

# Contractor Client Relationship and Mobile Fleet Improvement



## KEY FACTS

Kingsgate Consolidated, Chatree Mine Site, Thailand  
Metals and Mining

## CHALLENGES

The mine site was faced with the following challenges:

- External changes in market;
- Pressure to ramp up production amidst deteriorating cash flow and mine site approaching mine end of mine life;
- Poor working relationship between subsidiary (AKARA) and contractors (mining: Lotus Hall, maintenance: Metro Cat, technical support: Cat Global);
- Lack of proactive attitude and alignment with strategy to improve equipment performance, particularly the maintenance function.

**Impacts from doing nothing** was unsustainable for the business and lives of local communities.

## CLIENT OBJECTIVES

Client's objective was to improve relationship dynamic, improve performance by:

1. Removing silos to ignite collaborative and positive work culture;
2. Establishing internal capability in each organisation to increase understanding and perform respective roles well in alignment with shared goals;
3. Improve primary excavator fleet.

## SCOPE

Omega was requested to undertake the following:

- Project manage an improvement program and engage all stakeholders;
- Run monthly review workshops;
- Coach teams and individuals;
- Monitor progress, provide strategic advice;
- Conduct waste elimination, maintenance and reliability training and workshops.
- Establish a steering team and governance.

## KEY DELIVERABLES

Within nine months, Omega facilitated joint workshops, teamwork coaching and improvement programs to strengthen equipment maintenance capabilities. Steering committee was established. The program was conducted using Omega's improvement model and methodologies that translated strategy into actions using Omega's tool set. Omega's approach is consistent but adaptable. It starts with identification of problems and their root causes, building improvement roadmaps by setting key milestones with regular visit to remote sites.

## CLIENT BENEFITS

Benefits realized from the program includes increased collaborations amongst stakeholders and improved equipment maintenance capabilities, specifically:

- Strengthening of defect identification and elimination capabilities;
- Provision of quality tooling and support equipment;
- Maintenance of lubrication standards;
- Mechanic effectiveness;
- Provision of quality of major rebuilds;
- Primary excavator fleet availability.

## VISUALS



## KEY LEARNINGS

Stakeholder relationships are key to managing a successful project. Relationship built through trust requires periodic communications and milestone monitoring to ensure accountabilities and risk management are taken seriously, particularly in a workplace with varying interests and culture.

