

# DOWN EARTH

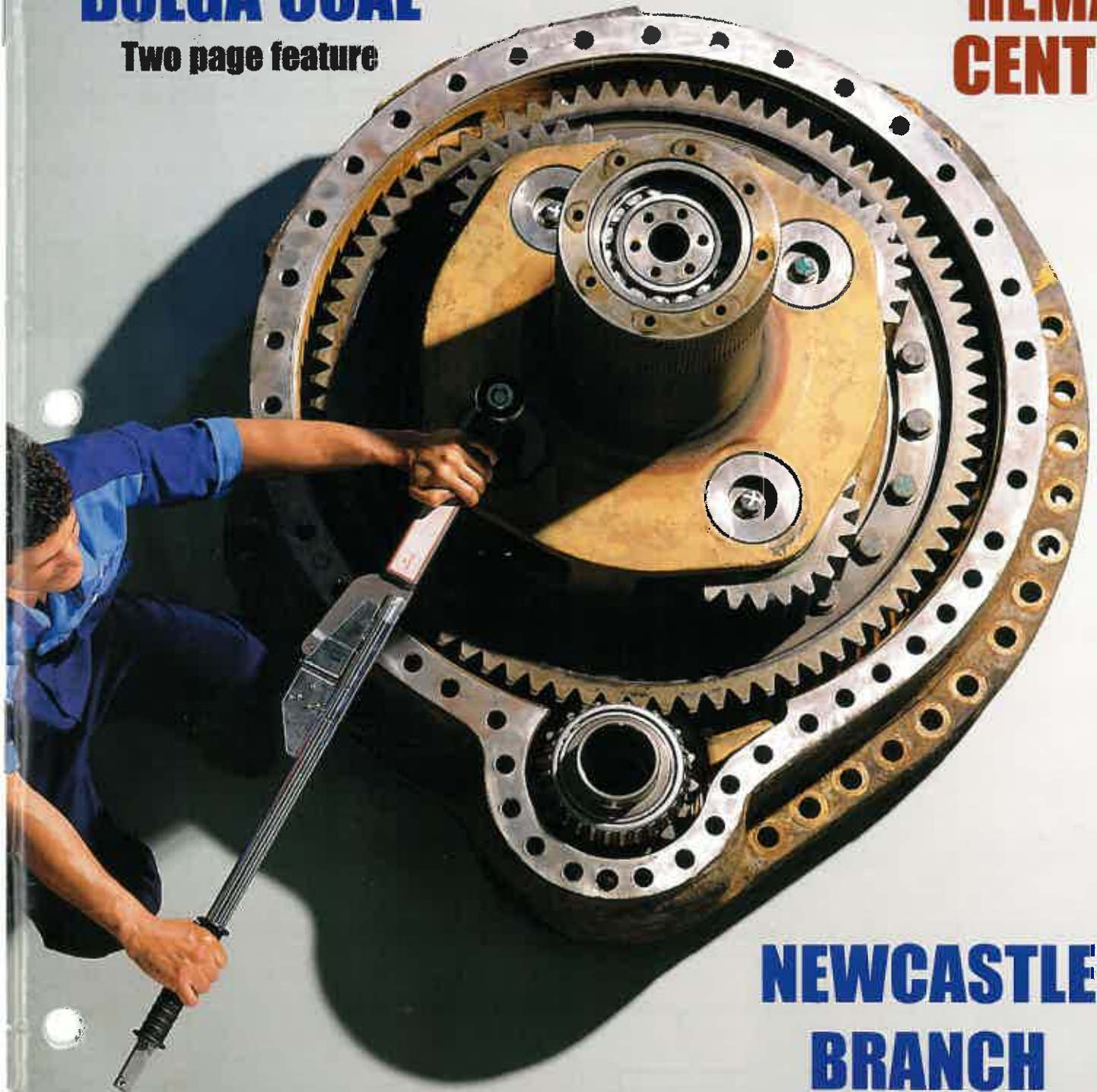
Issue 16, December 1998

Official newsletter of NS Komatsu

**LOOKING AT  
BULGA COAL**

Two page feature

**EAST COAST  
REMAN  
CENTRE**



**NEWCASTLE  
BRANCH  
OPENING**

**NS KOMATSU**

NS KOMATSU PTY LTD - A.C.N. 053 514 739

## Managing Director's Message



Welcome to the first issue of our new-look magazine. Our intention is to create a format that serves both staff and our clients at large. We hope you agree and that you find our magazine to be true to it's Mast - Head, with Down to Earth articles that inform on the progress of our company, its clients, products and personalities.

Despite much anticipated tightening of the Australian economic environment, I am pleased to report that NS Komatsu has continued to perform strongly with record order intakes being achieved in September and October.

In line with our sales growth, we have continued to invest both in additional branches such as Newcastle opening featured in this issue, and the opening of our new East Coast Reman facility. This operation, based in Brisbane will compliment the Perth Centre, opened in February of this year. Together they will ensure that we are able to provide exchange components and re-manufactured parts at competitive pricing. An essential ingredient in finding lower cost per tonne solutions for our customers.

Featured in this issue are also a number of new staff that have joined our Team. In each case, they bring new depth of experience and skills that are vital to our continued improvement.

In recent months, we have also said goodbye to two of most well known personalities Tak Kiji and Darryl Brandon. Both gentlemen played important roles in the development of NS Komatsu and will be remembered by both fellow employees and customers for their individual styles. I trust you will join me in wishing them both well in the next phase of their life and careers.

Finally, I would like to emphasise our intention to continue the evolution of Down to Earth and as such we welcome your comments and suggestions for the future content and articles. In the meantime, I hope you find this an interesting and informative issue.

Ian Olivieri  
Managing Director  
NS Komatsu

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Cover Design: D475A 2.4 Watt Drive under assembly in NS Komatsu's new Reman Centre in Brisbane. (See the story on page )

# KOMATSU Rescue Update

In Issue 14, we informed that NS Komatsu has donated a vessel, named "Komatsu Rescue", to the Royal Volunteer Coastal Patrol, based in Sydney. The boat is used for marine rescues and is fitted out to enable fast and safe operation, both in Sydney Harbour and off-shore.

The Royal Volunteer Coastal Patrol have written to tell us how "Komatsu Rescue" is being used. Part of the letter is reprinted here.

"Most weekends are being used to further train crews and skippers, to man her in the months and years to come, leading up to the 2000 OLYMPICS and whilst this training is in progress, she has a very visible

presence on Sydney Harbour.

Over recent months, "Komatsu Rescue" has been in attendance at all of the Olympic Trial sailing races on the harbour and also off-shore.

One recent assist was a yacht some 8 nautical miles off Long Reef and drifting further out to sea. With the G.P.S. system fitted on-board it was quickly located and towed back safely to Sydney Harbour.

In one other incident, we were asked by the Water Police to locate a couple of canoeists who had not returned to their hiring place. After an extensive search, nothing was found - then Lo and Behold, they turned up in a water taxi (with canoes), after a lengthy and liquid lunch at Doyle's Restaurant at



Watson's Bay.

You will be happy to know that the hiring people charged them an extra \$100, which was then passed on to us, to compensate for fuel used."

Thank you to the Royal Volunteer Coastal Patrol for their service to the community, and thanks for letting us know how "Komatsu Rescue" is being used.



## GD530A-2C to Shire of Victoria Plains in Western Australia

After extensive appraisal and demonstration, this grader was chosen by the Shire of Victoria Plains for its ease of operation, powerful pushing and ripping capabilities in almost any application. The Shire of Victoria Plains Council took delivery of the GD530A-2C in September

## Farewell Mr Kiji

On 10 October, Tak Kiji returned to Japan, after 5½ years with NS Komatsu as Director of Service. We talked to Tak before he left, because we knew that his many friends amongst our employees and customers would like to hear some parting words from him.

During his time here, Tak introduced many systems and programs in product support. These included the ATC (Advanced Technic Contest), JoiFUL (Joint Follow Up Log), the Product Expert system, K-TAC (Komatsu Technical Advisory Conference) and TSI-Fly. These programs are unique to NS Komatsu Australia and are now an established part of the NS Komatsu operation.

Tak told us that there are two important points related to these programmes. "Firstly, they encourage people to think beyond the ordinary way and to do their job better, not necessarily only in the orthodox manner.

Also, they apply to all people, not only management, so everybody can contribute to the company's performance. For example, TSI-Fly has considerably improved the number and quality of technical reports, which results in improvements to the OEM's products."

His time here was very important to Tak. He saw his children grow up, with his daughter attending and his son graduating from high school. They have gone on to continue their education in Japan. Tak was very happy with the development of his family, which can sometimes be a difficult period. "This is because of the kind community and neighbourhood in Australia", Tak said. "I have lived in several countries, but Australia is best. It is very modern and has a good lifestyle and environment."

We asked Tak how he saw the future for NS Komatsu. He replied "There are many capable people in NS Komatsu, so it will have a secure and strong future. It is a company that allows people to do not only their normal job, but also to participate in additional activities, such as the ATC, TSI's etc. These benefit the company and help

the individual to grow as well."

On behalf of all NS Komatsu, "Down To Earth" extends best wishes to Tak Kiji and wishes him well in his future appointments.



## Hunter Valley Safety Record

NS Komatsu Hunter Valley Parts Dept. is proud to announce their accident / incident free safety record of 452 days, as of Friday 30th October.

**WELL DONE to all - keep up the good work!**

Jeff Barnes



After two weeks' rain delay, the 10th annual Komatsu Golf Classic was held at Muswellbrook Golf Club on 13th August, with a total of 143 players, comprising customers, sponsors, NS Komatsu and free entry players.

The course was at about 80% due to the above mentioned rain and flooding, but on the day of the Classic the weather was excellent.

Everyone had a great day and the special winners to mention include:

### • Team Winner

Bayswater Power Station

### • Individual Winner

1st E. Serhan - Bayswater Power Station

2nd M. Alseben - Liddell Power Station

3rd B. Harris - Hunter Valley Mine

### • Free Entry Winner

A-Class J. Simms - Howick

B-Class G. Eade - Golf Club

C-Class J. Hafey - Lemington

### • Sponsor

1st R. Farrar NS Komatsu

2nd B. Robinson NS Komatsu

3rd R. Wilson NS Komatsu

A special thanks to Teresa Keegan for her organisation and smooth "day running" duties, which she once again performed effortlessly.

# a day in the life of a FLEETMANAGER

Greg Burgess is the Fleet Manager responsible for the NS Komatsu supplied fleet at Bulga Coal, near our Mount Thorley Branch. Bulga Coal runs 25 of our machines, from all of our product brands and they are one of our most important customers in the Hunter Valley.

Greg's job is to represent NS Komatsu to the customer. He is the "face" of NS Komatsu and he sees that anything needed gets done.

We asked Greg to outline a typical day. He told us "I go to the mine workshop at about 8.30 a.m. The first job is to check if everything went OK during the night shift, and if necessary to take care of anything urgent.

"Then I attend a mine planning meeting every day at 9.30 a.m., for about half an hour. The mine senior people, including maintenance, workshop and production, attend. We review what machines are undergoing service or repairs and when they will be returned to duty. The production people tell us what their production plans are and which machines of the fleet have the highest priority. They also tell us of any safety related items, eg. if there will be a blast today and at what time.

"After the planning meeting, I will take action to expedite any parts or repairs, based on the new machine priority requirements. Often this means going to the branch to liaise directly with the service and parts department personnel. Alternatively, I would go into the pit or washery to carry out machine inspections.

"In my office at the mine, the later part of the day is taken up with maintenance planning, machine reports, oil analysis recommendations or responding to requests from Bulga personnel."

Greg has worked at Bulga Coal for about four years and he knows every machine by its fleet number. He believes personal relations are important and he also knows everyone on-site. "If anyone has any problem with one of our machines, I want to know about it, so I can get it fixed", he said.

He works closely with the mine maintenance planning team. One planner looks

after Ingersoll-Rand drills and Demag shovel, while another looks after Komatsu dozers and Haulpak trucks. When Greg thinks about the fleet, he is really thinking about three months ahead, planning any major services or programmed component changeout.

The customer looks to Greg to obtain the best fleet performance and to assist with estimates of machine overhaul cost, for the customer's budgeting plans. In addition to this, our own sales department people call on Greg to help with tender preparations or other sales support activities. Because of his close knowledge of the fleet and the mine operation, he knows best what to do to meet the customer's requirements and how to win future business.

Finally, Greg got towards the end of his working day, in his word picture for us. "I usually go home around 6.00 p.m. or so, but I am still available if anything comes up at the mine during the night. Only one or two in every ten calls are technical, and I can usually answer those over the telephone, because I keep a lot of technical information at home. Most calls are for parts."

We asked Greg how he keeps up to date, with such a large and varied fleet to look after. He said "I need technical knowledge, but the most important thing is to know who to contact. I keep in close touch with our Product Support Managers such as Andrew Gale and Andre Lusan. They have direct links with the factories, for best technical support."

*Greg Burgess is an example of many people we employ at NS Komatsu. He is dedicated, loyal and recognises above all that the customer is the most important person to look after. Well done, Greg!*



**Don't miss the 2 page feature on Bulga Coal. Pages 6 & 7 in this issue**



# EastCoast REMAN Centre

Readers may have heard the term "Reman" and wondered what this means. It is a shortening of the word "re-manufacturing", meaning the overhaul and rebuilding of components to "as new condition". They are available to our customers on an exchange basis at a flat rate price.

Product quality levels are achieved following strict guidelines on inspection, parts re-usability, assembly and testing of each component.

On 8 September, the East Coast Reman Centre was opened by Mr Yoshiaki Kato, Director and General Manager of Parts Division, Komatsu Ltd, Mr Ian Olivieri, Managing Director of NS Komatsu and Mr Masahiro Sugimoto, President of Komatsu Remanufacturing Co. Ltd.

The opening ceremony featured the cutting of a ribbon and painting the right eye of a Daruma Doll. The Daruma Doll is a Japanese symbol of good luck, dating back many centuries. The right eye is painted in at the beginning of a new venture and the left eye painted when set goals are achieved. The Daruma Doll now has pride of place in the foyer of the Reman Centre, awaiting the painting of the left eye in the future.

The East Coast Reman Centre is situated in Acacia Ridge in Brisbane, in a new building with 1820 sq. mt of workshop floor space and 300 sq mt of office floor and currently 12 fitters & trade assistants are employed. The Centre initially is concentrating on re-manufacture of driveline components such as engines, transmissions, and final drives. This range will expand as the facility develops.

There is a strip-down area complete with a wash-down pad, six bays for engine overhaul, five for transmission and bays for final drives. A spray painting booth was recently installed and plans are well under way for a dynamometer room for testing engines and transmissions.

Setting up the Reman Centre has been a challenging task and while there is still a long way to go, congratulations to the team, led by Peter Dokmanovic (National Reman Co-ordination Manager), Mark Lock (ECRC Manager), Dean Rice (Workshop Supervisor), Jeff Warton (National Reman Inventory & Technical Analyst), Madonna Heathcote (Parts / Cost Clerk) and all staff at the Reman Centre who have worked tirelessly in setting it up.

This is an important aspect of NS Komatsu's future business as it will enhance our ability to provide greater support in the form of quality components at competitive prices to our customers.

Globally, there are Reman Centres in Oyama in Japan, Newcastle in the UK, Lexington in Kentucky in the USA, Johannesburg in South Africa and Balikpapan in Indonesia.



*Above: The cutting of the ribbon... Left to right, Mr Peter Dokmanovic, Mr Yoshiaki Kato, Mr Ian Olivieri and Mr Masahiro Sugimoto.  
Bottom: East Coast Reman Centre workshop area showing the strip down bays toward the top of the photo.*



# Looking at **Bulga Coal**

*Another happy*  *customer*

Bulga Coal is one of the largest coal mining operations in the Hunter Valley. Owned by Oakbridge (90%) and Nippon Steel (10%), with Cyprus Australia Coal as managing partner, Bulga Coal has recoverable reserves of 537 million tonnes of coal. With open cut and underground mining, it produces approximately 6.5 million tonnes per year.

Bulga Coal has purchased machines across NS Komatsu's total product line, including:

- 2 Ingersoll-Rand DM-M3 drills
- 1 Demag H-485 excavator loader
- 2 Dresser 830E trucks
- 9 Dresser 685E trucks
- 6 Komatsu D475A-2 bulldozers
- 2 Komatsu D375A-2 bulldozers
- 2 Wabco 85D mobile fuel farms
- 1 WA500-1 wheel loader (quarry operation)



"Down To Earth" visited Bulga Coal and met Les Geczy, Maintenance Manager, Open Cut. We were keen to discuss equipment supply and product support from the customer's perspective.

Les told us that a good supplier is one who can supply the right products for the application and provide good product support in parts and in skilled manpower, enabling the equipment to operate with high availability and reliability, at a competitive cost per hour. "All of these factors are considered when we purchase equipment", Les said. "The life of equipment is at least 7-10 years, so we must make the right decision, as the cost of switching is prohibitive. We consider the track record of the supplier - all are pretty well represented locally, and we look at the total cost, including purchase price,

*Greg Burgess, NS Komatsu's Fleet Manager, with Bulga Coal's Les Geczy, Maintenance Manager - Open Cut, and Stuart Gentle, Maintenance Planner*

operating cost, machine life and performance and the residual value."

We asked Les how NS Komatsu performs. "Reasonably well, overall. If I have a beef, it is to do with parts supply for the dozers. We don't have any major problem with truck parts. We will certainly consider NS Komatsu during future purchases," he replied. "Greg Burgess does a good job", and then Les jokingly added "one area NS Komatsu could improve is for Greg to be here for two shifts every day, to provide even more support!" (Greg is NS Komatsu's Fleet Manager at Bulga Coal - see the separate article in this issue).

*"Environmental issues are important and will become even more so in the future".*

Les also commented that NS Komatsu supplies products from different manufacturers. "From the customer's perspective, it is important that we receive consistent product support across all your products", he told us.

Working practices will change in future. This could include moving to fewer, larger trucks, with driverless trucks being an attractive prospect at some stage. Global Positioning Systems (GPS) will be used, for better fleet control. Increasing use of electronic communications for product support (eg. Service News on the Internet, ordering parts by e-mail, etc) will be of great advantage in future. Maintenance contracts are becoming popular and Bulga coal would consider this for any future purchases.

"We are at full production levels, but the coal prices are very low. Therefore, we have to contain costs and will not be planning any large purchases in the foreseeable future. For example, our D475A-2 dozers will be expected to run until about 45,000 hours", Les told us.

Les explained that the D475A-2's operate on the coal stockpile, pushing coal. "This is a severe application, and on the black coal in summer, overheating can occur, due to coal dust and oil build up behind the radiator." Greg Burgess commented that Komatsu engineers had spent time at Bulga studying this, and that customer suggestions for product improvement had been included in new model machines, which he saw during a trip to Japan this year.

Every day, a mine planning meeting is held at 9.30 a.m. Depending on the weather and the planned production activities, equipment in the fleet is given a different priority, for the next 24 hours. This meeting is attended by equipment representatives such as our Greg Burgess, who then use this priority rating to arrange servicing on machines with a low priority for the day.

Environmental issues are important and will become even more so in future. "We are close to the villages of Broke and

Bulga", said Les. "Dust, noise and waste water have to be watched carefully." We noticed that there is a vineyard right next door, so we asked if this indicated the mine's ability to work in harmony with the environment and with the wine industry. "Yes, we have strict policies and controls, and we can co-exist in harmony", was the reply.

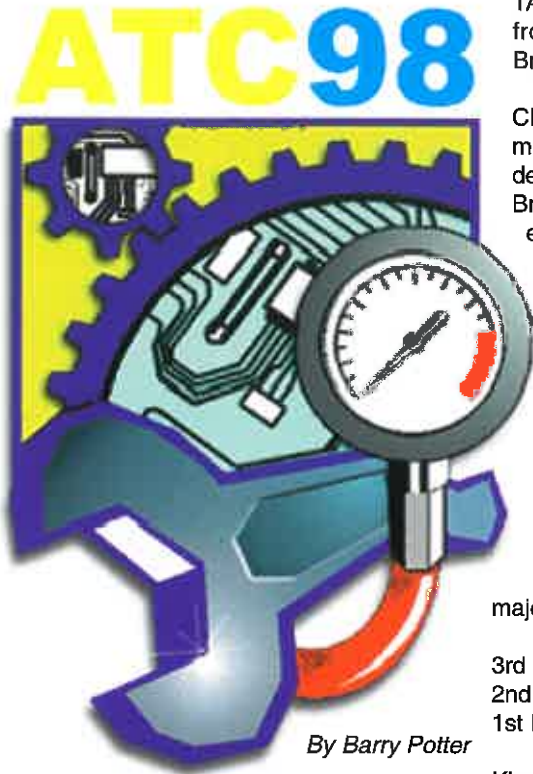
The Bulga Coal fleet operates 24 hours a day, 7 days a week. Operators are trained and accredited before being permitted to operate machines. They are multi-skilled and able to operate different machines, eg. dragline and dozer, shovel and wheel loader. Operators receive equal pay rates, regardless of how many machines they can operate. The incentive to operate a variety of machines is that it provides greater interest in their job, plus it makes them more employable should they change employment in future.

"Down To Earth" thanks Bulga Coal for this visit, for showing us around the operation and for the opportunity for discussion and exchange of ideas.

***Bulga Coal is one of NS Komatsu's valued customers. Down to Earth intends to feature some of our other valued customers in each issue. If you would like to be featured, please let us know!***



*Les Gevry with Greg Burgess*



By Barry Potter

The Advanced Technic Contest (ATC) motivates service people to improve troubleshooting, customer relations, safety and housekeeping skills. This year, they were also evaluated on their parts ordering competency. This year's contest was at Fairfield on 9 & 10 September. The finalists were selected following a theory test in the branches. All the finalists deserve mention and are shown below:

Murray Johnson	Brisbane
Rodney Topping	Townsville
Scott Randall	Brisbane
Bernie Maher	Melbourne
Kim Thomsen	Perth
Gavin Moore	Hobart
Karl Heald	Cadia
Peter Suttle	Mackay
Brendon Piera	Wodonga
Michael Turk	Townsville
Brian Webberley	Hobart
Peter Hobbs	Adelaide
Shane Riley	Melbourne
Steve DeGabriel	Fairfield

This year the ATC was run by Training & Materials Department and it will be part of our annual activity plan from now on. We were very appreciative of guidance provided to us by Robert Wilson and Jeff Warton, from their past experience.

Two PC300-6 excavators had several faults added and each contestant had fifty minutes to correctly identify and repair the faults and to confirm the machine then operated correctly. Then they completed their standard report form, which also was assessed as part of the contest.

Thanks to Kevin Merrick from the Defence National Storage and Distribution Centre and Allan Drew from Wetherill Park College of

TAFE, who were external judges. Dave Field from Melbourne and Bob Coleman from Brisbane were the in-house judges.

Chris Wilks and Ike Murata operated the machines; Gavin Stewart and Ned Yuksel decided the machine faults; Justin Henry and Brennan Garbutt prepared the machines for each contestant; Amber Rickard prepared the computer analysis program; and Bob Taylor arranged prizes and the contest facilities and transport. Ned Yuksel prepared the theory qualifying exam and was Technical Coordinator. Barry Potter oversaw the whole contest.

The results were announced at an evening function on 10 September. Deputy Managing Directors Y. Fujita and K. Takenaka awarded finalist trophies and Managing Director I. Olivieri presented the major prizes as follows:

3rd Karl Heald Cadia Branch, \$500 Tooling  
2nd Brendon Piera, Wodonga  
1st Kim Thomsen, Perth.

Kim and Brendon won trips to Japan, to inspect several Komatsu factories and also to observe the Japanese ATC contest, held in October.

As a result of Kim Thomsen's win, the Perpetual Trophy is now on display in Perth Branch. Fairfield won it for the previous three years, so it caused some heartache when the shield had to be taken down from their Service Office wall!

Thanks to Castrol, for their invitation for the finalists to visit their facility in Smithfield. This was very popular, with many questions being asked about Castrol's product development.

Congratulations to all finalists, especially to the major prizewinners. This is a great experience, everyone learns a lot and makes new friends, there is a chance of winning a very prestigious prize and it is a lot of fun. We encourage all eligible people to enter next year's contest.



Kim Thomsen, on his way to winning the ATC competition held at NS Komatsu's Head Office in Sydney.

## Institute of Quarrying Customer Night

On the evening of Tuesday, 11th August 1998 NS Komatsu Fairfield hosted a Customer Evening on behalf of the Sydney Branch of the Institute of Quarrying.

The Institute of Quarrying received a very good response to their invitation and we played host to approximately 60 guests involved in the Quarrying industry.

Guests included Rob Sindel General Manager of Metromix, John Douglas General Manager of Boral and Peter McPhee Chief Executive Officer of Penrith Lakes Development Corporation.

Whilst a Branch Committee Meeting was held in our Corporate Board Room, Institute of Quarrying members were served drinks in the Atrium. NS Komatsu staff escorted guests on a tour of the facility showing them the Warehouse and Workshop areas and the tours proved extremely popular with both customers and competitors.

This was followed by a formal dinner of five star quality held in the Training Rooms. We thank our catering staff for their commitment to this event.

The guest speaker was Mr Ion Dumitru, Technical & Product Development Manager for Boral Construction Materials who spoke on Vizio-sizing of Aggregates. Ion has been involved in the development of equipment designed to provide in-process product gradings and his presentation outlined how this type of equipment works and what the benefits are.

Both staff and guests agreed the evening was very successful and was an excellent medium to showcase our modern facility.



NS KOMATSU

# Training for

# WRECKAIR

NS Komatsu, distributors for Ingersoll-Rand, has won a national supply contract with Wreckair Hire. Under this contract, we will supply a quantity of portable air compressors and several mobile pumps. This equipment will be used by Wreckair Hire in their regular business of hiring equipment to third parties.

In order for Wreckair Hire people to promote their equipment to their customers and to be able to properly maintain it, there is a training requirement as part of the contract. NS Komatsu will conduct sales and service training twice a year in each of the delivery locations, basically, Sydney, Brisbane, Melbourne, Adelaide and Perth. By special arrangement, training is also being held in locations suitable to Wreckair Hire.



Training packages have been prepared by NS Komatsu (for the service training) and by I-R Australia (sales training), on CD-ROM and these have been distributed to each of the regional trainers and sales people involved in the training.

The training program is now under way and will continue for the life of the contract.



*Above and Right: Doug DeCean providing Service Training for Wreckair at NS Komatsu's new branch at Newcastle*

## Newcastle Branch Opens

Early 1997 Central Region identified the need to have direct parts and service representation in the Newcastle area. A small Newcastle Branch commenced operation in July 1997 in a unit at Warabrook (near Newcastle). The number of Komatsu machine owners grew and the need to better service our customers, meant we needed a new branch. NS Komatsu acquired a larger facility located at the end of the Sydney-Newcastle expressway, near the main road from Newcastle to Maitland to provide easy access.

Our staff at Newcastle consists of Tony Seargent, Branch Supervisor; Mick Martin and Chris Mani, Field Servicemen; and Peter Adams and Bryce Bevan, Newcastle based equipment Salesmen. Bill Haskell is also attached to the Newcastle Office as Customer Service Representative as well as his expertise in the Ingersoll-Rand product line.

NS Komatsu hosted an Opening Night on Thursday, 8th October 1998, that was held in the new premises with Parts Power filter and Berco displays. The factory was dressed in Komatsu corporate colours.

Approximately 140 guests as well as staff from Central Region attended with a local company supplying a spit roast for everyone's enjoyment. The bar was ably manned by Mick Martin who did a marvellous job through the night with assistance from Greg Wakeford.

On arrival guests were presented with a commemorative cap featuring both the NS Komatsu Logo and "Newcastle 1998" and were asked to put a business card into a barrel for a lucky door prize. This was drawn later on in the night by Ian MacCowan, assisted by our new Credit Controller, Sandra Ivanoff. First prize of a Komatsu Zenoah chainsaw went to Wayne Smith from Land & Water Resources, with Anthony Hughes winning second prize, an attractive Komatsu watch.

A dual-control Daytona race machine provided entertainment for all and there was fierce competition throughout the night between many of our customers for the top score.

The night proved to be very successful with many of our customers contacting Peter and Tony the next day to thank them and say how much they had enjoyed the event. NSK feels the Opening Night will go



a long way towards lifting our profile in the Newcastle area and helping us achieve success, through mutual partnerships with our Newcastle customers who can identify with local staff and a local branch in their area.

# KOMATSU



*Feel the earth move*



# Senior Appointments

NS Komatsu is experiencing considerable growth and three senior appointments have recently been announced. We take this opportunity to introduce these people to our customers and employees.



## Roger Millar General Manager - Product Support

We asked him how he perceived NS Komatsu. "Having worked for a number of distributor and customer organisations, I know the expectations of our customers. NS Komatsu has a network of committed people and we can use our competition as a bench mark for a continuous improvement process.

"NS Komatsu has new products and people from companies with different cultures. This adds to our strength and NS Komatsu is a dynamic and growing company. We have an Australian management team, to focus on the local market and achieve our targets. NS Komatsu has grown up enough to look after its own destiny.

"If we want to rate NS Komatsu, our people are the main measure - we are relatively new, are definitely not arrogant and we know we have to be part of our customers' business."

Roger outlined his ideas to further strengthen NS Komatsu. "NS Komatsu's role is to provide support. We will select people well, offer opportunity and incentives and educate them. This helps to develop pride, integrity and understand the needs of our customers.

"We must take every opportunity to satisfy customers' requirements, to provide better

service, so their machines operate better at a lower hourly cost. Everything we do should make things better than they were yesterday.

An expression, which we could take on as a corporate philosophy - 'He/She made the world a better place', is continuous improvement at work."

Roger gave us his suggestions for other people in the company, and what potential they have.

"Educational qualifications are important today, but commitment to the vision of the company is most important. Never stop learning, keep your mind open and active, and be part of the team.

"Everyone has to perform, right up the ladder. I will be very happy if an apprentice comes into my office and tells me that he or she is aiming for my job. There is nothing to stop anyone making it to the top. It is up to the individual."

**"Our people are our main measure"**

General Manager - Product Support, Roger is responsible for the Product Support Department, which includes Service, Technical Services and Parts personnel.

He has a technical background, starting as an apprentice in 1966, followed by field service. He has worked in various field positions throughout the world including some Queensland mines.

He joined ANI Komatsu in March 1982 and became National Product Support Manager. After the formation of NS Komatsu in 1991, Roger moved on and joined Terex Equipment as Manager Asia/Pacific, based in Singapore, covering the Pacific's western rim, from New Zealand to Korea, excluding China.

Roger joined Westrac in Perth in 1995 as Service Manager and then Operations Manager, the position he held until joining NS Komatsu in June 1998.

Harry Tanner is General Manager - Sales and Marketing, in our Head Office in Fairfield. He is a professional person, who has had two careers - engineering and marketing.

Harry has a civil engineering degree and was involved in design and construction, from multi-storeyed buildings to industrial warehouses. He project managed the design of shopping centres in Melbourne and hangar extensions for jumbo aircraft hangars at Avalon Airport, at Geelong in Victoria.

In 1991, he achieved his Master of Business degree. Then he moved into marketing roles, starting with the Australian Electronics Development Centre. Then he joined CSR Readymix as National Marketing Development Manager, being responsible for looking at

## Harry Tanner General Manager Sales & Marketing

any new business opportunities for the concrete operations. A promotion opportunity came along and he joined Case Australia as Marketing Manager, Asia Pacific Area, for construction equipment. From this position, Harry has come to NS Komatsu.

His initial impression is that NS Komatsu's systems are simple, making it easier for us to work and do our business. This is important to Harry - he feels that our magazine "Down To Earth" has a good name, as it reflects the basic values in NS Komatsu - decent, hard working and cooperative.



We will focus on optimising opportunities, Harry told us. "Performance in all regions will be analysed and where we do it better, we will adapt those methods in other regions. There are many exciting new

opportunities to grow our business", he told us. "We will package our offers, in terms of finance, product support etc. and this will present huge opportunities.

Harry gave us some important pointers, to meet our customers' needs. "We need to offer the best total package, to make the customer's business more efficient and profitable. The customers' needs change over time, so it is important to maintain close and regular contact, to understand their changing pressures and operating conditions and forecast their needs. If we don't understand our customers, we can't expect to sell to them.

"We have to be seen as approachable and very professional. There are three core competencies for any organisation -

1. product,
2. organisation and
3. understanding the customer.

Successful organisations are best at one of these competencies, and very good at the other two. NS Komatsu should decide which one is important to be 'best' - probably understanding the customer is the most important for us".

**“Customers needs change over time, so its important for us to keep in close and regular contact”.**



Chris Reeves is Regional General Manager of Queensland Region. He told "Down To Earth" that he is married with two children, and was born and bred in Stanthorpe, Queensland.

Chris has a Civil Engineering degree and has had positions in South America and the Middle East on construction projects, then in the UK where he designed underground extensions to Heathrow Airport.

In 1980 he returned to Australia, worked for his family's agricultural companies in Stanthorpe, during which time he obtained a Bachelor of Business degree. In 1988 Chris went to Papua New Guinea and in 1990 to Indonesia, where he was the International Marketing Manager for PT United Tractors. He remained there until joining NS Komatsu this year.

Chris told us ours is a close-knit industry, both in Australia and internationally. Several times

## Chris Reeves Queensland Region General Manager

he crossed paths with Ian Olivieri and other people in our company, for joint meetings with customers such as BHP, who have operations overseas including Indonesia.

"NS Komatsu is regarded as one of the major Komatsu distributors in the world. It is in a growth phase - in the past, regional and state operations were dominant, but now we are focussing on national and uniform development. Our people are strong, loyal, very experienced and customer focussed. In about five years, we will be regarded as the best in the business."

We asked Chris what are the most important issues in winning business and keeping customers happy. "It is all about relationship building, at all levels. From mechanic to general manager, we must have a good knowledge of our customers' needs. Initial business is won from close relationships and repeat business comes from providing the best product support. Customers usually know what they want to buy and they decide based on the cost to them to 'move a tonne of earth'.

"We have the best product range in the industry and NS Komatsu is very focussed on the customer. There is a strong trend towards more maintenance contracts. We are in a strong position as we have a lot of customer fleets now on maintenance contracts, but it is

a very competitive business to win."

"In the immediate future, we need to review, together with clients, their operations and how NS Komatsu can work with them in reducing equipment operating costs. A lot of customers, especially in the mining sector, are downsizing to improve efficiencies. We have a large presence at Century Zinc and several smaller 'boutique' coalmines are starting up in the Bowen Basin.

"NS Komatsu will focus on developing close working relationships with our clients over the next 12-18 months, ready for the industry turn-around. We are working with our major customers and have found ways to reduce operating costs - for example, we have worked with Blair Athol Coal, to reduce dozer operating costs by 30%."

**"Down To Earth" welcomes Roger, Chris and Harry to the company, and we look forward to introducing more of our company people, over future issues.**

## Gold Mining Expo 1998 Kalgoorlie



The 1998 Kalgoorlie Gold Mining Expo was held from October 21-23. The theme this year was "Partnering", which was appropriate for Western Region.

On display we had the WD900-3 and D375A-3 dozers and a comprehensive outlook on NS Komatsu as a national company.

The Expo judges considered our stand and the attitude and approach of the Team Komatsu personnel was a major contributor to our receiving the "Gold" award for the second consecutive year.

# We can move mountains



**KOMATSU** D375A-3 Bulldozer

**NS KOMATSU**

**Quality you can rely on**

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