



Project Testing, & Implementation



Growth



Competitiveness



Economic Development



Oceania & Tropics



Succession & Exit



Strategy



Planning



Sustainability & Profitability

C O R P O R A T E C A P A B I L I T Y S T A T E M E N T

# KLEINHARDT

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## Services Scope & Background

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### Services provided include :

- Business Case / Feasibility Study
- Regional Economic Development
- Market Research & Planning
- Financial Analysis & Interpretation
- Strategic Planning
- Business Planning
- Business Advice & Improvement Strategies
- Business Brokering
- Business Valuations

***Kleinhardt** is a business advisory firm based in Cairns with a depth of experience in corporate, enterprise, industrial and regional economic development. This experience has been accumulated by servicing hundreds of clients throughout Cairns and its regions, Queensland, Australia Papua New Guinea and other international locations over the last 23 years.*

Our portfolio of clients includes public and private companies operating in Queensland, PNG and the South Pacific, Local Government, Australian Commonwealth and State government departments. We also conduct work for not-for-profit organisations ranging through representative organisations, indigenous community organisations and local community organisations.

The firm provides comprehensive professional advice and assistance at all stages of business development, from start-up, through to analysis and problem solving, re-structuring, expansion and finally business exit strategies.

Our regional economic development services are based on situation analyses that objectively identify core assets, skills, human systems, needs and opportunities for business and industry development. Viable projects are formulated with reference to market analysis, internal and external trends and influences on the regional economy. We apply commercial principals to build and test the potential for each business and industry opportunity identified. Our goal is to create competitive, differentiated platforms for regional economies.

### Case Samples — Successful funding Submissions :

- Multi-million dollar contract for an Australian 'Jobs Services Provider'
- A\$18 million upgrade and extension of regional airport
- Registration of two community housing organisations under new legislation for funding

### Case Samples — Analysis & Modelling :

- Modelling of options and projections as to costs/benefits to upgrade Cairns Port for Cruise Shipping
- Model to determine the value of the Daintree Rainforest and Fraser Island as tourism assets for the economy.
- Scores of financial models projecting likely business performance

## Services Scope & Background cont.

Project funding may be supported through the firm's long track record in successfully preparing funding strategies and submissions for clients.

We have no 'project templates'. Each project is approached with a fresh perspective based on our years of experience. Senior staff personally lead each project in the field. We pride ourselves on close working relationships with clients and the provision of unique and insightful advice targeted to provide direct outcomes. This approach underpins the long-term relationships we typically have with clients.

Kleinhardt industry networks include service arrangements with associated firms and sub-consultants. We assemble the best team for each job to deliver projects on time, to the highest standard.

We have a strong orientation to commercial and market principles. These drive the thinking in our work. We focus on clear, achievable, practical reports and actionable plans that link vision with objectives and goals in a prioritised framework. A large benefit of our work is not through the final documented report, but through our collaborative approach which develops thinking and solutions in **partnership** with our clients.

For additional information refer to the firm's website: [www.kleinhardt.com.au](http://www.kleinhardt.com.au)



## Modelling & Analysis

Corporate, financial analysis and development of business structures and models are central skill sets required of all Kleinhardt staff. We pride ourselves on our ability to draw key issues from complex data, to express them succinctly and lead our clients to the development of the best business model to suit their requirements and circumstances. High order skills in financial modelling, analysis and forecasting are a tradition in the firm.



## A professional approach

- Professional advice and guidance in **preparing** the business for sale.
- Development of a comprehensive Information Memorandum which anticipates due diligence.
- Highly strategic, hands on targeted and innovative marketing methods.
- Professional carriage of all aspects of the sale throughout buyer qualification, negotiation and purchaser due diligence.
- Support in effecting final settlement and smooth transition period.

## Business Acquisitions & Sales, Due Diligence & Valuations

The firm has a specialist business broking operation, which provides comprehensive professional services in the following areas:

- Appraisal, negotiation and structuring of business acquisitions and mergers.
- Due diligence examinations.
- Business succession planning and preparation of businesses to be “sale ready”.
- The firm is a licensed real estate agent and Business Broker. It adopts a professional, proactive and strategically focused approach to business sales. Frequently sales are conducted on an entirely discreet basis where maximum confidentiality is preserved.
- Business and company valuations. (This is **except** where the firm is engaged as business broker for a business sale. Guidance only as to valuation principles is provided in such instances).



# Papua New Guinea & Oceania

## Recipe for Success

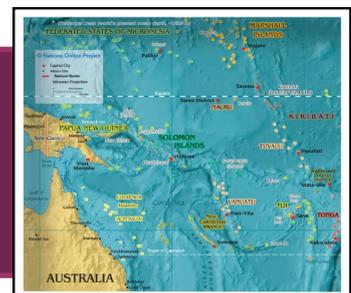
- Frequent in-country presence.
- Locally registered corporate entity.
- Patience & taking long term view.
- Understanding of customs, practices, attitudes & systems.
- Awareness of current political & social situation
- Building long term **personal** relationships & networks.
- Sensible personal security measures.
- Meet real local needs rather than external parties expectations.

The firm has a special relationship PNG, where it operates as Kleinhardt (PNG) Limited, a foreign registered company and has undertaken projects across Micronesia and Oceania.

The firm's Managing Director, Cam Charlton, lived and worked in PNG in the 1970's as a staff member of Price Waterhouse Coopers. He has been returning regularly ever since to undertake a broad range of consulting assignments and the firm has many relationships and clients there.

The firm understands how to work successfully in PNG and other Pacific nations and has a professional network of PNG Nationals and Ex-Pats in country. All senior staff members have had occasion to undertake assignments in country. Key assignments of the many undertaken in PNG are outlined below:

- Scoping study for rebuilding business and industry for the Autonomous Government of Bougainville, following long years of conflict.
- development of Destination Development Plan and legislative framework to support tourism industry development in Samoa
- Feasibility study undertaken for the Australian High Commission, in partnership with TAFE Queensland North to develop the Lae National Polytechnic College as a 'centre of excellence' for trade skills.
- On the ground business baseline survey and review of the PNG Gulf Province in preparation for business and economic development initiatives for the then InterOil PNG Gulf LNG Project.
- Development of the 'Training and Localisation Plan' component of the National Content Plan for the then InterOil PNG Gulf LNG Project.
- Strategic planning and corporate structuring for Hides Gas Development Corporation (HGDC) group of companies. (Multiple engagements).
- Start-up business planning for LABA Holdings, the umbrella landco for the downstream – processing, section of the Esso Highlands PNG LNG Project and similar assignment for HGDC, the umbrella landco for the upstream – production section of the same project.
- Extensive participation in change management program in PNG Ports Corporation Ltd.
- Chairmanship of the Finance and Risk Management Committee of the PNG National Maritime Safety Authority.
- On behalf of the Investment Promotion Authority of Papua New Guinea and United Nations Industrial Development Organisation, (UNIDO), undertook an Integrated Investment Profiling Program (IIPP) for PNG, undertaking pre-feasibility studies, business and market plans for proposed enterprises across a broad spectrum of industry sectors.



# Australian Indigenous Clients

The firm has a long track record in working with individual Indigenous clients, Indigenous organisations and agencies concerned with business and economic development for Aboriginal and Torres Strait Islander people. Senior staff members have completed cross-cultural training courses.

Kleinhardt knowledge and understanding of Indigenous Australian society, their cultures and the issues affecting Indigenous Australian People is derived from:

- The cross-cultural training courses.
- Many projects which involved working directly with and for Indigenous clients.
- Projects in remote Indigenous communities, as well as Interacting with Indigenous people living and working in urban mainstream societies.
- An appreciation of Australian Government initiatives and policies, including their flaws.
- Mixing and interacting informally and socially with Indigenous people.



## Regional Economic Development

Over the past 16 years, the firm has evolved its practice in regional economic development. It is a pioneer in the field in Australia. One director was CEO of the Atherton Tablelands economic development body for five years. (The large rural based economy on the plateau behind Cairns).

The firm understands regional economies and global, regional and local forces which drive and shape them. Assignments completed include a number for the Australian Government and national agencies. Strengths of the firm in this area of practice are:

- As a firm based in a regional area, it lives and breathes the issues and environment that face regional economies every day. Recommendations, designs & solutions are based on practical knowledge.
- It has commercial and business skills to build & test viable, sustainable projects.
- Staff understand the 'soft infrastructure' – the human systems, resources and skills, including leadership, critical to successful regional economic development.
- Key assignments have required study of regional economies and case studies, together with involvement in The Competitiveness Institute, a global network of practitioners, academics and policy makers concerned with developing competitive regional economies.

## Case Samples— Indigenous Clients :

- Torres Strait Regional Authority & Indigenous Business Australia — Many assignments as accredited service providers.
- Business transition, planning and modelling for the Mossman Gorge Community business units.
- Cape York indigenous Employment Strategy for Australian Government.
- Feasibility study for a timber industry based on salvaged timber from Weipa mining leases.

## Case Samples—Regional Economic Development :

- Design & establishment of peak economic development body for Tropical North QLD.
- Analysis of potential for bio-based industry development in partnership with James Cook University.
- Investigation of feasibility & best practice models for building four QLD Agricultural Distribution Hubs.
- Analysis of the development of Cairns industry clusters & outcomes—for a Danish study on collaboration.

## Case Samples— Industry Sectors :

- integrated Tourism Development Action Plan for Cape York Peninsular and Torres Strait Regions .
- Literature review and market analysis for development of Redclaw crayfish aquaculture industry in QLD
- Business planning, market analysis and commercialisation assignments for 10 separate SME clients under the AusIndustry COMET Program.

## Tropical Expertise - In Practice :

- Collaboration with engineers & architects to develop best practice usage for East Trinity, adjacent to Cairns. An area with acid sulphate soils draining into the Barrier reef catchment.
- Market analysis & feasibility study of integrated tropical agricultural systems , using waste from one process as input for another

# Industry Sectors

The firm has always resisted specialising in a narrow range of industry sectors. It has been engaged to investigate, analyse and provide services across the range of sectors that could be expected to be found in regional Australia, PNG, South Pacific and South East Asia. However due to its location, there are some specific industry sectors of note:

**Tourism.** Due to being located in Tropical North Queensland, Cairns, Australia, it has accumulated a depth of experience and knowledge on the Tourism industry in all its forms and sub-sectors. It has been intimately involved in the development of the successful regional industry over many years. Directors have served on peak local tourism organisations and the firm has undertaken key domestic and international tourism industry development assignments. It can offer comprehensive, holistic services and solutions for any region seeking to develop its tourism potential.

**Agriculture.** Kleinhardt head office is in a region which is a 'food bowl' for Australia and an international exporter of significance. We have a detailed knowledge of agri-business, its associated demand chains, markets and regulatory environment. The firm does not claim technical agricultural expertise, but does understand a variety of crops, their production systems and effective business models.

**Small Business.** The economy in which it is based is dominated by small business with few large businesses. While the firm has undertaken assignments for most of the larger private and public entities in the region, a feature of its work is working with small business. The firm has consequently acquired a deep understanding of special issues which face such enterprises, from start-up, through to orderly exit.



## Tropical Expertise

This is not so much a skill set as a frame of reference for what we do. The firm's base is in Cairns Australia, a region in a developed economy often referred to as *Tropical North Queensland*. Since settlement, business and industry in the region has learned how to adapt and prosper in a tropical environment, somewhat remote from the rest of Australia. Over that 140 years, knowledge and expertise has been accumulated on business culture, practice, technologies and techniques to suit the operating environment. This permeates all businesses and industries, including design, engineering, transport, mining, tourism, and marine services.

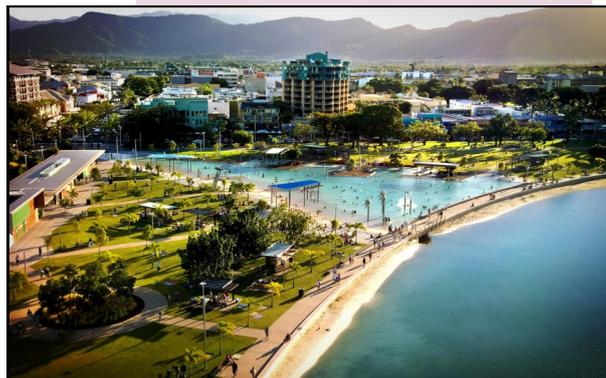
The firm is well accustomed and at home in working in tropical regions and understands the challenges, life styles and special needs.

Perhaps more importantly, the firm has a very strong network with access to expertise across all business and service sectors with a special understanding of what it is like to operate in a tropical region. They have specific skills, techniques, technologies and understandings to deliver appropriate and successful projects in tropical regions. We can deliver multi-disciplinary teams to suit most any assignment.

# Client Base

Present and past clients include Australian Commonwealth and State Government departments, Local Government, Government of PNG, public and private companies and many small businesses in Queensland, Northern Territory and the South Pacific. An illustrative list of corporate and government clients for whom assignments have been completed include:

- Air Niugini
- ARUP
- AusIndustry
- Australian High Commission
- Australian Local Government Association
- Australian Tourism Export Council
- Autonomous Government of Bougainville
- Bamanga Bubu Ngadimunku Inc (Mossman Gorge)
- Bechtel Papua New Guinea
- Brisbane City Council
- Cairns Regional Council
- Central Highlands Development Corporation (Emerald)
- Department of Aboriginal & Torres Strait Islander Policy (QLD)
- Department of Defence
- Department of Education, Employment & Workplace Relations (Federal)
- Department of Employment, Economic Development and Innovation (QLD)
- Department of Infrastructure and Transport (Federal)
- Education Industry Cluster—Cairns Region
- Ergon Energy
- Far North Queensland College of TAFE
- Hopevale Aboriginal Shire Council
- Indigenous Business Australia
- International House Pty Ltd
- InterOil
- Lockhart River Aboriginal Shire Council
- MacDonnells Solicitors
- Ok Tedi Mine – PNG
- Papua New Guinea National Maritime Safety Authority
- PNG Ports Authority
- Pormpuraaw Aboriginal Shire Council
- Ports North
- Samoa Tourism Authority
- Savannah Guides Limited
- Telstra Countrywide
- Tourism Queensland
- Townsville City Council (formally Thuringowa City Council)
- Western Cape Communities Coexistence Agreement Trusts (WCCCA)



Cairns, Queensland

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