other.

The customer must come first, the service has to be the best that is possible and all in the Australia Post family must have incentive's that allows for this. For all in the Australia Post Family there needs to be a better way of creating common purpose and greater pride in our business and what it can achieve. There is a fantastic future for Australia Post and its Family if all work and pull together with a common interest and common goals and an eye to deliver on opportunities offered ahead. Technology has changed our Business and will continue to do so but can offer much more by way of opportunity than it takes away.

Yes there are changes ahead that will see decline in some of AP's traditional business but there are far more opportunities to be had if all work together to achieve it. Opportunities are there in abundance and Australia Post needs to be a half glass full type of business as its CEO is a half glass full type of girl.

AP's main point of difference in this digital world is that its the last one standing in the physical world on the High Street with 3,585 full service Post Offices 80% of which are LPO's. The largest skilled retail network in Australia will always have new opportunities.

Disconnect within the senior management of Australia Post and the practicalities of the coal face of Retail and Delivery has been the main cause of

the conflicts of incentive we still see in Australia Post today. One way to achieve greater connectivity and understanding back in the business would be for all management from the CEO down to spend at least one week a year in someone else's shoes by working on the counter in a LPO or in the delivery centre sorting mail. Strength and great understanding comes from understanding the business from the very ground up. Understanding and practical knowledge of the business are the keys to solving problems, creating opportunities and eliminating inefficiencies and a great way to connect with the greater AP family in order to grow the business and create a better customer connected Australia Post. Who knows Nicole Sheffield, Bob Black or even Christine Holgate may be your new assistant for a week next year and wouldn't that be good for business and greater understanding.

LICENSEE's NEED TO BECOME MUCH MORE PROFESSIONAL IN ORDER TO GROW & SURVIVE.

Go outside your shop and view your business as the customer see it and ask yourself can I do better and can I present my business better? Ask yourself first thing every day how can I be more successful & profitable? No money I hear you say! Yes that was yesterday but not today. LPO's will make more, be worth more and have many more business opportunities if we have a good look at ourselves and become more professional. That means Uniforms worn with pride, Shop fitting improvements, organised shop and stock layouts (if you

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can't find it the customer will not buy it), better stock control (if it does not sell quit it before it dies and you have to dump it). Your shop has to offer something new or different every week or month to keep customers interested. Understand and be more perceptive as to what your customers want and need. Not all areas are the same so know your customers.

Australia Posts new banking deal with the major banks should offer you an opportunity to grow your income but in return you must portray a better more professional image. Help will be on hand from Australia Post and the LPO Group in order to comply on image but it is up to all of us to lift our game and serve our customers as best and as professionally as we can. This is not only a message to LPO Licensee's but its also a call to your network management team to do the same, get better informed and lead by example by dealing with problems in a better and more understanding way rather than dismiss issues raised by LPO's or to come to false conclusions without proper review. Its about fairness and understanding. We must understand each other to be partners for the future as there is no profit in conflict but profit in understanding each other and moving to reach common goals.

SUCCESS BREEDS SUCCESS

The more professional you are the more profitable you are and the more profitable Australia Post is and the more opportunities and advantage comes to Australia Post and to you the Licensee. We all want a better and more prosperous future and that end goal is in all in our collective hands.

PLEASE TAKE NOTE AUSTRALIA POST THAT STRONG GOODWILLS IN LPO'S IS GOOD FOR AP AND ENSURES HIGH QUALITY ASPIRING LPO LICENSEE'S

The Goodwill of your LPO is based on many things but fundamentally profitability. So the higher the profit the greater the security of income, the better the area, the lowest security and safety threat, the easiest to run equates to the higher the value. So we pay the most money for the least effort in the most desirable area with the least risk. Five days at the same net income as 5.5 will command a premium.

Declining Real profitability in recent years has seen LPO goodwill reduce and in fact a reduced quality in AP's eyes of aspiring LPO Licensee's. Now to some extent AP crying doom, gloom and poor have tainted the lustre of the LPO businesses model in the eyes of the public with many seeing AP going the way of the Do Do so they do not want to go there. Licensee's talking to friends customers and family about how bad things are also turns the best aspiring LPO Licensee's away. This is not helped by the LPO assignment process which focuses on negatives and not the positives of the business into the future. There are many within AP that see cutting costs and shrinking the network and services as the way forward with a focus of reducing cost but not mindful of reducing revenue and further reducing profitability.

The stronger the goodwill in an LPO the stronger the perception of Australia Post

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its potential and future. Goodwill in your business is good for AP it is a bond you cannot afford to risk through dishonesty or bad performance. Strong healthy growing goodwill based on performance and profitability is both good for licensee's and Australia Post. All incentive should be based on common benefit or common good. If AP is profitable so should Licensee's.

LET ME BITE THE BULLET AND ADVISE WHAT REFORMS ARE NEEDED IN THE NEAR FUTURE FOR AUSTRALIA POST MOVING ON FROM THE YEAR 2020

When you read this it will be less than 12 months from the year 2020. We know what the problems are and lets face it we know what should be done but we need political will, understanding and change in order to profit into the future and beyond.

THE SMALL LETTERS BUSINESS

We need to face facts AP cannot deliver 5 days a week to street addresses with falling mail volumes and increased delivery points. The economy of scale here is shot moving forward. Customers could still get mail five days per week to a PO Box but street delivery has to move to 3 days a week and AP's service standards need to change and this is in the hands of the Government. This can only happen if common sense on both sides of parliament prevails and the public ignores self interest of those who wish 5 days to remain. PO Box charges could be reduced to encourage use and to maintain daily service to those that need it. Rather than reduce jobs in AP

this saving would create many more jobs in other productive areas of the business.

STREET PARCEL DELIVERY SHOULD BE CHARGED AT A HIGHER RATE THAN THOSE CARDED STRAIGHT TO THE POST OFFICE.

Most people are not home during the day so why attempt a street address delivery at a cost to AP of \$2.50 or more when it can be carded straight to the Post Office. Cut out the cost inefficiency. If you want an attempted street addressed delivery first then lets charge for it or offer a lower price on articles carded direct. AP needs to make use of its well established retail network. This is its point of difference and its there and underutilised. Savings to AP and the customer based on choice, what could be fairer. Side benefit to LPO's, increased revenue from carded articles. Customer gets a cost effective choice.

NETWORK RATIONALISATION

There are areas in inner Sydney and other major Australian Cities where there are three or four Post Offices within 800 meters of each other. We have corporate Post Offices and LPO's in the wrong places on highways with no parking and in some cases less than 400 meters apart. Common sense dictates that two unprofitable outlets can become one profitable outlet in the future. Note it is far cheaper to be generous in the compensation paid to the office closed in order to gain acceptance and to be fair this can offer new opportunities for those displaced so why waste valuable Licensee's in dead end locations. Pay compensation well and fairly and encourage those skilled into profitable redeployment. This should happen

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sooner than latter.

LABOUR REFORM

Lets face it Business Centres have little work to do between 10am and 2pm each day yet full time positions are the norm. To keep staff busy we have \$1 deliveries and the like that take business away from retail. Time for labour reform and a move to part time staff or split shifts. Savings in labour will allow AP to be far more competitive than they are now which will grow the business and employment within it. Automation is part of this and improved economies enhances profitability as well as genuine growth. AP needs to have a hard look also at unprofitable corporate Post Offices which should have been converted to LPO's years ago. Labour reform is the elephant in the room and must be faced and addressed sooner rather than latter for the sake of Posts future.

SATURDAY TRADING

Ahmed reintroduced Saturday trading to Corporate Post Offices and Australia Post loses millions of dollars by opening. Licensee's on the other hand make money on Saturday because they do not have the labour cost of corporate shops. Close the corporate Post Offices Saturday and let the LPO's pick up the slack. It worked before so lets go back to the future.

AUSTRALIA POST DESPERATELY NEEDS NEW GOVERNMENT BUSINESS

What happened to Medicare and Centre link. The fact is Government has not had the conviction or courage to migrate further Government Agency work to Australia Post. Its a no brainer reduced costs for the government and increased

revenue and profitability to Australia Post. Will it happen in the very near future, perhaps no but will it happen , answer is yes. No matter what political party governs Australia the realisation will come that more government business through Australia Post is good for the public, government and Australia. Labour concerns aside more of this work to go to AP is a must.

VIEW TO THE FUTURE

By Graeme O'Brien

The Licensed Post office concept was implemented by Australia Post in the early nineties as a response to what was portrayed as a loss making retail network. It was considered that the then post office agent network was too costly to AP overall so the new licensed post office agreement was implemented to allow licensees to make greater choices on the operation of their post offices in terms of additional product, staffing numbers etc. and save money for Australia Post in the process.

At the same time, corporate offices that traditionally consisted of both delivery and retail were separated, with delivery centralising to delivery only premises while the Retail component usually downsized over time, moved location to better suit customer demand such as shopping centres with a new look and self service options. Additionally, a number of corporate offices were converted to the licensed post office format if they met certain criteria agreed between AP and the CEPU.

It could be argued that this worked reasonably well for twenty or so years to 2013. The change in consumer demand, decline in letters, reducing billpay and the growth of the parcel business meant that the existing payment scheme with a number of payments linked to the basic postage rate could no longer meet the needs of Licensees who, as small business operators, must receive a reasonable return associated with their investment in the AP network.

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Without a doubt the time has come for Australia Post, as the Franchisor of the largest franchise network in Australia, to implement a strategy to ensure that it has a viable retail network that provides a reasonable return of expense for Licensees, meets the reasonable needs of the community while still providing a competitive network advantage for Australia Post in the marketplace.

The key issue to be faced is whether additional business can be found to not only compensate for the decline in letter and agency related business but to provide growth to exceed the rising cost of labour and rent and other outgoings.

What does all this mean for the future?

Shareholder.

Australia Post, as a Government Business Enterprise, has one shareholder, the Government of the day. The Shareholder wants a return on its investment by way of a dividend payment from Australia Post each year. In the current environment, there seems little interest from the shareholder to intervene to assist Licensees in their plight. With an election in the first half of next year, a change in Government may bring changes to the current banking environment providing an opportunity for increased banking business for Australia Post. Combined with likely closures of bank branches in both metropolitan and rural locations, banking transaction volumes should increase. A review of the Community Service Obligations is due in 2019, and assuming that changes are put forward by Australia Post, there is potential for a reduction in the network or other changes that might be approved by the Shareholder.

Australia Post.

The arrival of the new CEO, Christine Holgate, last year and the new EGM Nicole Sheffield, this year, has resulted in a more positive approach to Licensees, at least at the higher management levels of Australia Post. From an LPOG perspective, there have been positive consultative discussions on LPO payment reform now that new Australia Post people

have entered into the process.

Obviously, signing up the three major banks for increased banking fees and an additional access fee of \$20M each is a credit to Australia Post's CEO who has fought for more money from these financial institutions. Given that they are responsible to their own shareholders, the Banks will have the say on how the additional money should be spent but you would expect it to be for training, improved security and both staff and office presentation and fitout. Australia Post must still find additional new profitable business to compensate for the decline in billpay and the letters business as the increase in banking fees and parcel volume will not be enough to sustain a viable post office network.

Australia Post has also reduced its network support staff over the years to the point where they are not in a position to provide the support required by Licensees. There needs to be an increase in both the number of support staff and also the expertise of these people to assist Licensees with advice of how to run their offices efficiently and grow the business. At the same time, the predatory behaviour of taking business from Licensees to the corporate side of the business has to stop.

Australia Post know this practice has a negative impact on the revenue and growth prospects of LPOs and their own Corporate Retail offices but seem helpless or uncaring to stop the damage this causes.

Licensed Post Offices.

The report from the Senate Enquiry into Franchising has been delayed until 14 February 2019 and LPOG made a strong submission focussed on predatory behaviour, lack of disclosure and inadequate dispute resolution process for Licensees. Given the poor behaviour by some Franchisors, notably the Retail Food Group, it is likely that recommendations will be made to change the Franchising Code of Conduct relating to increased disclosure requirements around financial information both expected income and expenditure. This would mean that Australia Post would need to change its current

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disclosure document to provide meaningful financial and cost information to prospective and existing Licensees. This is an important aspect as the realisation that Australia Post is a franchisor and must start acting like one slowly sinks in.

Although operating under the Australia Post brand, the LPO network is not a typical franchise in that services, products and store presentation varies substantially from LPOs that are mainly stand alone to, as described by Australia Post, a table in the back of a fish and chip shop. This means that customers are confused on what the post office network actually provides at a local level and choose other providers either on-line lodgement and payment methods or competitors for parcel delivery. Licensees provide the service and fit-out that matches the money they receive from Australia Post so it makes sense that there must be a logical and clearly articulated strategy from Australia Post around the size of the network, how big and where post offices should be located and how they should look so that more customer visits to post offices are generated. The revenue or payments made for services by Australia Post must also provide for a reasonable return on expense for Licensee to ensure customers want to come in-store and be served by knowledgeable staff in well presented stores.

It is hoped that the new year brings a new approach from Australia Post where the appropriate value is placed on the LPO network and that Licensees will be treated with respect and acknowledgement of the substantial investment Licensees have made and continue to do so.

LPOs STEPPING UP TO MEET THE NEEDS OF OUR FUTURE

As the year 2018 draws to a close, and another Christmas is done and dusted for several thousand Licensees around Australia, our thoughts may soon be

returning to dwell on our future, and what that future might have in store for Licensees and the LPO network. There are new and enthusiastic faces in management positions throughout the layers of Australia Post, and it is finally feeling like a breath of fresh air for many Licensees. We have a new leadership team that values the business we have, and is looking to grow the business into the future. The bar is being lifted, and a new era is beginning.

2019 will see the introduction of the beginning phase of long overdue payment reform for Licensees. There is agreement in principle from LPOG to many of the changes that are being proposed, and ongoing work for solutions for other areas that don't seem to be gaining ground as yet. While it would be grand to be able to move all LPOs into the winning circle with the stroke of a pen, we are so diverse in the range of tasks we do, the communities we service, and how our income is derived, that is just not possible if we are seeking fairness for all. The payment reform is a balancing act, we are looking to achieve the best outcomes for the most, with the least complexity in our changing business. There is a real struggle in finding solutions for LPOs that might be facing shortfalls, with declining incomes in contracting communities, no matter what reformed payments are put in place, it is still hard to make them viable.

Since the inception of the LPOGroup almost 6 years ago, our focus has been on achieving fair and reasonable, commercially based payments, for the work we provide on behalf of Australia Post. The pursuit of that outcome has been a very steep learning curve for many of us, and a lesson in patience for many more of us. To say it has been a very hard slog would be an

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understatement.

There have been many stepping stones over the past few years that have been leading to more improved outcomes for LPOs. In Dec 2013 LPOG successfully lobbied former Senators Ron Boswell and Nick Xenophon to raise a Senate Inquiry into the Performance, importance and role of Australia Post in Australian communities and its operations in relation to licensed post offices. It started out as a one-day inquiry calling for better payments for delivery of street carded articles, but ended up as a comprehensive 9 month investigation into the business that is Australia Post.

The most constructive commercial results for Licensees that stemmed from the Senate Inquiry, are substantial payment increases across many sectors of our payments. Thanks solely to the ongoing Senate oversight, LPO payments have increased from Jan 2014 by almost \$150 million, including POB advance payments, 600+% increase for the delivery of street carded articles, introduction of scanning payments, removal of EPOS shortfall fees, 130% increase for the minimum payment paid to small LPOs that are entitled to receive that payment, retail technology provided to manual LPOs free of charges, and 43% increase to the BPR that saved many of us from closing our doors.

In terms of Licensees' well-being, the inclusion of LPOGroup into the LPO Agreement as an accredited Industry Representative body was the breaking of the brick wall. For decades Licensees have fought to break the nexus in our LPO Agreements that excluded all but POAAL consulting with Australia Post in all aspects of any LPO Agreements. This was finally achieved by the recommendations handed down by the Senate Committee, and in June 2015 Australia Post amended the LPO

Agreement to include LPOGroup specifically, and any licensee representative group with whom Australia Post has a consultative agreement. Thus ending the nexus!. In July 2017, we farewelled Ahmed Fahour, (well LPOG didn't – we were not invited) the previous CEO, the only known PMG who didn't want to deliver the mail, and who was looking like the last straw for LPOs. It would be safe to say Mr Fahour was not our greatest fan, and his key to our success was for Licensees to prop up their LPO with revenue streams that he was not responsible for, if we were looking to survive. With an estimated \$2B of personal funds invested in our LPOs, that was not a winning attitude from the MD/CEO.

In October 2017, Christine Holgate took up the position of MD/CEO of Australia Post, and set about understanding the depth of pain Licensees have been feeling. Christine believes the LPO network is a very valuable asset for Australia Post, and our retail network is our point of difference. It didn't take long for the cultural change to be seen at the coal face, filtering down from above. Suffice to say if Licensees want to be part of the new successful Australia Post, then Licensees will also need to lift their own bars. We will all need to work together with the new management of Australia Post to move this business forward.

Just as Australia Post is undertaking a complete interrogation of their business, so too must Licensees. Our core business is serving the public, and it is the public who keep our doors open. We are up against increasing digital disruption, increasing competition from within our own ranks, but also increasingly from outside sources. In the consumer driven world there is no room for complacency. The Post brand is not enough any more, to continue to

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drive customers through your doors, unless the whole experience is good for those customers. Failing to meet your customer's expectations is the fastest road to your demise. It is pointless expecting Australia Post to save us, if we are not also working to save ourselves.

What is your customer experience when they step into your LPO? Do you step into your LPO as your customer does, and see it from your customer's perspective? Is your presentation the best it can be? We are not talking about the latest fit outs, or the entire range of available stock sitting on your shelves. It's the basics we need to start focusing on. Are your doors and windows clean? Are your walls and floors clean? Is your shop area bright, open and enticing? Are your counters tidy, is your clutter out of your customer's views? Is your stock well managed, clean, rotated and fresh? Are your current posters current? And relevant? Are you well presented and in uniform to showcase the brand that is the key to your business success? Christine Holgate has forged a new agreement with the 3 major banks (excluding ANZ) and the expectation is that we will be providing a far greater banking footprint for these major banks. Cast your mind back to the last time you stepped into a bank branch, how was the presentation? Granted it is a corporate location, but the fact remains that the presentation was high, and consistent with a quality brand. Is that what your customers, or the bank's customers will see, when they visit your LPO?

If you answered NO to any of those prompts, then it is time to ask yourself if you are doing the best you can to keep your LPO attractive to your local community, so they keep coming back, over and over again. We want to be the go-to destination for services in our communities. Customer satisfaction is

the key to our long-term success. We need to do our best to satisfy our customers. They are our gold! Make connections with your RNP teams at LEEP meetings and Expos, with neighbouring LPOs, and LPOs all over the country via the LPOG website for members, or the LPOs United Facebook page, and compare notes. What are other Licensees doing well that might help you? Or conversely what might you have to share with them, to give them a boost.

Check with your network manager to make sure you have joined APLAC (Australia Post Licensee Advisory Council) and if you have suggestions that could help LPOs, print out the submission form from POP and submit your business ideas and opportunities. Licensees are a very well skilled, well-resourced pool of small business owners. We have endless potential to build the value of the LPO network, and the future of this industry. We have a new MD, and recently Nicole Sheffield was appointed as the EGM (Executive General Manager) for the retail network. Together they are leading the charge to improve our businesses.

We need to help them help us, to build our success, so that owning an LPO is once again an aspirational blue-chip small business investment, for aspiring and exciting small business owners, prepared to meet the needs of the future postal industry.

Angela Cramp

Licensee Warilla LPO and Shellharbour LPO

LPOGroup Chairperson

APLAC National Director

THE LPO GROUP IS NOW THE LEADING LPO LICENSEE REPRESENTATIVE BODY

On the 23rd March 2013 the LPO Group was formally born as a LPO Licensee

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representative body and as of June 2015 the LPO Group has now been written into the LPO Agreement as a named association registered and acknowledged by AP as an important Licensee representation body. It has achieved miracles in getting Licensee issues on the table and addressed. The Senate Inquiry and its positive recommendations and outcomes are largely due to the efforts of this new vital LPO representative body. Now coming up to its sixth birthday in 2019 the LPO Group is here to stay with over 840 members and offers all Licensees membership with the absolute promise to fight for Licensees rights and payments with all fair means available. LPOG is aggressive in its defence of Licensees and will do what is necessary to achieve fair and just outcomes for its members. The LPOG website is a must visit for all Licensees with over 600 visits recorded each day and growing. Australia Post acknowledges that without the assistance of LPOG and its Licensee members AP would have been unlikely to gain government and ACCC approval for its mail reforms and the increase in the BPR to \$1. LPOG is on the front foot in 2019 Now with the advent of Collective Bargaining is looking to help grow your business and protect your financial interests so please add your support. Be aware major payment reform is under review and discussion now and you need to be up to date and informed so I urge you to join LPOG and get involved in your future.

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LICENSEE's NEED TO BE AWARE OF THE FAIR WORK AMENDMENT (Protecting Vulnerable Workers) BILL 2017

- **Franchising and Retail**

On Tuesday 5 September 2017 the Fair Work Amendment (Protecting Vulnerable Workers) Bill 2017 (**Bill**) was passed by the House of Representatives after a long period of debate and following a number of amendments which were made by the Senate.

The Bill amends the Fair Work Act 2009 (**Act**) and introduces several new reforms that will significantly impact on the franchise sector. The legislation was introduced by the Government as part of their election commitment to do more to protect vulnerable workers after revelations of systemic exploitation of vulnerable workers by franchisees within a number of well known franchise networks.

Key changes for franchisors

The key changes to the Act you should be aware of include:

- 1. Making a franchisor (who is able to exert a significant degree of influence or control over a franchisee) liable for a variety of different contraventions of the Act by franchisees within their network in circumstances where they knew or reasonably ought to have known about the contraventions but failed to take reasonable steps to prevent those contraventions occurring**
- 2. Making a holding company responsible for a variety of contraventions of the Act by its**

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subsidiary where the holding company fails to take reasonable steps to prevent those contraventions occurring

3. Making officers of a franchisor or holding company potentially liable as an accessory to a contravention of these new provisions by a franchisor or holding company

4. Allowing a person who has suffered loss from a contravention by the franchisee to seek a compensation order against a franchisor or holding company (for example to enable an employee working in a franchised business to recover unpaid amounts that its employer failed to pay)

5. Giving a franchisor or holding company a statutory right to recover from the franchisee or subsidiary an amount paid under such a compensation order

6. New higher penalties for a category of serious contraventions of the Act where penalties 10 times higher than normal will apply. A contravention will be a serious contravention if a person knowingly contravened the provision and the persons conduct was part of a systemic pattern of conduct relating to one or more persons

7. New penalties for providing Fair Work inspectors with false or misleading information or records and new prohibitions for hindering or obstructing them

8. New prohibitions against an employer or prospective employer requiring an employee or

prospective employee to unreasonably spend or pay an amount – (to prevent cash back arrangements

9. Doubling the maximum penalties for 'strict liability' contraventions relating to employee records and payslips

10. Trebling the maximum penalties for giving false or misleading employee records or payslips

11. Giving greater investigation and enforcement powers to the Fair Work Ombudsman including the power to seek from the AAT presidential member a FWO Notice requiring a person to give information, produce documents or to attend before the FWO and answer questions

12. Prohibiting a person from intentionally hindering or obstructing the FWO or an inspector in the performance of their functions

13. Imposing a presumption in respect of certain civil remedy provisions where records are not provided by an employer. The presumption places the burden on the employer to disprove an allegation made by an employee in relation to contraventions of specific civil remedy provisions where the employer was required to make and keep a record, make a record available for inspection or give a payslip but fails to do so. Importantly however, that presumption will not apply if the employer has a reasonable excuse why it failed to make or keep a record, make the record available for inspection or to give a pay slip

14. Adopting a different definition of 'franchise' which will capture and expose some businesses involved in the licensing of intellectual property under agreements that are not currently captured as a franchise agreement under the Franchising Code.

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What next

Be aware Australia Post takes its responsibility seriously under the Act and all LPO licensee's need to take stock and review their payments to their staff in line with the General Industry Retail Award. AP will take action against you if you do not meet your employer obligations to your employee's. So don't put your business and future at risk clean up your act now before Australia Post looks to do it for you! Be aware that if you underpay you will be caught.

TIPS & REMINDERS FOR 2019

Get involved! AP NEEDS YOUR IMPUT all LPO Licensee's need to contribute your ideas moving into the future in order to grow AP and your business. Please support AP's & LPOG in there efforts to gain more Government Business so voice your opinion, offer your ideas for new potential business and join the effort with Australia Post to make what seems impossible possible. Australia Post has a new vision and we should all be asking our National Government to help make things happen for the new AP. So if the AP enabling legislation needs changing then change it. Licensee's do not realise their collective political power! Our 2867 LPO's in Australia have contact and personal repour with approximately 70% of the Australian people and you, one on one with your customer base can portray the case for change and as to the freedoms needed in order to grow the services to those communities. Think about what can de done to induce change if we just explain the options to them and get their support. Collectively Licensees can assist change for the common good but you need to get involved, work together and have a common goal as mountains and road blocks can be moved and the result will be that every one is a winner including AP, the government as share holder and most importantly the Australian people your customers. So do not ask why, but why not.

Reinforced rights under the updated Franchise Code of Conduct now makes addressing problems like underpayment and the future of your business very much easier giving the ACCC a greater ability to enforce fairness. This could be tested in the year ahead and we all look forward to a positive result. Look to grow retail, and get out in the front shop area and merchandise your shop. Newsagency's are disappearing and LPO's are the businesses that will pick up the stationery, card and gift trade as these businesses decline. So go hard for this growth area and retail sales will increasingly become a most important growing part of your income into the future as bill pay and small letter volumes continue to decline. If you have staff give them incentive in promoting your retail sales but above all pay them properly . Product knowledge and incentive go hand in hand.

Review your POMs payments (Learn how to read them first) and if need be get help to make sure you are being paid fully for what you are doing. Keep watch and updated because AP seldom point out that they are underpaying you. If selling remember that you must:

1. Have your 2018 tax return available and showing at least close to your real Gross Profit. Be aware if selling before June your purchaser will need year to date accounts in order to get their loan..
2. Your lease is very important and if possible a purchaser would like a 5 year lease and five year option otherwise he has problems with bank finance. If you have less than 5 years on your lease left and no option its very hard as you will basically need a cash buyer.
3. Apply to AP for a current Disclosure Document and have this ready.
4. Update your shop-fit to meet AP standards as a Purchaser will estimate a much higher cost to them to do this work as well the upgrade usually helps increase your sale figures up until sale.
5. Prices are reasonable and reflect returns but be realistic as to not be could see you not sell for quite a while. Overall values are reasonable and improved incomes based on the BPR increase to \$1 and AP improved income prospects as result of mail reform have helped improve sales in 2018 as well as AP's maintained profit of 2018.
6. The removal of stamp duty on Business sales

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did finally eventuate and took effect on the 1st July 2016 as predicted and has continued to stimulate market interest but has still not fully flowed on to LPO pricing yet.

6. Join the LPO Group if you want your issues and problems addressed. Get involved and voice your opinion. Your collective future depends on your participation so do not leave your future posterity to other's get involved as the value and future of your LPO depends on what you can do now. Do not let others carry your load. Remember your input and support will translate to dollars in your pocket and a growing sustainable future for Australia Post

2018 LPO MARKET REPORT

The Good news is AP have declared an after tax profit of \$134.2 million in 2018 up from a profit of \$95.4 million in 2017. Banks, Business, accountants and the public are starting to see that there is a future ahead in this business under Christine Holgate especially now that AP has done the Banking deal with three of the big four banks and only the ANZ holding out for a better deal.

Funding of LPO purchases has continued to get tighter and difficult compared to even 2017 with much more reliance by banks of declared taxable income as a basis of determining debt serviceability due to continuing changes to the banks APRA rules the last notable change on the 1st April 2018. WESPAC is back lending but remains very conservative while the ANZ is still more accommodating but the trade off is a higher interest rate with both banks now leading 50% of the purchase price if the Licence only is used as security. The big disappointment of late is that loan approval times are still getting longer and frustration is increasingly been felt by both Vendors and Purchasers. Funding options are tight and difficult with banks but a more positive future for the business moving forward is starting to emerge. The brakes have still been on LPO Prices, and LPO sales with 2018 being another hard year for sales with steady demand but improving interest in profitable and well priced Sydney LPO's. With the appointment of Christine Holgate, her bank deal and her positivity with regards to the future and future options I can only see that a market upturn in demand for 2019 but this will depend on an easing of credit restriction moving forward.

Improving prospect's for Australia Post's business, no stamp duty on Business sales in NSW and more positive news coming from AP's HQ are the keys to a revival in the LPO market. Higher incomes will continue kicking in and reflecting better returns on capital. Over the coming year AP will reflect an improved positive picture of the future, bank interest in lending will improve further with the only negative being a possible small increase in interest rates perhaps by late in the year. All LPO Licensee's have done better this year but the best LPO licensees have done extremely well especially LPO's in growth population areas or LPO's run by dynamic LPO retailers. Operating costs are up but now the incomes of all LPO's have increase substantially the only main negative being falling base rate stamp sales, falling mainly due to poor delivery performance from AP. The truth is still that there are some very talented Licensee's out there doing extremely well leading the pack, but they are the exception not the average and their skill and work ethic is the key to their success.

So in summary sales have been still down on what I consider normal but steady and things are looking better under Christine Holgate and much more positive. Good sales were made in this difficult market mainly to clear thinking new Licensee's who are focussed on the future not the past and who are looking forward to further reforms and opportunities ahead. Tough year but with the hope of an improving picture ahead in 2019.

2018 IN REVIEW

1. Australia Post continued to cut costs including staff. But we now have a much better relationship with AP. LPO management have proved to be much more helpful and responsive despite limited experience and knowledge of the LPO Agreement. Licensee's as a whole now have a much better relationship with AP and at least talking about the issues that matter but there are sign's at least at a very senior level that the old guard of AP might be trying to revert to some of their old defiant and deaf eared ways. Let us hope that common interest and perhaps Christine Holgate can return us to the co-operative family type relationship LPO licensee's had with AP in the past.

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2. Interest rates remain at the lowest levels since the late 60's but recent international interest rate rises is putting potential upward pressure on them with our major banks having maintained higher rates for business loans. The banking Royal commission has seen the banks elongate the lending process and become very picky and demanding. If your tax figures are not reflecting the truth funding might not be approved for your purchaser.
3. Loan approvals continue to take much longer to obtain with tighter terms and conditions and greater income proof required but at least WESPAC has made a difference and is competing with the CBA likely to come back to lending on LPO's in 2019.
4. Unemployment rates are very low but with house prices starting to stall watch out for this to change by late 2019.
5. The Australian dollar is down to 72 cents US but steady on the back of stable commodity prices and lower interest rates.
6. Residential Property values in Sydney have fallen with a glut of units likely and signs of buyer default with some off the plan sales. Commercial property sales are stable on the back of improved business demand stimulated by the lower Australian dollar and historically low interest rates. Retail shop rents are still being impacted by on line shopping but are improving for how long I do not know with Amazon now in Australia..Watch residential rents as it is now hard to lease units and likely to get harder with increased vacancy rates on the back of slowing unit sales
7. The rural property market has stabilised this year and is cooling on the back of continuing drought conditions and increasing credit restrictions. Rural land price increases are expected to be stable or fall a little until improved seasons in the eastern states especially Queensland kick in. Grain and hay prices are at record highs due to drought and interest in cropping country is still improving as foreign buyers look to acquire larger holdings while the dollar is down.
8. The share market has now rallied and fallen and has had a bumpy ride with more to come. Sustainable yields the key and a lot of companies have an uncertain outlook.
9. Self funded retiree's are still feeling the pinch with lower deposit rates forcing many back to work but super returns have improved.
10. Savings levels are falling and family debt rising on the back of low wages growth.
11. Demand for new investment units is now slowing further on the back of falling values.
12. LPO prices have bottomed out but are now stable and starting to improve.
13. The assignment process is still increasingly more demanding on the applicant with increased requirements on new prospective Licensees, especially with Business Plans. AP are being far more selective and this has to be very noticeable in 2018.
14. Bill pay in 2018 has continued to fall but the rate of fall is declining.
15. Australia Posts on line sales are increasingly eroding LPO's retail sales. As well on line AP competition is being AP promoted and having further impact on LPO retail sales.
16. Payment reform is under way in earnest and positive outcomes are not to far away.
17. Malcolm has gone and taken his bat and ball with him leaving a mess to be cleaned up by Scmo. Mal has been as helpful as a anchor to a drowning man.
18. AP is looking to exit some of Ahmeds business acquisition.
19. Christine Holgate is proving her worth and offers hope, fairness, vision and a future to all of the Australia Post's family. Nicole Sheffield appears to be from the same mould.
20. Tough year but optimistic as to our future.
21. US debt continued to rise and be it known China's growing debt is still of major long term concern and could eventually be the catalyst for a world economic downturn. Good news though is that it looks like Australia's debt has peaked with our budget return to surplus based on the latest half year update
22. Christine has three of the top four banks tied up with only the ANZ holding out. Good job in getting \$60 million from them and establishing the value of the network to them.
22. OIL prices have risen on the back of a lower Australian dollar and international tension and this has increased all costs as well as family budgets

INSIGHT 2019

1. Interest rates for the foreseeable future are unlikely to increase on the back of a slowing building and property outlook for Australia until at least late in the year but possibly not until early 2020 with the real possibility if the

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economy stalls or possible falls in rates. The Aussie dollar could be back near or below 70 cents in the second half of the year but this will be offset to some extent by the better rates against other world currencies.

2. Oil prices have continuing to rise and are likely to steady or even fall in 2019 along with other commodities like coal and base metals and gas but I do not think oil prices will rise too high or at a level that cannot be afforded. The world economy is improving on the back of better US performance and an improved Chinese outlook. The Chinese economy is still improving but overproduction here might eventuate and impact demand by late 2019. But thank god for China for without its trade we would be in real trouble but our export commodity prices are on a steady plain and could possibly decline a little by years end. Looks like we are in the black for a while. Grain prices are likely to rise but beef prices will stay back off the highs of 2017.

3. Australia's retail economy will continue to be subdued due to restricted household spending and high household debt. With the arrival of Amazon and the steady Australian dollar reducing on-line purchaser's from overseas with a lot of these sales now on shore adding to AP's parcel business.

4. Unemployment this year will more than likely increase a little late in the year mainly due to job losses in construction areas with investment in new unit development slowing but on the upside mining related jobs have levelled out and are now look likely to improve on the back of increased production volumes and reasonable long term prices. The NSW economy is still the best in Australia even with property price decline with the unit supply bubble. The building industry and building materials suppliers will slow further and need to have a close eye on the horizon with fewer developments commencing, reduced sales, a downturn gathering pace. Government infrastructure projects will continue to generate jobs in the local NSW economy. Older people with savings will see stable interest returns on cash deposits and could see falling dividends from super. The current lower incomes for retirees though will still prompt some to go back to part time work putting further pressure on jobs and unemployment with others even going back into business, perhaps an LPO with its much

better outlook and income ahead.

5. Australia's export commodity prices are steady and with a lower Australian dollar real returns to producers will be maintained. Commodity prices will hold the key to the dollars future with lower prices seeing weakening and stronger prices seeing strengthening. But the lower dollar has kept the door open to acceptable prices for agricultural commodities such as beef, lamb, and now at last grain with significant price increases of late 2018 likely to improve further in 2019 despite improved seasonal conditions in North America.. Strong stable prices will stimulating increased production and underpin rural land prices once we get over the current drought. New China and Korea trade deals are reducing duties and improving markets and prices for many of these food products. The bush will benefit along with some rural communities dependant on mining. Farmers not affected by drought are back in the black but still beware on where Trump goes on Trade.

6. Gold and silver values have fallen in 2018 but there is likely to be rises in prices in 2019.

7. China, India and Asia in general still hold the key to our economic future and we are continuing to become dependent on the strength of the China economy for our continued prosperity. Declining household savings and exposure to larger home loan commitments in the face of the likelihood of decreased property values being the biggest danger area looking ahead especially with the continuing fall in unit prices on the cards for Sydney in 2019 so lock in on lower fixed rates if need be for as long a period as you can.

8. The falling Aussie dollar against the US dollar may put minor upward pressure on white goods, building materials and imported goods in general but an improving world demand on the back of an improving US economy may fuel inflation along with increased energy and raw material costs and this could stimulate price increases in the short to medium term. I believe increased production levels and oversupply will keep this possibility low for most of 2019 but inflation could loom as a problem late next year on the back of a new Federal Labour government in 2019

9. Licensees need to be involved more in future directions of our AP business as not to be engaged will see you and AP miss out.

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10. Keep your floor plan up to date.
11. In 2019 focus on basics such as pushing more private boxes especially with the increase in identity fraud and be more focussed on increasing complementary product sales.
12. Based on solid LPO incomes, no NSW Business purchase stamp duty and the positive impact of our new CEO Christine Holgate's banking deal and a new improved payment scheme we will see LPO's listings increase and demand increase with clearance rates improving with older Licensee's taking the opportunity to retire as long as Tax records and lease terms are good. Quality will sell first and rural LPO's with much better income outcomes will see improved rural LPO sales after a long drought. Low interest rates, the lower Aussie dollar, improved returns and a more favourable public perception of AP's future will hopefully see an improving market for LPO's this year. This year again small to medium LPO's will be the most sort after particularly under \$800,000.
13. On an investment note it will pay most investors to keep their money liquid until well into 2019 when share and real estate prices have bottomed most likely only starting by the end of the year. If interested in real estate now look to rural areas close to major cities like Sydney where house prices have not moved much in the last 5 years as they are still excellent value and due for price increases in the very near future.
14. Property Values will remain stable in inner Sydney near transport except for units. But with 100,000 new residents moving into Sydney each year and the unit development explosion it's a fair bet that house prices in the inner areas will still remain ok. But with the large number of units being built get ready for a further price fall first in unit rentals then in unit values. Prices of residential property in the outer west of Sydney looks though to remain soft for 2019. Inner Sydney LPO's are a good investment bet as increased population's in these areas is leading to improved business as its just a matter of numbers.
15. Getting to know your Area Manager better can be a way to break down barriers. The updated franchising code of conduct put advantage now with licensees. Your Area Manager can be your friend so take the time to advise your position and accept only in writing both good or bad news. Show respect in order

to receive respect. Firm yet fair and polite as well. Demand fairness and give respect in return.

16. Stamp Duty in NSW on business purchases was abolished on 1st July 2016, this has only just started to stimulate interest in small business sales and interest in small business which can be an engine room to continue to improve the Australian economy

17. Do not be surprise if AP put forward another increase in the Base Postage Rate latter next year. I know they were working on this but put it on hold and the tip I have it will be \$1.20 Now that could give LPO licensees another boost but we will know either way by late in the year 2019.

18. AP's ownership of Mail Plus is I believe under review and we should know by early next year what is the Future of the company within AP.

TRADE SHOW&MEETING IS PLANED IN MARCH OF 2019. In conjunction with the LPO Group and it has been suggested in conjunction with AUSTRALIA POST If it comes off it will be the biggest event of its type for many years. At this stage Venue and details are unknown but I will keep you posted NOT TO BE MISSED!

HAROLD A ASHCROFT REAL ESTATE & BUSINESS AGENTS HAVE MOVED OUR OFFICE.

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I became the principal of the agency in 1977 on the death of my father having worked with him since 1972. In 2004 I reached the landmark of 1,000 Post Office Sales and to date I have sold 1,341 Post Offices. Our business has a reputation of being fair and honest in its dealings with all. Our main aim is to do the best by our vendors, yet be fair to our purchasers, because ultimately we would like to be of service in again selling the business.

I spend many hours each week educating, counselling and qualifying potential purchasers of Licensed Post Offices. This work I do without charge and willingly because it gives me my marketplace for the sale of L.P.O. businesses with nearly all serious buyers passing through my door. My income is derived from the commission I earn when I sell an LPO. I will never provide any prospective vendor with an unrealistic assessment of their L.P.O, but I still have achieved record sale Prices for my Vendors. **I do not ask for sole agency's** as this practice only **benefits the selling agent**, restricting exposure and in some cases seeing the Vendor pay an Agent a commission when the office is sold direct to a family member independent of that Agent. **Sole Agency robs you** of the opportunity to sell your office without unnecessary delay, and at the best market price of the day. A successful smooth sale to the satisfaction of both vendor and purchaser is my ultimate aim. With this in view, I sincerely urge you to give me the opportunity to provide your post office with an obligation-free professional and unbiased assessment should you wish to sell, remembering that I have 45 years of direct experience in this area and 1,341 completed Post Office sales to my credit.

You will be pleased to know that when we take a deposit on a Post Office, it is taken with all bases covered ie; lease, finance, intention, training and evidence of income have all been discussed and confirmed with the purchaser so that no impediment stands in the way of the sale proceeding.

Please note that in selling your Licensed Post Office through my Agency you are in the hands of an Agent who has your interests as the first priority and does not and has never **Traded Licensed Post Offices** ie: **Purchasing** a Licensed Post Office **from a client or Australia Post** and then on **selling the LPO** for a substantial **quick profit**.

Please contact me at the office or home if I can be of any assistance.

TERRY A ASHCROFT.

TRADE SHOW&MEETING PLANED FOR MARCH 2019
in-conjunction with the LPO Group Date to be advised from 9 am: with Displays & Sale of products LPOG meeting starts at 1.30 pm with News and updates on negotiations and opportunities with AP.

PLEASE NOTE: That Group Buying has been organised and promoted by Terry A Ashcroft t/as Harold A Ashcroft Real Estate & Business Agents and has absolutely no affiliation with or endorsement by AUSTRALIA POST but last year AP did attend.