



# results

Rapid, sustainable

Partners in Performance

# Rapid, sustainable results with organisations

## Partners in Performance

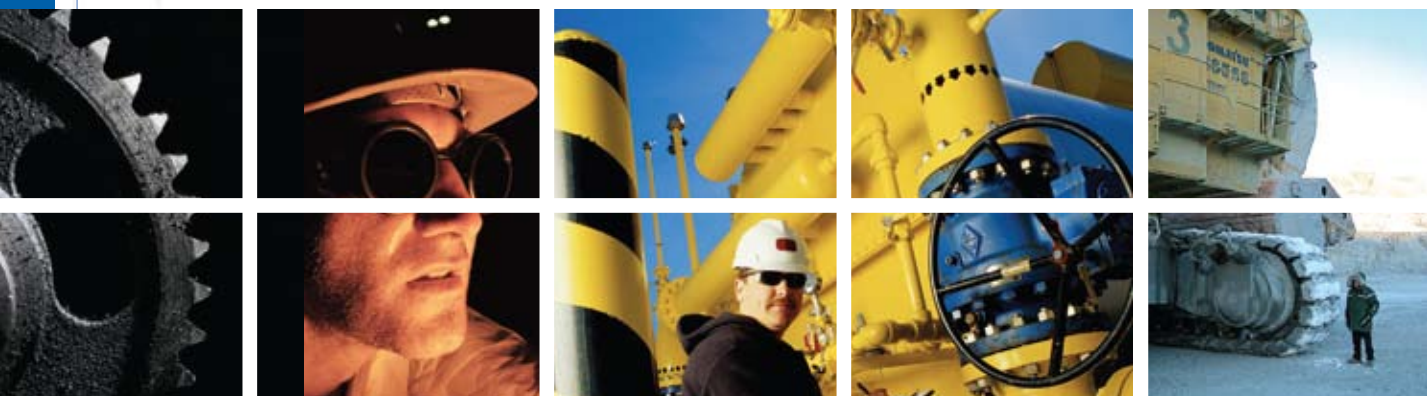
### Who are we?

Partners in Performance (PIP) is a firm that builds better businesses. We deliver rapid performance improvements in industrial, resource, manufacturing and service companies, using specialist teams and a hands-on approach to lower costs and increase revenues.

### Key results

<b>Cost reduction</b> OPEN CAST COAL MINE (Four month project)	<b>13%</b>
<b>CAPEX reduction</b> LATIN AMERICAN IRON ORE PRODUCER (Two-month project)	<b>80%</b>
<b>Throughput increase</b> SUPPLY CHAIN: COAL MINES/RAIL/WHARF (Four-month project)	<b>18%</b>
<b>Rapid start-up/commissioning</b> UNDERGROUND NICKEL (10-month project)	<b>Seven weeks above steady-state rate within six months of first blast</b>
<b>Throughput increase</b> ARCTIC MINE (12-month project)	<b>24%</b>
<b>Debottlenecking Drilling</b> UNDERGROUND HARD ROCK (Six month project)	<b>110%</b>

For comprehensive results in detail see: [www.pipint.com/results.html](http://www.pipint.com/results.html)





“There is nothing more humbling than implementing. Most consultants are good at writing reports and making recommendations. Few are good at making their suggestions work.”

Skipp Williamson  
Managing Director  
Partners in Performance International

## Why are we successful?

At PIP, we actively participate in the operations of the client. Where other firms consult or advise, we deliver results – which is why we call ourselves ‘Resultants’®. Where others bill by the hour and take no risk, we are happy to back our teams by being paid for success; where many business consultants are theorists, our Resultants® have extensive implementation experience. When the conditions are right, we become investment partners with our clients.

We work at an operational and tactical strategy level, meaning the business turnaround comes quickly and is sustainable. The result is a better business.

Our practical approach also means we identify value more clearly in capital optimisation and construction productivity work.

## Our Values

**Integrity** – we do what we say we’ll do in an ethical and honest way.

**Responsibility** – we look for what we can do personally to make a difference, and act on it.

**Compassion and Respect** – we care about our clients and our people. We recognise that people are impacted by all that we do.

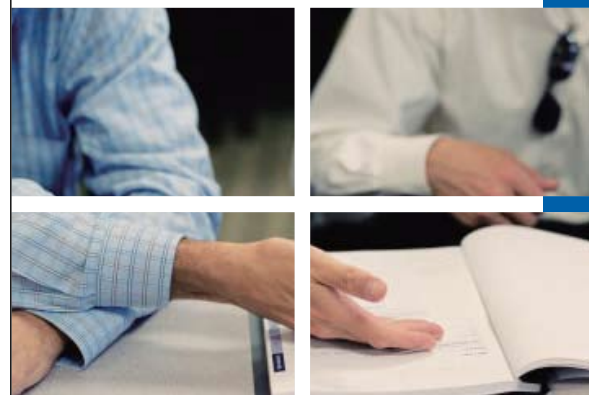
**Zero Harm** – we work towards Zero Harm in safety and the environment, and lead by example.

**Commitment and Partnership** – we are passionate about our clients’ and our peoples’ success. We are always there when the going gets tough.

**Courage** – we’re willing to be judged on our results and do what needs to be done.

## Our benefits

- **Fully implemented solutions**  
Many firms just ‘consult’ and make recommendations to clients. We know how difficult implementation can be, so we work with you until changes are not only implemented, but working.
- **Rapid results**  
The results that we achieve with our clients are rapid. We suggest that you review the ‘Our Results’ section of our website [www.pipint.com](http://www.pipint.com).
- **Sustainable and continuous improvement**  
We measure our success not just by the pace and magnitude of results that are delivered, but by your organisation’s ability to maintain and improve on those results over time.
- **Low capital investment**  
Our approach rarely requires significant capital expenditure. Payback on improvements averages less than one month.
- **Extensive coaching and training**  
If results are going to be rapid and sustainable, the workforce must be trained on how to deliver them and how to sustain them. For this reason, training and competence building are integral to our work from day one. Our training combines formal classroom training with on-the-job coaching to ensure that the theory becomes sufficiently embedded into each person’s daily routine that it becomes sustainable. Our section on training gives an overview of our training materials and the University qualifications that our clients can obtain as a result of working with us.
- **Experience and insight**  
Our people are experienced. Drawn from senior line positions and top tier consulting firms, they have deep industry and implementation experience. You don’t pay for a learning curve.
- **Making change happen**  
We know that change is hard for organisations and tough on individuals. Our Resultants work closely with your people providing insights, guidance, support and sheer horsepower to help them transform your organisation.



# Results in detail

“Sustained results are not achievable unless your people own the changes. We explicitly hire and retain people with strengths in bringing the organisation along with them. Our people know that real change – **unleashing potential** – is hard for organisations and tough on individuals – they’ve been through it themselves, many times.”

Skipp Williamson  
Managing Director, Partners in Performance

## Open Pit Coal Mine (Six-month project)



### Background:

An open cast coal mine was suffering from margin squeeze as a result of the Global Financial Crisis – cost per tonne had more than doubled during the previous five years. Then coking coal prices dropped by 60%.

PIP worked with management in a short diagnostic to identify savings of \$134m (16% of total costs).

### Key results:

- Developed a pipeline of \$180m of improvement ideas, of which \$143m were fully evaluated and in Implementing + Cash Flowing + Locked-in statuses by month six
- Reduced actual cash cost by 13%
- Improved competitiveness as a world coking coal supplier, and re-entered list of lower quartile coking coal producers
- Negotiated a 3% reduction in prices with suppliers
- Reduced usage of on-site contractors by \$8m per year.

## Latin American Iron Ore Producer (Two-month project)



### Background:

Our client, a Latin American iron ore producer, was completing basic engineering for a greenfield iron ore mine. PIP was asked to assist in improving the NPV of the project using our ROCx methodology.

### Key results:

- 80% increase in NPV, a 49% increase in NPV per tonne, and an 11% reduction in capital intensity
- A \$734m improvement in NPV from right-sizing the operation and collapsing a two-phase rollout into a single phase
- A \$209m gain in NPV from reducing the development timeline to advance first production by four months
- A \$156m gain in NPV from six CAPEX and OPEX reducing ideas that were generated, reviewed and prioritised for implementation.

## Supply Chain: Coal Mines / Rail / Wharf (Four-month project)



### Background:

Bottlenecks at a shared rail and wharf infrastructure were constraining mine production and export from the port. Complex relationships existed between miners, rail operators and the port authority. Demurrage charges were costing the industry almost \$1m per day. PIP was asked to unlock the latent system capacity by debottlenecking and embedding robust operating methodologies while also meeting the stakeholders’ multiple objectives.

### Key results:

- Throughput increased 18% in four months by:
  - Reducing system downtime
  - Increasing cycle time
  - Creating new paths for trains.

### Key areas of service and experience:

#### Productivity enhancement

Production constraints are analysed to identify, prioritise and implement opportunities. This often involves tackling logistics, bottlenecks, quality, yields, downtime, operating and management practices and procedures.

#### Systematic cost reduction

Cost elements are reviewed to identify and prioritise cost reduction opportunities which are then captured through a rigorous, controlled cost reduction process which ensures implementation and sustainability.

#### Maintenance effectiveness

We analyse then address the causes of planned and unplanned downtime, while improving the way your organisation plans and executes its equipment strategies and daily maintenance operations.

#### Shutdown Efficiency

We work on the drivers of shutdown frequency, duration and effectiveness in order to reduce overall downtime and process disruption, and maximise operating effectiveness.

#### Procurement and contractor management

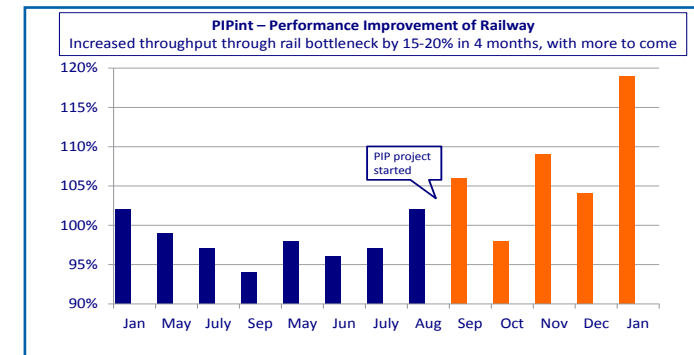
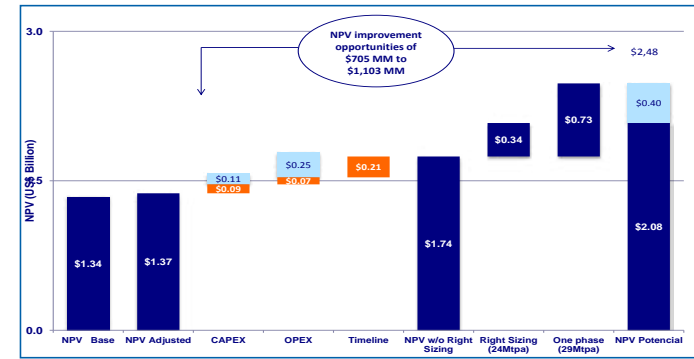
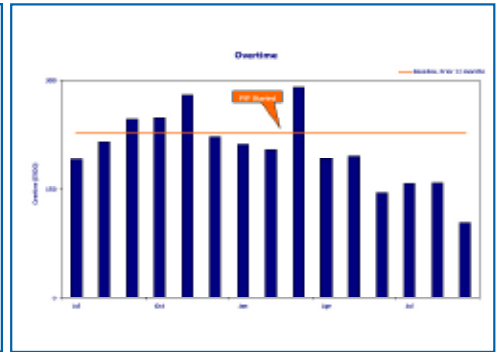
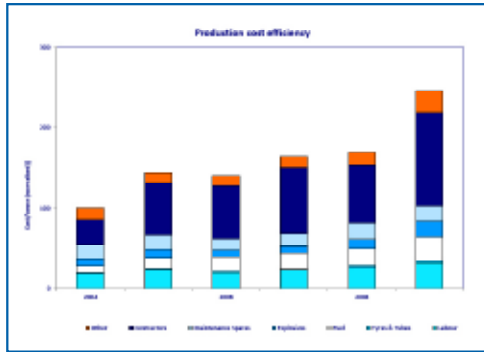
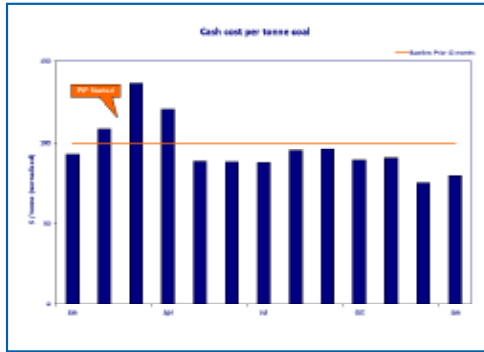
We train your people to reduce usage, and renegotiate and manage contracts using robust and systematic, target driven processes.

**Unleashing potential** – one person, one result and one organisation at a time.

**Unleashing** – we provide energy and transformation, like a spring. Yet we unleash what already lies within.

**Potential** – this radiates far beyond our clients' businesses. Every person we empower to transform the way they think and work takes that transformation home, to new jobs, to their suppliers and to their communities.

**Big achievements start with the first step** – one person, one result and one organisation at a time – then continue step after step. This reflects our whole continuous improvement ethos of 'if you want to eat an elephant start with one bite at a time'.



Train availability	▲ 5%
System availability	▲ 3%
Available paths	▲ 28%
Train cycle time	▲ 8%
Required headway	▲ 25%

**Safety and environment enhancement**  
Highly correlated to operational effectiveness, we work with organisations to embed improved safety and environmental practices in their operations and apply these to deliver systematic improvements.

**Capex reduction/capital project review**  
We bring a systematic approach to the review and optimisation of project capital plus the ability to build robust, ongoing capital management processes.

**Transaction services**  
We identify value-impacting risks and opportunities of proposed transactions to give clients the best chance of a successful outcome - at the right price. In addition, we rapidly quantify improvement opportunities and assess the ability to deliver (and sustain) the benefit.

**Post-acquisition/merger execution**  
Whether setting the operational priorities, accelerating execution or (for bolt-on acquisitions) identifying and delivering synergies, our teams have the industry and executional experience to make this happen – faster.

# Our Work - Resultants®

We assist organisations to deliver rapid, substantial and sustainable improvements in performance. Our Resultant Division takes a pragmatic 'at the coal face' approach to performance improvement, working as business coaches across the organisation. Our teams apply practical frameworks and toolkits based on experience of 'what really works in the field'. Our work spans strategy, procurement, revenues, debottlenecking, costs, maintenance, safety, environment, and organisational culture, training and 'wiring'. Our Resultant teams live and work at your sites to enable a true partnership approach to foster and develop with your management team.

## Where we are successful

Partners in Performance is a global firm. From the Canadian Arctic to the Australian desert, from Europe to Asia we will provide service to your mining or resources business wherever you need it. Our Resultants have hands-on experience implementing organisational performance improvement across the world.

## Our Approach

Our approach to total performance transformation is based on three core principles:

- Driving a pipeline of improvement ideas
  - Find the money (focus on the highest value levers)
  - Develop specific ideas, which are owned and supported in the line
  - Provide extensive implementation support
  - Ensure that initiatives are 'locked in' and sustainable.
- Wiring the organisation to maintain high performance and drive continuous improvement
  - Ensure clear accountabilities for delivering measurable results
  - Ensure rigorous performance management system
  - Ensure effective operating disciplines
  - Develop front line and visible leadership.
- Coaching on key business improvement and operations management
  - Enhance line management and business improvement skills
  - Create the passion to succeed
  - Provide on-the-job coaching for University qualifications.

Our approach is analytically rigorous whether applied to ideas or the 'wiring' and skills of a business. It is also flexible enough to fit with any robust, fact-based programmes that you are already running.

## Our People

You will work with a high calibre team of senior managers from a variety of line management and consulting backgrounds. Our senior team has extensive experience assisting line managers in delivering rapid and sustainable performance improvements.

## Our Training

Our people work closely with your managers, supervisors and front-line personnel to build their skills in the areas that drive operational performance. Through formal training and coaching on-the-job, your people build the skills needed to lock in the gains we make with you, and acquire the insight and confidence to identify and realise further gains after we have left.

**"The operations are performing brilliantly almost a year after you have finished – the three monthly results are our best ever: 18% up year-on-year. The variability is a lot smaller than a year ago. This has been a great journey. Culturally there are big changes which I am extremely pleased about – we have the engagement and ownership needed for sustainability and high performance which is now taking place everywhere."**

**Jack Sato**

Managing Director,  
Rio Tinto Iron Ore Pilbara Infrastructure and  
Robe River Mining

**"PIP has been a true business improvement partner. They've worked with us to achieve exceptional results and they've done so by fostering real enthusiasm for the improvement process among our people. The rigour of their process ensures the results are sustainable - the quality of their coaching gives me confidence we can now drive future improvements ourselves. With PIP's help, we're well on the way to creating a performance-culture at Ekati without compromising our core values of safety, people and community."**

**Sean Brennan**

Vice President,  
BHP Billiton Ekati Diamond Mine



# Partners in Performance

Fully implemented solutions

Rapid results

Sustainable and continuous improvement

Low capital investment

Extensive coaching & training

Experience & insight

Making change happen

**Rapid,  
sustainable  
results**



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[www.pipint.com](http://www.pipint.com)

Global:

PO Box H52, Australia Square, Sydney NSW 1215, Australia

Phone: +61 (0) 2 9321 0800 Fax: +61 (0) 2 9321 0888

Email: [info@pipint.com](mailto:info@pipint.com)

South Africa:

Postnet Suite 429, Private Bag X75, Bryanston 2021, South Africa

Phone: +27 (0) 11 463 0903 Email: [pipsa@pipint.com](mailto:pipsa@pipint.com)