

Informe

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AUSTRALIA & NEW ZEALAND



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Welcome to the final issue of Informe for 2013. Some of our largest customers rate the performance of their suppliers on how often they deliver goods in full and on time, so improving our on-time delivery of spare parts and wear products was an obvious way to improve the satisfaction of our clients. Recognising this late last year, the Senior Management team and I decided to launch the DIFOT (Delivery In Full On Time) project early in 2013. Applying the 4 disciplines of execution, the work that our teams have done on our logistics operations have led to many improvements that are already having a positive impact on our ability to consistently deliver on time.

The cover story in this issue is about continuing that improvement, which has seen us change our East Coast logistics operations from an outsourced function in Newcastle, to an in-house operation in our own facility at Arndell Park in Sydney. Our teams have worked together to make this move a great success which will pave the way to improved customer satisfaction while giving us significant cost savings.

I'm inspired to see so many other great initiatives being driven throughout our business. In this issue you will discover some of these, including how our teams have secured a significant crusher system's solution for Papua New Guinea's largest construction materials supplier – Monier.

Over the last few months, the Senior Management team and I have been busy working on our plans for 2014. I'm excited to say that we have unanimously agreed that the main focus for the business in 2014 will be to make a step change in satisfying our customers. Early in the New Year we will be rolling out plans in every part of the business to help drive our new 'Wildly Important Goal' of improving customer satisfaction. I'm looking forward to embarking on this exciting challenge with you in 2014.

As the end of the year rapidly approaches, I'd like to take this opportunity to thank you for all of your hard work in 2013 and to wish you and your family a restful and very pleasant festive season.

Ross Wotherspoon
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On the cover

Mellisa Osmond - Warehouse Supervisor and
Chris Filippou - Leading Hand in our new East
Coast distribution centre at Sydney's Arndell Park.





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New distribution centre to raise the ceiling

Distribution Centre consolidation benefits everyone

Acknowledging inefficiencies and implementing solutions that save money while improving operations and increasing customer satisfaction sounds like a case from a management textbook. However, that's exactly what happened when we decided to consolidate our NSW Distribution Centre (DC) facilities into a new centre in Sydney.

Up until recently the east coast distribution point included two facilities in Cardiff and Carrington, NSW. In November last year Metso management approached our Distribution Centre Manager, Matthew Gentile, and asked him to investigate moving the Newcastle DC to the unused warehouse at Metso's Sydney headquarters.

"We were spending a quarter of a million dollars a year on the Cardiff lease with Toll for a facility we weren't really happy with," Matthew

said. "We didn't really have a proper facility or infrastructure in place at Cardiff and a lot of functions and inventory in the two facilities were being duplicated.

From an operational point of view we could relocate the Cardiff warehouse to Sydney, as well as consolidate part of the Carrington warehouse into the new facility, removing inefficiencies and duplications while giving us better transportation links nationally. Everything passes through Sydney anyway as it's the main transport hub for the east coast so it made sense to be there."

Analysing the move

While the proposal made sense locally, Matthew spent the next six months putting a business case together for approval from Metso's global management team, followed by a three-month planning



on DIFOT

“Everything passes through Sydney anyway as it’s the main transport hub for the east coast so it made sense to be there.”

process. Matthew worked with Distribution Centre Inventory Manager, Wayne Fullarton and Purchasing Manager Bruce McNamara to analyse inventory and decide on the new warehouse layout and Transport & Logistics Supervisor, Kajal Parmar, to organise transportation and logistics.

“It wasn’t a straight warehouse move,” Matthew said. “Cardiff had multiple items per bin location and it wasn’t a simple case of moving items from one bin location to the same bin location in the new warehouse – it’s a completely new set up. We had to index everything, map the inventory flow and determine where all the items were going to sit in the new warehouse.”

In addition, all items had to be migrated across to a new warehouse management module as Wayne explained. “It’s a SAP warehouse management module incorporating the use of barcode scanners for picking and packing, which we didn’t have in Cardiff,” he said. “Being an internet based module means whatever the guys see on the scanners, they can see on a web interface. It will improve DIFOT (Delivery In Full On Time) and overall warehouse efficiencies when it goes live in the first week of March next year.” ▶



Keeping the doors open

Rather than buy all new pallet racking for the new Sydney warehouse, the decision was made to use the existing racking from Cardiff and Carrington and complete the move in stages over a four to six week period. The staged approach to the move, which started on the 23rd September, was a logistical challenge but it meant the doors stayed open for customer deliveries and Metso saved around \$120,000 on potential new racking costs.

Teamwork makes it happen

There was another major challenge to the move. While we leased the Cardiff warehouse from Toll, we were using CEVA Logistics to operate it. The decision was made a few weeks before the move to employ an in-house warehouse team. "When we had to get a new team together I thought it would take three months," Matthew said. "But Stacey Carroll from HR was fantastic. Within a week the adverts were out and we were getting applications. The following week after receiving over 300 applications, we had a shortlist of around 30 and phone interviews set up. Face-to-face interviews happened the week after that and the new team was selected the following week."

Matthew is delighted with the new warehouse team, which pulled out all the stops to implement the move while keeping deliveries going out the door. Matthew says the team of six – a supervisor, an administrator, a leading hand and three storemen – has settled well into the Metso culture and exceeded his expectations.

Other Metso staff made sure everything ran smoothly. Louise Keep provided invaluable help throughout the move by taking care of site-specific details such as office fit outs, signage and other small tasks that could easily have been overlooked in such a complex project.

Payback in less than one year

Matthew said DIFOT has taken a hit in the short term but this was

expected. "When we finished up in Cardiff we were running at 84% DIFOT. In Sydney during October that fell to 51.9% but it's short term. The key thing is deliveries were still going out the door while we were putting measures in place to deal with it so I reckon we'll see that recover towards the end of the year." By the end of November, DIFOT had already recovered to over 70%, and this is expected to further improve during December.

Overall the project cost about \$200,000 to move and set up the racking, install the wireless infrastructure, and purchase other office items. Weighed up against the \$250,000 being saved by not renting warehouse space in Cardiff, the payback period for the move is less than one year. On top of this, Metso's internal sales team now has direct access to the warehouse so they can talk directly to the team when they need to. Most importantly the DC consolidation allows Metso to improve DIFOT and, ultimately, customer satisfaction.

The benefits

- More efficient operation with improved process flows
- Improved transport links throughout Australia
- Less duplication of inventory and warehouse functions
- Lower cost base
- More control of operations with an in-house warehouse team
- Closer interaction with Metso's internal sales department



Watch a Q&A about the DC with Matthew Gentile.

Scan this QR Code with your smart phone's QR scanner.



How a 'simple slip' can effect any one of us - Geoff's painful experience

Based at the Holcim Lynwood project in south western New South Wales, Geoff Hanratty is the site's Concrete supervisor. The foundations and footings that Geoff and his team have created will support the entire weight of the quarry's buildings, equipment and associated structures. Geoff is a veteran of the construction industry, with more than 40 years of experience. Safety conscious, hands-on and practical, Geoff enjoys leading his team by example, teaching them the tricks of his trade on the job as well as looking out for their safety.

"It's when we are doing simple things and the jobs that we do all the time, that accidents are more likely to happen."

In early September, Geoff was walking up to a footing that his team was pouring to check on their progress. With his right foot beside the formwork, in mid stride, Geoff changed the intended position of his left foot to check on a leak in the formwork. Landing on a slope covered with loose material, his foot slipped causing him to fall and injure his right leg.

Geoff sat up on the formwork and after a few moments, deciding to move away from the work area, got up and placed some weight on his injured leg. The resulting pain caused Geoff to pass out and fall again. The next thing he remembers was his work mates around him. Having allowed Geoff to regain his senses, they helped him up and transferred him to Bowral Hospital's Emergency unit.

Following examination and x-rays, a fracture was discovered in Geoff's leg. Describing how he felt when he was given this news, Geoff said

"You could have pulled me heart out and sat it on the table – I knew I was in strife then."

Twelve weeks on, still recovering from the injury as well as two rounds of associated surgery, Geoff said "A broken leg is so frustrating, you just can't get around". According to his specialist, full recovery may take up to 12 months. Geoff says that the accident has had a profound impact on both his professional and personal life. Since his injury, he has been feeling quite upset, partly due to his inability to perform everyday tasks and partly because he worries about the way it may impact on his future career.

"Rather than seeing me for the good work that I have done looking after Metso's interests on the concreting side of this project, I'm concerned that now people will just remember me as the bloke who broke his leg. That really upsets me" he said.

Geoff's advice to us is that we should always be thinking about safety. "When you are doing something dangerous, you stop and think – and you're extra careful. It's when we are doing simple things and the jobs that we do all the time, that accidents are more likely to happen." he said.



Raising the bar at Australia's premier Quarrying event

In September the Institute of Quarrying Australia held its 56th annual conference in Townsville which brought together members of the Quarrying industry from all around Australia and New Zealand. This annual event is the only forum of its kind for Australian quarry and concrete professionals. The conference presented our Construction team with an excellent opportunity to discuss industry developments and share ideas with key players within the industry. During the four day event approximately 300 delegates experienced a variety of technical content coupled with an exhibition and several networking functions. The conference was a great way for us to meet the who's who of the industry in one location over a short period of time.

Central to our presence at the conference was our twelve square metre stand, which was designed around our new corporate look and feel. Creating a market leading presence at the conference required a good deal of planning and careful execution. During the weeks leading up to the event, our Marketing department worked together with our Construction sales team, to define how to showcase our products and service capabilities at the conference.

Given the location and scale of the project, a collaborative team effort was required to assemble, deliver and coordinate our stand and presence at the event.

Glenn Oldfield – Systems Business Manager observed that "We had a great mix of people and everyone interacted very well to bring it all together." The team's efforts paid dividends with Metso winning the IQA's 'Best Large Exhibitor in the trade exhibition' award.

One of our key business objectives is to improve our level of customer satisfaction and engagement. A great way to achieve this is by creating opportunities for our staff to develop closer relationships with customers.

"One of our key business objectives is to improve our level of customer satisfaction and engagement."

During one of the project planning sessions, the team saw a way to do this by organising a client breakfast on the last day of the conference. Customers were invited to join our staff at the Reef HQ Aquarium for a relaxing breakfast function.

Commenting on the breakfast, Glenn said "many of the guests appreciated the gesture and were pleased to see Metso was looking to get close to customers outside of the conference".



Metso receives the award for best large exhibitor. L-R; Adam Lane, Peter Newfield, David LeRoy, Greg Clayton, Glenn Oldfield, John Malempre (Boral).



Anita Waihi discusses screening equipment with a customer.



The team enjoy some time with their clients on the final morning.



From L-R Suzanne Lynch-Watson, Mal Stafford, Paul Quan, Metso's CEO Matti Kähkönen

Aussies bring home wins from 2013 global Metso Award

Metso Award is our company's global recognition program which is open to all Metso employees. The purpose of the program is to provide world-wide recognition for projects that have improved our way of working and generating new ideas, products or best practices. This year's awards, judged by a panel consisting of members of our Executive team, were announced on the 21st of November. Award nominations were judged across four categories:

- Customer care
- Innovation
- Operational Excellence
- Health, safety and environment

This year 104 nominations were received from all over the world for the consideration of the judging panel. Among these, nominations involving our Australian staff, were selected as finalists.

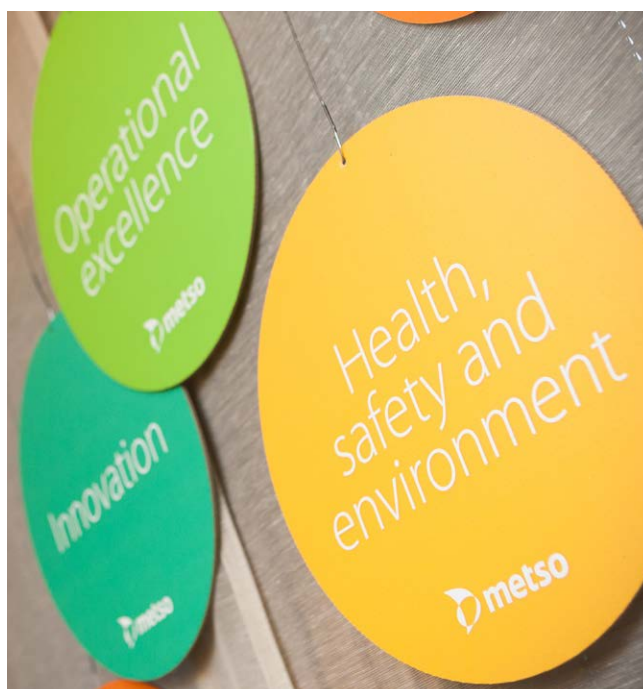
Commenting on the quality of this year's applications, Metso's CEO, Matti Kähkönen, who acted as the judging panel's spokesperson, said

"It was great to once again see the excellent work we do all over the world. Every finalist team deserved their spot in the finals and choosing the winners was very difficult."

Australian staff were involved in two nominations. The first, in the 'Customer Care' category, was the all-Australian BHPIO Crusher Goods & Services tender project. The second, in the 'Health, Safety & Environment' category, was the Global Design of Vertimill liner handler project.

Our staff did us proud, as both of these nominations won an award in their respective categories. Malcolm Stafford, Paul Quan, Suzanne Lynch-Watson & Kamran Kermanshahi were in Helsinki to represent our teams at the Awards.

Congratulations to all of the people who worked so hard to achieve this outstanding level of recognition for our organisation.



Cone crusher retrofit delivers 25% capacity boost for Solomon Hub

Listen to your customer

That's the key message from Tony Davis our FMG Account Manager, who in collaboration with colleagues in pricing, procurement and product applications are helping boost production at FMG's Solomon Hub in the Pilbara.

"The upgrade allows FMG to significantly increase production with their existing machinery."

We're retrofitting two of the 11 existing Metso cone crushers on the Solomon Hub site that is being run by Leighton Contractors.

Retrofit kits will be used to convert our MP 1000 machines into the new standard in cone crushers – the MP 1250. Clever changes to engineering inside the crusher will boost their throwing power and effectively increase performance from 1000 horsepower to 1250 horsepower thus delivering a 25% increase in capacity.

The upgrade here will be an important benefit for FMG in achieving its goal of increasing production capacity to 155mtpa.

"The upgrade allows FMG to significantly increase production with their existing machinery," Tony said.

Another key benefit of the retrofits was that no civil work was required.

Although relatively new, the MP 1250 standard has been operating successfully in North America and South America for two years.

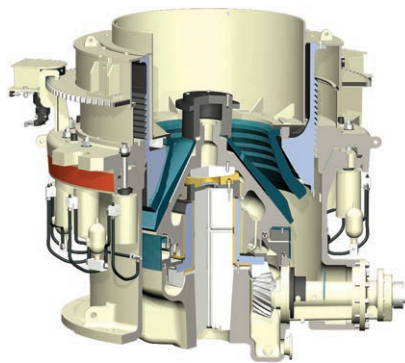
"There's a huge opportunity in the market with the MP 1250 given our existing install base," Tony said.

Tony credits the success of the project to the know-how of our team and their understanding of the current plant. The work of our crushing applications Product Manager, Ken Burson, in assessing and modeling the plant characteristics ultimately led to the application of the kits.

"This project has been a great demonstration of how we've listened to the client and worked together to deliver a solution suited to their needs," Tony said.

Tony also acknowledged the efforts of Paul Quan in pricing and procurement as well as US-based Dean Kaja who helped with the joint site assessment.

"Our team understood the current plant and were able to provide the best recommendation for the client. This was a great opportunity to promote our retrofit kit product."





On time and on budget for one of the largest car dumpers in the world

From Perth to Pittsburgh in the US our people and our partners have been playing a key role in helping Rio Tinto complete, ahead of schedule and under budget, the first phase of a major expansion of its integrated iron ore operations in the Pilbara.

In October, Rio Tinto celebrated the opening of Cape Lambert Wharf B, 40km north of Karratha, where we recently commissioned CD5C, one of the largest single cell tandem car dumpers in the world.

The Cape Lambert facility will help to bring the overall capacity of Rio Tinto's Pilbara iron ore operations to 290 million tonnes a year, the largest iron ore operation in Australia and the second largest in the world.

A key benefit to Rio Tinto from the single cell tandem car design is that they will require significantly less maintenance.

Developed and designed by Metso and manufactured by our subcontractor, Cimtec, the car dumper is a single cell tandem configuration with an expected life of 4 million cycles. It is the largest and most advanced car dumper ever developed.

In fact, the design earned us high praise from the Steel Institute of Australia as the Engineering Projects WA winner in its Steel Awards for 2012.

The car dumpers required very high standards of engineering, strict safety requirements and innovative fabrication methods, which we were able to deliver from our highly skilled personnel, and which Metso's Project Managers were able to extract from its subcontractors.

Attention to detail, innovative engineering, persistence, teamwork and plenty of hard work were key to the project's success, according to Vice President ESBL operations David Bryant.

According to Gary Day, our Regional Product Manager - Bulk, effective communication was a major factor.

"All of our stakeholders understood the customer's goals, where we needed to go and what we needed to achieve. You can't deliver the right outcomes for a customer without such a high level of communication," he said.

David credited collaboration between the Perth and Pittsburgh teams as critical to the project's success – in particular the attention to detail of our Project Manager, Robert Palmer on the design as well as his collaboration with the Pittsburgh office.

"Robert spent many long hours on video conferences and calls. His commitment and attention to detail were paramount to the projects success," he said.

Gary said although seeing the equipment finally operating was highly rewarding, the teamwork was equally rewarding.

"Working with stakeholders on opposite sides of the globe is very challenging at the best of times, but particularly with this project as the team had to comply with Australian standards as well as our client's specific requirements. Everyone involved was very proactive and responsive in the way they managed design issues."



Watch two more dumpers being loaded onto the ship.

Scan this QR Code with your smart phone's QR scanner.



Max Wijasuriya at the Prospect Awards with the winners of the Excellence in Environmental Management category – Newcastle Coal Infrastructure Group & DuPont.

Building our 'winning' company image

This year our Marketing and Sales teams have worked together on many activities to help build our company's image. Two recent examples were our sponsorship of the Australian Mining Magazine's Prospect Awards and our successful participation in the Australian Bulk Handling Awards.

The Australian Mining Magazine is one of Australia's leading mining trade publications. Every year, the magazine hosts the Prospect Awards which are an occasion to celebrate Australian ingenuity as well as to recognise and reward excellence in the Australian mining industry. This year, the tenth annual Australian Mining Prospect awards were presented at an exclusive dinner event held at the Ivy ballroom in the heart of Sydney's central business district.

The event, attended by 320 industry professionals was a night to remember. We were the sponsor of one of the award categories so our Vice President - Capital Equipment, Max Wijasuriya, made a speech and presented a trophy to the winner in our category.

The Australian Bulk Handling Awards are hosted by the Australian Bulk Handling Review, which is the leading bulk material handling industry publication in Australia. This annual event gathers an audience of leading bulk handling engineers and technicians together to celebrate outstanding performance and high achievement across various facets of their industry. This year's event was held at Sydney's Doltone Houses on Darling Island Wharf, opposite the Star City Casino.

"...an occasion to celebrate Australian ingenuity as well as to recognise and reward excellence in the Australian mining industry."

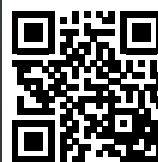
We made a joint submission with one of our major clients, Fortescue Metals Group, for an award in the 'Excellence in the application of gears, motors and drives' category. Our submission was for the train unloader project that we covered in the first issue of our staff magazine this year.

The great news is, we won the award. As FMG's project manager who is based at Port Hedland in North Western Australia was unable to attend, Max Wijasuriya and Gary Day our Regional Product Manager – Bulk, accepted the award on behalf of both companies. In his acceptance speech, Max said

"In particular, I would like to acknowledge the contribution of our Regional Product Manager for Bulk Material Handling - Gary Day who is here with us tonight, our Australian Project Manager Neil Rackham, our commissioning engineer Bruce

Cole, our bulk materials handling engineering centre of excellence in the US and of course the dedicated project management team at Fortescue metals."

Our team will present the trophy to Mark Shirley, FMG's Project Manager in Perth during December.



Watch highlights from the ABH and Prospect Awards

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Success breeds success at Nammuldi

Our Capital Equipment team's commitment to driving customer success, innovation and teamwork has paid off with another significant order for a site in the Pilbara region of North Western Australia.

We were recently awarded an order to supply two Single Deck Lowhead Screens, four Multiflo Double Deck 'Banana' Screens – two dry and two wet – and two Diverging Pan Feeders at Rio Tinto's Nammuldi project 60km north-west of Tom Price.

"...not much happened - until we won the Yandi order. That changed everything. It was a huge credibility boost with CSI."

Effective collaboration between our product and sales teams, an innovative solution customised to the site's ore type and Metso's new global production model were instrumental in the win.

However, it was a preceding order from Rio Tinto for our screening equipment at their Yandicoogina 'Yandi' site also in the Pilbara – as reported in *Informe Metso News* (Issue 2, 2013) – that got us over the line, according to Adrian Mare, Product Manager: Vibrating Equipment Western Region.

"We were first approached by the site operator Crushing Services International [CSI] with an interest in our scrubber discharge screens," he said.

"As our conversations progressed though, it became clear there was strong interest in our other equipment and capabilities and we were eventually invited to quote. However, not much happened - until we

won the Yandi order. That changed everything. It was a huge credibility boost with CSI."

Smart global sourcing delivers

With an opportunity to quote, we were able to competitively price our Opti-Flo screen range of machines that can be attributed to our new globally streamlined manufacturing and parts sourcing supply chain.

Thanks to the clever design of our global screens that share many common parts, our supply chain is able to provide excellent availability as well as reducing the cost of our components.

"Our global production model ultimately allowed us to offer a far more attractive price," Adrian said.

"From a personal point of view it's very reassuring to know that when I speak to the customer, I'm able to speak with confidence knowing I have, at my fingertips, access to a global support network that can deliver answers for my clients very quickly."

"The outcome from this project was a great example of fantastic co-operation between sales, product support and the guys at the factory."





The Arndell Park Spring Cycle Team – Front Row L-R Jorge Franco, Stephen Mansell and son (Josh), Aneta Kwiatkowski, Rita Keteku, Stacey Carroll, John Aran, Arun Timilsina, Michael Aran. Back Row L-R Alan Boughey, Andrew Kwiatkowski, Sam Peters, Belinda Robinson, Evan Kang, Ian Dreverman, Ben Kot, Boris Sljivar, Eugene Reid.

A big day out

Over the course of our day we interact with a variety of people and sometimes it's good to learn more about our colleagues outside of regular working life. Recently we have supported two staff events so members of our team could enjoy healthy activities along with their peers.

“...it's a relaxing day out where you can ride at your own pace and even stop to take photos as you go along. It really is an enjoyable day for the team”

In October members from the Arndell Park office in Sydney came together to ride across the famous Harbour Bridge as part of the annual Spring Cycle. John Aran - Product Manager – SBL Grinding has been involved with the event for a number of years and played a pivotal role organising our team's participation again this year. He explains that “it's a relaxing day out where you can ride at your own pace and even stop to take photos as you go along. It really is an enjoyable day for the team”.

Over the other side of the country staff in Western Australia participated in the annual Chevron City to Surf fun run event which occurred in August. This is the largest event of its kind in WA attracting over 45,000 entrants and generating \$700,000 for Channel 9's Appealathon charity. Our staff participated in a number of events that ranged from a 4km walk up to a full marathon. Most staff nominated for the 12km or the 21km half marathon distance.



Sever Ciutina finishes the 21km half marathon in an impressive 1h 55m.



Uncontested win in customer service

An order from Monier Limited for a Metso crushing and screening system may be the catalyst for a new approach to Metso's crusher plant design in Australia and a more efficient way of doing business.

The new system is part of Monier's upgrade to its Nebiri Quarry in Papua New Guinea and will enable the company to manufacture its customised products without compromising production rates well into the future.

Manager Systems Business ANZ, Glenn Oldfield, said the order is significant as it used a standard European concept for the main plant while applying the Australian standards for electrics and safety.



Campbell Johnston - Hub Manager - Crusher Systems.

The right solution

Price played a relatively minor role in Metso winning and finalising the order. Monier said Metso was chosen based on our technical solution and ability to deliver world class crushing and screening installations.

One of the criteria for the project was a very small footprint 80m x 50m to squeeze a full plant into. Campbell Johnston, Hub Manager, Crusher Systems, Mining and Construction, said other companies

bidding for the order initially disregarded the requirement and proposed a standard plant whereas we followed all the points in Monier's request for tender.

"We were also the only company that presented its solution face-to-face; none of the other suppliers made that effort, they just emailed their proposals through. Ours was submitted on time with continuous follow up to make sure all queries were answered promptly."

A signed contract in just three days

The contract signing was also approached in a new way for Crusher Systems. "Glenn, myself and our legal team of Neil Hughes and Larissa Davidson, sat with the customer for three days to finalise everything," Campbell said. "Any conflicts or queries were resolved on the spot – normally a contract goes back and forth with alterations several times for just one issue. It was a more efficient way to do it and we hope to duplicate this customer involvement going forward."

Both Glenn and Campbell then worked closely with Monier to implement the design, even taking Monier to visit our centres in Finland and France so Monier could see our capabilities and understand our business culture. "The biggest thing with this was partnering with the customer to find a solution to fit their needs," said Campbell. "Listening to the customer is the core thing."

About Monier

- Papua New Guinea's largest construction materials and building products manufacturer and supplier
- Employs in excess of 350 people
- The quarry upgrade will have a minimum operating life of 20 years