

The Pursuit of Excellence

As a family business with more than four decades of experience in the delivery of property developments, Pomeroy Pacific remains focused on continuous improvement and providing unparalleled service and premium quality to each of its clients.

Images by Estelle Judah Photography

Mark Pomeroy, CEO of Pomeroy Pacific, came from a background in law before taking the reins of the family business. In his position, he's responsible for the strategic direction and growth of the organisation. He's also very much focused on client relationships within the business as well as growing the strategic partnerships with key suppliers and consultants. His role also includes overseeing Pacific Floors, a company dedicated to providing timber flooring and strand-woven vinyl wall and floor coverings to residential, retail, and office projects throughout Australia and Asia.

Stepping into the CEO role, the first challenge Mark had to contend with was building on the 40-plus years of success his father had established with the company. "As most readers would know, a father-son business relationship often leads to volatile and unhealthy business relationships. I am very fortunate that the relationship between my father and I is one of respect and mutual admiration and one that

has been instrumental in the success of the business.

"Even though he has a wealth of great knowledge and experience, I like to think that we are always learning from each other and continue to challenge the norms of the past to innovate and excel into the future. While we work closely together, his role as a mentor and friend has been invaluable to the continued growth of my career and the business."

Another defining period for Mark was his ability, together with his father, to navigate the company through the GFC. "This was a very challenging time for the development and property industry and required resilience, focus, and a clear strategy. While many in the industry were reducing staff, we took a counter-cyclical approach and actually used the GFC as an opportunity to invest in the business by recruiting top staff, upgrading systems, processes, and procedures and rolling out an aggressive and costly marketing push. By this approach, coupled with great staff, loyal clients, and many external supporters of the business, we

were able to weather the GFC's effect on the property industry and rebound strongly."

With the market continually changing and expectations shifting, it was a challenge for Pomeroy Pacific to adapt. "As the development industry continues to prosper, so does the number of competitors vying for new work. This requires constant innovation, a clear understanding of our point of difference, and exploiting that competitive edge. For Pomeroy Pacific, despite market challenges, we never compromise on quality and remain steadfast in our focus on providing our clients with only experienced teams. This consistently translates to real savings in terms of time, cost, and mitigated risk. In every industry, there will always be someone willing to offer a 'cheaper price'. However, if you can avoid the race to the bottom, quality and service excellence will always rise to the top, defining and cementing your brand in the marketplace for the future."

As a family business with a prolific history, Pomeroy Pacific holds the firm belief that the culture of an >

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- Mark Pomeroy



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organisation starts from the top. “My father and I are committed to creating a dynamic and supportive culture for our staff. We encourage a culture of excellence where staff are given the training and feedback to maximise their potential. I am firmly committed to enabling our staff to grow and succeed, and I personally work closely with all of them to shape and drive the direction of the business.

“I also adopt a ‘door is always open’ policy. I ensure I make myself available to our staff and clients any time of day, and there is nothing that can’t be discussed. We have a can-do attitude here; there is a solution to everything, which means clients’ requirements are constantly met. Furthermore, we use a team-based, collective, consultative approach to all aspects of project delivery.

“My father taught me early in my career that a company is defined by the quality of its people. Applying this simple yet powerful philosophy has shaped our brand and reputation, so that the Pomeroy Pacific name remains synonymous with quality. When our clients work with us, they experience a first-class service. By investing in our staff and creating a working environment that promotes staff retention, satisfaction, and passion, we underpin the delivery of successful projects.”

There is a collaborative approach to how Pomeroy Pacific’s projects are managed that empowers staff to make their own decisions. “You cannot micromanage to the point where you ever try to prevent decision-making because that just doesn’t work and you’ll destroy people’s value and their feeling of worth. At the same time, we are dealing in an industry where large sums of money are involved, so you’ve got to balance those issues. We adopt risk registers on each project that are reviewed weekly by management, and any challenging or cost-related issues will always be escalated to higher levels of management and generally come through me for input or discussion.



“It’s a collaborative approach, and we never just say, ‘This is what needs to be done’; it’s about sitting, discussing, giving them the opportunity to express first why they think it should be done in a certain way, and then working through that with them, agreeing on direction, and then letting them be the one to execute that direction. So they maintain the responsibility, but there is a collaboration that is required on important issues. We conduct annual reviews, and those reviews are not necessarily about pay; they’re actually about personal development.”

Pomeroy Pacific is driven by three key principles—precision, passion, and peace of mind—which guide the work ethic of all staff as well as the company’s approach to each project. According to Mark, the pursuit of excellence and quality is non-negotiable and pervades all aspects of the business and its projects.

“There is a well-known saying ‘Never make new friends at the expense of old ones.’ This applies to my approach to growing the business. As our company continues to grow and expand, I intend to further build the business by forging and fostering relationships with new clients while never losing sight of our current and loyal client base. We plan to create partnerships with



new clients who share our passion for excellence and who want their projects delivered by a highly experienced and motivated team of professionals, dedicated to maximising development profits while mitigating development risk.”

Collaboration is paramount in Pomeroy Pacific’s pursuit of continuing excellence across the organisation. “The aim of each project is to exceed our clients’ objectives and expectations. Thus, the same level of attention to detail with regard to quality is applied to all projects from the delivery of social housing for charitable organisations, to the delivery of super high-end homes that exceed \$20 million, to projects with values in the hundreds of millions. This approach is best summarised as ‘measure twice, cut once’.

“Irrespective of Pomeroy’s role, a project can only truly be successful if the entire project team is aligned in their approach and commitment to the outcome. Over the years, we >



“We congratulate Pomeroy Pacific on providing development advisory and project management services to its clients for over 40 years.”

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have worked with many suppliers, subcontractors, consultants, and other strategic partners to ensure successful project outcomes. We understand that delivering development projects is about managing a team to extract desired outcomes. As such, we adopt a very collaborative approach with clearly identified objectives and KPIs. We expect and demand the best, so significant amounts of time and effort are spent in selecting the appropriate team for each project.

“We take our role very seriously and treat our clients’ projects as though they were our own. If the project is a success, we know we have a client for life. Huge importance is placed on building relationships with clients, the consultant teams, and the builder. By building a cohesive team, we can deliver a successful project. We adopt a proactive rather than a reactive approach to projects, and use a collaborative approach to solving issues as they arise. A large proportion of

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Pomeroy’s business is generated from repeat clients who recognise and appreciate the quality, knowledge, and experience that Pomeroy brings to each project. This is a testament to the service Pomeroy provides.”

Mark is confident that the future of Pomeroy Pacific will see the company grow and expand while remaining true to the legacy set by his father. “Our focus has always been on our clients and delivering their objectives and exceeding expectations. This will not change. I understand and value the fact that our clients are our business and that if they succeed in the projects that we are entrusted to deliver, we will share in that success. Over the company’s 43 years, there have been major changes in the way projects are conceptualised, undertaken, financed, marketed, and delivered. The one thing that has not changed over that time is the passion and focus that we apply to our clients’ needs and objectives.

“As our client base expands and their portfolios grow with landholdings around Australia, we intend to open offices in Sydney and Brisbane to support their needs. We intend to grow our joint-venture development side of the business, as many of our clients seek to share the risk and to partner on our development projects. We are well placed with significant capital capacity to grow this side of the business.

“It’s about not changing who we are, but simply growing from it and continuing to have a strong and enviable brand and market presence while staying true to our core at all costs, irrespective of the competitive challenges that may develop over time. Even as markets and margins tighten, our philosophy of service excellence, attention to detail, and delivering desired results to our clients remains fundamental to what we, as a company, are about. This will never change.”



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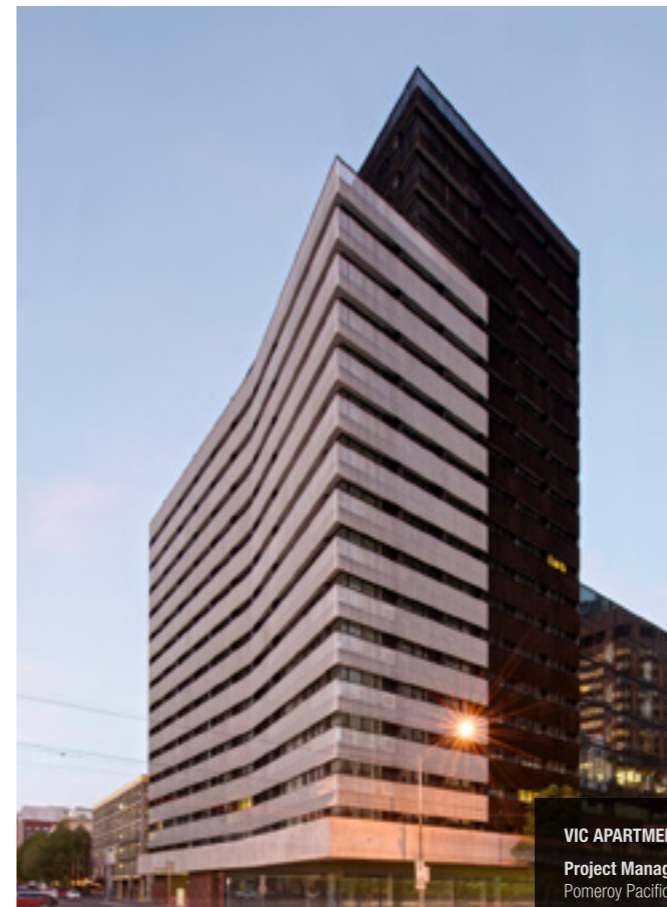
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