

# **WINNING BUSINESS WITH LARGE MINING CORPORATIONS**

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**How a customer-centric focus  
creates sustainable competitive  
advantage for smaller firms**

**The classic story of david and GOLIATH from the Old Testament illustrates principles that are relevant in winning business with the GOLIATHs of today's corporate world.**

- **david overcame the mighty warrior GOLIATH who was said to be taller than two men and whose body was totally covered in bronze armour. GOLIATH had never been beaten in combat.**
- **The much smaller man david felled the mighty warrior with a stone from a sling which hit GOLIATH's unprotected forehead.**
- **david displayed talent, technology and tenacity which are three of the drivers of competitive advantage in today's business world.**

- 1 BEING SMALLER CAN HAVE COMPETITIVE ADVANTAGE**
- 2 INVESTMENT IN TALENTED PEOPLE**
- 3 INVESTMENT IN TECHNOLOGY**
- 4 TENACITY OF PURPOSE**
- 5 TEAMWORK**
- 6 BECOMING A CUSTOMER – CENTRIC FIRM**
- 7 STRATEGIC ALLIANCES**

**The 4Ts of talent, technology, tenacity and teamwork create a customer-centric firm capable of competing with the best-of-the-best.**

**The customer-centric business model creates sustainable competitive advantage**

## **The 4Ts translate into:**

- Investment in Talented People**
- Investment in Technology**
- Tenacity of Purpose**
- Effective Teamwork**

## **People with Practical Talents**

- **Are adept at technical skills with objects and facts relating to everyday tasks**
- **Display strong practical and analytical skills**
- **Excel at technical tasks, administration and Management by Objectives**

## **People with Analytical Talents**

- **Are adept at developing theoretical and technical frameworks**
- **Focus their abilities on concepts and possibilities**
- **Excel at Change and Strategic Leadership**

## **People with Sympathetic Talents**

- **Are adept at providing practical help and services for people**
- **Display personal warmth and concern for other team members**
- **Excel at Coaching and Management of Teams**

## **People with Insightful Talents**

- **Are adept at understanding, encouraging and communicating with people**
- **Focus their abilities on developing peoples potential to get the job done**
- **Excel at Mentoring and Relational Leadership**

**Recruitment is a business critical process to select the right people. Michael Minns is a leading HR professional who has developed a selection system which allows for multiple hiring and induction of employees.** [mmhr@bigpond.net.au](mailto:mmhr@bigpond.net.au)

- **peers and managers are utilised in the recruitment process**
- **critical competency dimensions are**
  - **Behaviours, attitude and values**
  - **Individual skills and / or trainability, and**
  - **Personal motivation and cultural fit**
- **A guiding principal is to hire for attitude first not skills – this is a valuable approach in the critical skills shortage impacting on coal mining regions in Queensland.**

- **Information Technology is increasingly becoming the platform and catalyst for business growth.**
- **The last 10 years has seen the increasing application of IT to purchasing and supply chain management and end-to-end process integration between supplier and customer.**
- **Web based CRM provides a channel to market for smaller firms**

- *“My Mission is to assist clients grow highly profitable businesses through unleashing and focussing their people’s talent on meeting customer needs.*
- *My Vision is to be a trusted mentor whose clients have achieved outstanding business success”*

*Tenacity = Focus on Vision - Distractions*

## **High performance work teams demonstrate:**

- **Mutual support and cooperation**
- **Clear and positive communication**
- **Regular feedback on performance**
- **Clarity of roles and responsibilities**

**Large Mining Companies want their suppliers to demonstrate the following six attributes:**

- 1. Hassle free execution and invoicing**
- 2. Delivery as promised**
- 3. An understanding of their business needs**
- 4. Cost effective and reliable services**
- 5. Total Compliance with OH&S and Environmental Legislation**
- 6. No surprises**

**These six attributes require the firm to demonstrate customer-centric behaviour.**

**Customer-centric firms exhibit the following behaviours:**

- **The voice of the customer is heard and understood**
- **Looking at issues from the customer's perspective**
- **Seeking absolute clarity in the customer's needs**
- **Highly responsive to serving the customer's needs**
- **Devoted to building sustainable customer relationships**
- **Collaborative interface with customer**
- **Always striving for mutual benefit Win - Win**
- **Willingness to share the risks**

**The customer-centric business model starts with and maintains the customer's needs in mind at all times:**

- ***Firstly*, understand the customer's overall business objectives and how the firm can assist the customer achieve those objectives.**
- ***Secondly*, design customised solutions in cooperation with the customer that add agreed value for the customer and are congruent with the firm's capability**
- ***Thirdly*, assist the customer in implementing the solution to realise the benefits.**

**Strategic Alliances had their genesis in the partnership sourcing approaches developed within the Japanese company families – the keiretsu – in the 1960's and 1970's**

**In fact many commentators place their partnership approaches as the single greatest factor which gave the Japanese their unprecedented success in the 1980's and 1990's.**

## **Alliances between oil and gas producers**

### **British Gas and British Petroleum, and**

- **major contractors Halliburton Brown and Root, Global Marine Integrated Services, Kvaerner and Schlumberger, and**
- **SME's including Bywater plc were credited with achieving step changes in sustainable performance for the North Sea oil industry.**

**AustCoal Consulting Alliance between 12 leading consultants focused on the needs of the coal industry and its service providers in NSW and Queensland**

- **Bede Boyle** - **HiValue Strategies**
- **Don Barnett** - **Minec Pty Ltd**
- **Greg Clarke** - **ABM Systems**
- **Jim Laird** - **Synergy MCG**
- **Michael McLean** - **WD Scott**
- **Wayne Perry** - **Pacrim Environmental**
- **Bob Purser** - **Purser Communications**

## **AustCoal Consulting Alliance members**

- **Ross Broadbent** – **Engineering Management**
- **Harry Bowman** – **Geology & Mineral Economics**
- **Bob Hurley** – **Strategic Marketing Advice**
- **Greg Mattila** – **Mine development**
- **Michael Minns** – **HR consultancy**

**[www.austcoalconsulting.com](http://www.austcoalconsulting.com)**

- **Brad Shields** – **Web-based marketing & CRM**

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