



BOWEN BASIN BUSINESS DEVELOPMENT INITIATIVE

2018 and 2019 STRATEGY

Vision

To support business communities within the Bowen Basin to remain resilient and sustainable through the effective co-ordination of business development activities.

Mission

To strategically combine resources and expertise of organisations across the Bowen Basin that support local businesses to build capacity and capability.

● **STRATEGY ENDORSED:
FEBRUARY 2018**

EXECUTIVE SUMMARY

The Bowen Basin Business Development Initiative is designed to provide a strategic and structured approach to regional business development through the sharing of resources and capabilities. This initiative is being delivered through the Bowen Basin Business Development Strategy, which was endorsed 18 September 2015 and has provided a framework for organisations and key stakeholders to assist in the planning and delivery of business development activities.

The Bowen Basin Business Development Strategy is based on the principles that all businesses require:

- nine core business skills, with
- three stages of development within each skill, and
- businesses are either Business to Business (B2B) or Business to Consumer (B2C) or both.

The Strategy recognises that business development activities that work best for small business are based on business skills they have identified they need assistance with, and are delivered at a convenient time and venue. The strategy identifies the business development activities which have occurred since the endorsement of the BBBDI 2015-2016 Strategy and recognises the need to source appropriate presenters and coaches to deliver business development activities that meet the needs of small businesses, through a strategic and collaborative approach by supporting organisations.

A critical component of the strategy has been the development and implementation of the Bowen Basin Business Development Initiative Calendar. The ability to continually 'map' all tentative and confirmed business development activities across the Central Highlands and Isaac regions ensures all business support organisations are maximising resources and opportunities in all communities. It is essential that business support organisations consult and participate in contributing to the Bowen Basin Business Development Initiative Calendar before offering business development activities.

Through a collaborative approach to the delivery of business development activities across the Bowen Basin, businesses will benefit from increased targeted opportunities to improve their business skills.

The Bowen Basin Business Development Initiative Calendar is open to all stakeholders that actively deliver or support business development activities across the Bowen Basin (Central Highlands and Isaac Regions). To register tentative or confirmed business development activities, visit www.bbbdi.com.au/register-event.

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SKILLING REGIONAL SMALL BUSINESSES

Introduction

Small to medium enterprises (SMEs) in regional Queensland play a critical role in ensuring communities and regions remain sustainable. Only sustainable businesses can create sustainable communities in the long term. This is even more pertinent in communities that are heavily dependent upon commodity prices to drive economic growth. The effects of this dependence are now evident in the unpredictable economic climate we face due to increased reliance on the resources industry.

The Bowen Basin Business Development Initiative is designed to provide a strategic and structured approach to regional business development through the sharing of resources and capabilities. This initiative is being delivered through the Bowen Basin Business Development Strategy which will provide a framework for organisations and key stakeholders to assist in the planning and delivery of business development activities.

Central Highlands Development Corporation (CHDC), Central Highlands Regional Council (CHRC), C-Res, Department of State Development (DSD), Isaac Regional Council (IRC), Local

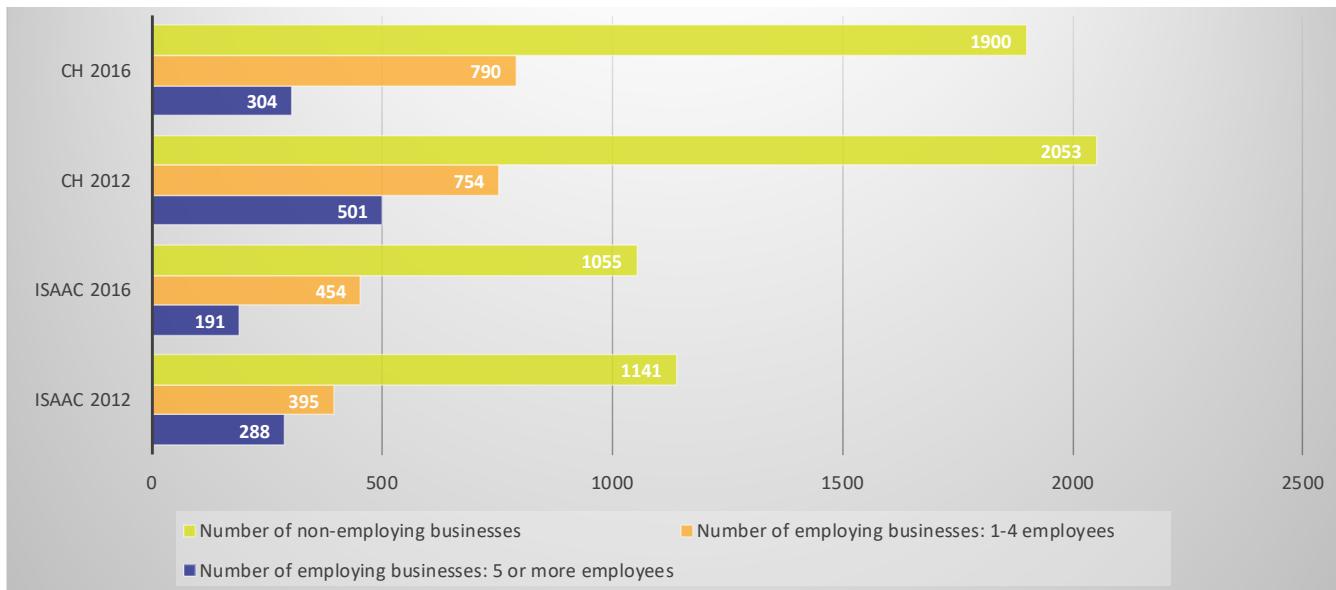
Buying Foundation (LBF), BHP, Mining For Business and TM3 Training Solutions have worked together to implement, review and evaluate this strategy to ensure that information regarding business development is current and relevant for support provided to small business.

Industry and other local business groups including Moranbah Traders Association (MTA), Clermont Community Business Group (CCBG) and Dysart Business Group Inc (DBGI) have also been consulted during the review of this strategy.

Small business across Central Highlands and Isaac Regions

In 2016, there were 4,694 businesses registered across Central Highlands and Isaac regions (2,994 and 1,700 respectively) as opposed to 5,132 businesses registered across the Central Highlands and Isaac regions (3,308 and 1,824 respectively) in 2012. Of these 4,199 were businesses which had four (4) or less employees, representing over 89% of all businesses and a major contributor to the local economy. This demonstrates a 38% decline in the number of businesses employing greater than 5 or more employees however an increase by 8% across both regions in the number of businesses with less than 4 employees. The number of non-employed business remains at 62%. See graph 1 below.

Graph 1: Breakdown of businesses across Central Highlands and Isaac Regions by number of employees



Source: Australian Bureau of Statistics (ABS) 2016

Challenges for organisations supporting small business development

The small to medium business sector is diverse and the business development needs of these businesses can be many and varied. Some of these factors include: the industry sector, location, whether the business is part of a supply chain (Business to Business - B2B) or supply direct to consumers (Business to Consumer - B2C), the stage of business skill development, complexity and strategic direction of the business.

During the implementation of the BBBDI Strategy, business support organisations in the Central Highlands and Isaac Regions have continued to work through informal and formal partnerships as well as independently delivering business development workshops, programs and activities to SMEs - with mixed success. The current anecdotal feedback from small businesses received from local business groups and business support organisations, is that a structured and strategic approach to business development activities is required that targets specific business skills. The marketing of these activities needs to ensure businesses are fully aware of what skills are being addressed and how they are going to implement those skills in their business. Small business owners feel that any time away from working 'in their business' needs to provide immediate benefit to their business. The number of businesses in 2016 that are non-employing has remain unchanged with 62% of businesses in Central Highlands and Isaac Regions. Any time away from small business to participate in business development activities may result in loss of income.

Supporting business development organisations had recorded activities for 2015-2017 in the Bowen Basin Business Development Register with the major challenges identified by the organisations relating to supporting business development across the region:

- Difficulty engaging businesses to attend business development activities - business owners are too focused on working 'in their business' and not 'on their business'
- Duplication of business development activities across the regions without a strategic approach to marketing or maximising resources
- Lack of follow up from workshops, i.e. mentoring programs
- Reduction in resources/funding resulting in the need for a collaborative approach to future business development activities
- Being able to strategically move businesses from having basic business skills through to developing mature business skills and business exit strategies
- Businesses not understanding the role of support organisations to assist with business skill development

Diagram 1: Organisations that directly support SMEs in Central Highlands and Isaac Regions



UNDERSTANDING B2B AND B2C

The high level objectives of any business are essentially the same. Businesses need to meet the needs of their customers, generating sales that will give a return to shareholders or a profit to the business owners. The routes to market, market qualifiers, and levels of risk and complexity of processes can vary significantly, particularly between B2B and B2C businesses.

As an example of this, the cost of doing business required for entry into key industrial sectors in the Bowen Basin (Resources, Agriculture and Government) are high around safety, quality, environment and risk management systems. Therefore, businesses looking to supply directly into these sectors (B2B) need assistance with understanding and meeting these requirements.

Local B2C businesses appear to have four potential market sectors: local, tourist, online and a transient workforce. While key marketing strategies such as web and social media are relevant to both B2C and B2B, it is essential that B2C businesses create a structured and clear consumer based approach through their online marketing strategies.

The key to meeting clients' needs for all stakeholders is to ensure the relevance of the support provided. Therefore, this strategy will split B2B and B2C to ensure the support is both relevant and effective. The strategy recognises that many core business skills cross both.

The Life Cycle of Business Skill Development

The business skills required for small businesses may vary according to industry, size, whether they are part of a supply chain (B2B) or supply direct to consumers (B2C), or both. The complexity of information and the amount of assistance required will also vary according to the life cycle stage of the individual business skills required to operate a successful business. For example, the complexity of business health checks / benchmarking, business planning and identification of business skill development requirements may be higher for businesses in a growth phase compared with those in an establishment or stable phase. However, each business skill can also be at a different development phase depending on the changing needs of the business.

Diagram 2: Core Business Skills

A business may be more capable in one skill against another. This can be identified during an initial benchmark assessment. If the business decides to diversify into a new market the mandatory requirements may require an increased level of skill in an area the business believes it has capability therefore the business may rate lower and need to take on training at a lower level than previous.

CORE BUSINESS SKILLS

1. Business / Strategic Planning

2. Finance Management

6. Human Resources Management

3. Sales & Marketing Management

7. Procurement / Supply Chain Management

4. Operational Management

8. Research & Development, Product or Service Development/ Innovation

5. IT / Digital Capability

9. Leadership Development

Diagram 3:
Business Skills Development stages

The relationship between the skill levels are dynamic and interchangeable.

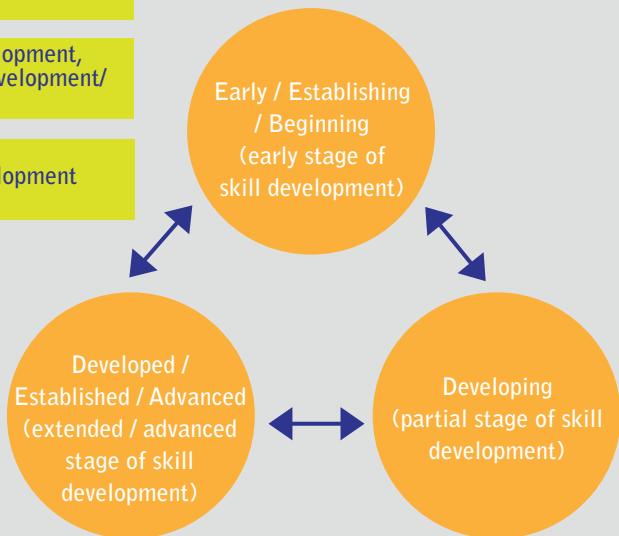


Table 1: Possible characteristics of a business in each development stage (B2B and/or B2C)

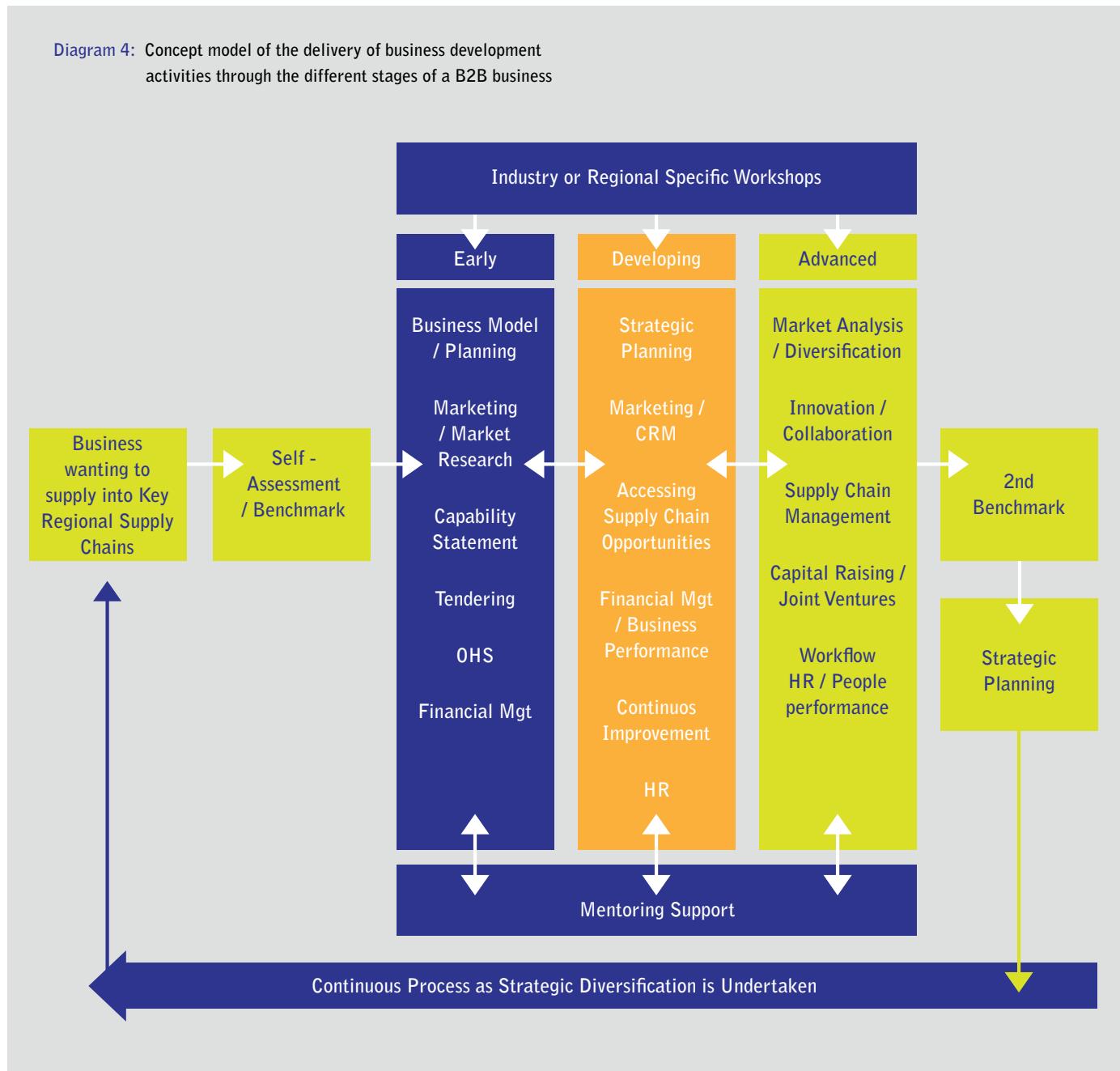
Within each stage of business skill development there are a number of indicators / characteristics that businesses can use to determine their skill level.

Skill	Early / Beginning / Establishing Skill Phase	Developing Skill Phase	Developed / Established / Advanced Level of Skill Development
1. Business / Strategic Planning	No business plan or strategy. Short term approach – job to job/ customer to customer.	Some form of business planning is visible. Beginnings of a long term strategic planning.	Has a growth and decline strategy which includes both long term and short term planning and may include succession planning. Understands the economic market and applies this knowledge to their business. Constantly revising business plans based on continuous improvement feedback.
	None or very basic processes for managing cash flow. Limited understanding of accounting software packages. No financial management plan.	Has started implementation of a process to manage cash flow. Has invested in an accounting software package and has basic understanding of its usability. Has a basic financial management plan. Identification of break even point.	Has a short and long term financial plan and a financial scorecard. Has advanced understanding of the accounting software package being used for cash management. Continually revises and adjusts financial plan to meet long term goals.
	No marketing or sales plan. Unsure of break even point for sales / tendering.	Basic market visibility – B2B - Website, capability statement. B2C – Website, Facebook and social media presence. Engaging in marketing and positive promotion of their business.	Structured and long term strategy for marketing and promotion of their business both internal and external. Ability to identify and analyse the effectiveness of marketing strategy vs sales and adjust marketing accordingly.
	No operational management systems or processes identified in business. No clearly defined standards or processes.	Some understanding of systems and basic implementation of processes. Defining standards and processes including KPI's.	May be 3rd party accredited and may have both internal and external auditing occurring. Understands legal obligations and implements risk mitigation strategies. Formal procedure for continuous improvement of management systems.
	No IT or digital capability identified for management / running of business.	May have a document management system. May have identified the need for an IT management plan.	Has software for management of all documents. Has IT management plan.
	No formal HR policies or procedures.	Understand workforce development and has basic HR policies and procedures.	Has advanced systems for managing HR policies and procedures and updates according to legislation.
	May be unable to comply with pre-qualifiers as a vendor (B2B). Unsure / unaware of supply chain management. Limited understanding of procurement.	Developing understanding of capabilities required for vendor pre-qualifications (B2B). Developing understanding of procurement and supply chain management.	Has a supply chain management strategy in their business. Is able to pre-qualify as a vendor across one or more industries.
	No plans for R&D, product or service development.	Developing plans for R&D, product and service development and may start to seek assistance.	Has considered new markets and is diversifying. May be considering export / import and collaboration. Has developed plans for R&D, product and service development and has sought assistance to progress further.
	Has not considered any leadership management strategies.	Some evidence of continuous improvement in management and leadership. Requests, listens to and implements feedback. Developing plans for leading internally and externally in the business sector.	Leadership / organisational development plans are entrenched in business planning. Leads internally and externally in business community. Leaders in the business have an understanding of Organic Leadership.

BUSINESS SKILL LEVEL IDENTIFICATION AND DEVELOPMENT ACTIVITIES

At all stages of business skill development, small to medium business owners are able to undertake any professional development aimed at increasing their ability to manage a sustainable business. However

it is critical that organisations who deliver business development activities do so strategically so businesses can understand the skills required and their level of maturity within each skill.



Within each stage of business skills development there are a number of activities that could be offered / explored depending on the needs of the business. Table 2 below shows a very high level

overview of possible business development workshops that could be offered at each skill level.

Table 2: Possible examples of business development activities for B2B and/or B2C business

Skill	Early / Beginning / Establishing Skill Phase	Developing Skill Phase	Developed / Established / Advanced Level of Skill Development
1. Business / Strategic Planning	Vision, Mission, Goals, Business Model Canvas and Business Planning Understanding Business Structures	Strategic Planning Business Performance Management Continuous Improvement	Business Exit Strategies & Succession Planning Diversification planning
2. Finance Management	Accounting General Accounting Software Basic Cash flow management basics	Accounting and growing/downsizing your business Accounting Software Advanced Cash flow management systems	Capital Raising / Joint Ventures Advanced financial management planning
3. Sales & Marketing Management	Marketing – the basics B2B – Website / Linked In B2C – Website / Social Media Basic marketing strategy Writing a Capability Statement (B2B) Customer Service strategies Understanding break even Tendering	Marketing – implementing a strategy SEO for website traffic Data collection and analysis Refining a Capability Statement for different industries/ clients Developing a value proposition (B2B) Selling online and integrating retail online (B2C) Merchandising (B2C) Tender Writing	Marketing – for the global market Brand Development
4. Operational Management	OHS – the basics Understanding what operational management systems are mandatory and optional for individual businesses. Customer Service	Management Systems (Quality, Safety, Environmental & Risk Management) Problem identification and solving Customer Satisfaction and Service Recovery Inventory Control	Continuous improvement of management systems and new and improved software packages
5. IT / Digital Capability	IT systems and cloud IT security	Digital Applications IT management planning	Creating an online / cloud based office Digital technologies provide clear competitive advantage
6. Human Resource Management	Training Options and upskilling Basic requirements for HR policies (staff inductions) Workforce legislation	HR policies and procedures People performance Workforce planning	Advanced software packages to manage HR policies and procedures
7. Procurement / Supply Chain Management	Tendering – the basics Assessing Supply Chain Opportunities Understanding procurement and supply chains	Tendering - advanced Contract Management Procurement procedures Workflow / process control Logistics Management	Advanced Supply Chain Management Advanced tendering
8. R&D, Product or Service Development	Understanding the need for Research & Development, product and service development	Patents, trademarks, seed funding	Research & Development to market. Innovation / collaboration
9. Leadership Development	Business leadership – basics	Understanding business leadership both internal and external Understanding the difference between leadership and management	Business leadership skills required for internal and external change in business communities

STRATEGY TOOLKIT

Benchmarking Tools

A critical element of this strategy is the ability for SMEs to identify their level of skill development across the nine business skills through a benchmarking activity. The data provided from business benchmarking activities will be able to inform support organisations when seeking to deliver business development activities across the Bowen Basin.

The Bowen Basin Business Development Initiative Steering Committee will need to source external assistance in order to develop B2B and B2C Benchmarking Tools. Once the benchmarking tools have been established, the tools will be made available to approved support organisations for use when implementing business development activities as part of this strategy.

There are a number of generic and industry specific benchmarking tools on the market, including the following:

- The Federal Government's Business Evaluation
- ATO Small Business Benchmarks
- The State Government's Fit to Supply Quiz

Mentoring

Mentoring and coaching services are highly valued by SMEs who have previously participated in mentoring services. These services give businesses the opportunity to discuss individual requirements; and follow up on activities / worksheets / tasks provided at workshops.

There are a number of options for developing a mentoring program, and part of the strategy is to build on current Federal and State Government Support Programs such as "Supply Chain Panels", "Mentoring for Growth" (M4G) and Business Evaluation mentoring programs.

The capacity of the BBBDI Steering Committee to identify SMEs and establish appropriate mentoring programs in the Bowen Basin region was not achieved during the 2015-16 period. The initial concept was whilst the strategy was being implemented, local businesses would be engaged into the framework and become local mentors / business coaches. A fee for service basis would be the most likely sustainable option to fund a mentoring program, however due to time and resourcing commitments, the ability to investigate an appropriate model was not completed.

The steering committee will need to further research and identify mentoring services required for an external provider to implement mentoring services for local small to medium enterprises.

Business Development Activities 2018 and 2019 Mapping

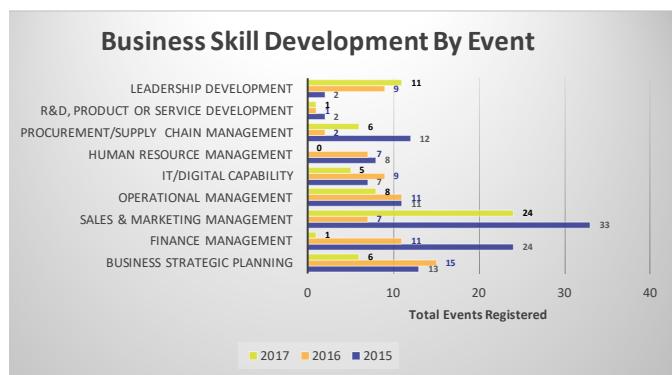
One of the key drivers behind the development of a Bowen Basin Business Development Initiative was the ability for business support organisations to work collaboratively on the delivery of business development activities. To effectively achieve this outcome, an online calendar (map) was established in 2015 where support organisations have had access to activities and can see at a glance what is being offered, the target group (B2B, B2C or both), business skill(s) being targeted and at what business skill level. A review of the calendar was conducted in September 2017, whereby features to improve the usability for tentative and confirmed activites were implemented. Automation features have been established for all activities entered into the BBBDI Calendar for post activity surveys to be gathered from business support organisations, who are required to provide feedback on the business development activity.

- The **Bowen Basin Business Development Calendar** is available to all stakeholders that actively deliver, support or promote business development activities across the Bowen Basin via www.bbmdi.com.au.

For the BBBDI to achieve its aims, it is imperative that all support organisations operating in the Bowen Basin use this tool to inform other support organisations.

A key challenge for organisations supporting small business development in the prior BBBDI Strategy identified too much focus was on business 'growth' rather than business 'sustainability'. Graph 2 identifies the business skill development focus to align the strategy in supporting SMEs with sustainable business futures.

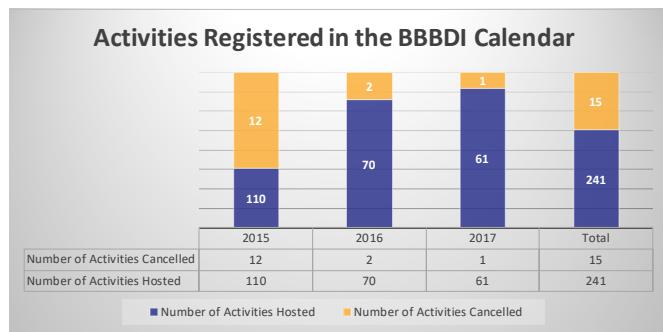
Graph 2: Business skills development during 2015-2017 in the Bowen Basin



Business support organisations delivered Sales and Marketing Management (26%), Finance Management (14%) and Business Strategic Planning (13%) business development activities during 2015-2017 in the Bowen Basin region.

Although the recording from supporting organisations hosting business development activities was provided via Smartsheet, the follow up with providing the Net Promoter Score for each activity was not achieved. Difficulties with supporting organisations understanding how to access Smartsheet may be a contributor, and therefore an automation feature has been established to remind hosts 5 days post an event completion date to complete the NPS via an automated web form.

Graph 3: Business skills development activities hosted in the Bowen Basin



Cancellation rates and low attendance for business development activities was recorded at 6% for all activities in the BBBDI register since the implementation of the strategy in 2015.

Evaluating Business Development Activities – Net Promoter Score (NPS®)

In delivering the BBBDI, it is necessary to continually assess feedback on the activities being presented to determine their effectiveness. To ensure that activities are being compared 'like with like', the Net Promoter Score (NPS®) can be used across all BBBDI activities.

9 - 10	These will be participants who will promote the activity they attended.
7 - 8	These are passive participants. They're satisfied, but not very enthusiastic - and can easily be tempted to not participate again
0 - 6	These are detractors - these people will provide negative feedback on the activity

The question on the feedback form can be:

How likely is it that you would recommend this workshop to a friend or colleague?

1	2	3	4	5	6	7	8	9	10
Not likely at all	Extremely Likely								

To calculate the NPS®:

% of customers who are **promoters** minus % of customers who are **detractors**

% promoters – % detractors

This gives a single number that can be used to compare the feedback received across all business development activities, and across time.

This valuable feedback should also be used in this strategy to act on participants opinions and improve the activity for future delivery.

More information on the Net Promoter Score and how to use it can be found at: <http://www.netpromoter.com/why-net-promoter/know>

STAKEHOLDER PROTOCOLS FOR STRATEGY IMPLEMENTATION

All stakeholders involved in the development, endorsement and implementation of this strategy agree to work collaboratively on the goals, values and principles that align with the intent of the strategy.

The stakeholder protocols listed in this strategy recognise and build on the foundation work between the agreeing parties and state the roles and responsibilities of each in working together.

- Act and work together in good faith and provide full information to each other in relation to all relevant business development activities delivered across the Bowen Basin.
- Act independently, but cooperate closely and work together with the other parties in mutual respect and support.
- Not unreasonably delay any action, approval, direction, determination or decision required under this protocol.
- Seek to avoid duplication and overlap of responsibilities and functions.

Stakeholders

For the purpose of this strategy, stakeholders are defined as primary, secondary or tertiary.

- Primary – provide direct ‘on the ground’ support to business communities
- Secondary - provide indirect support to business communities by supporting the organisations that support business communities.
- Tertiary – provide no direct or indirect support but endorse and promote the strategy and its intent.

Relationship Management

Application of this protocol will include constructing appropriate relationships that support and build:

- Open communication
- Participation
- Collaboration
- Shared learning

All stakeholders involved in the strategy will commit to working together and maintaining open communications on the following functions:

- Planning and reporting
- Data collection and analysis
- Communications and media
- Region specific relationships
- Business engagement
- Evaluation and process improvement

Intellectual Property

Intellectual property developed as part of the implementation of this strategy will be owned by the developing organisation. All intellectual property ownership rights existing at the commencement of this strategy remain undisturbed by this Protocol. The stakeholders will ensure formal agreement regarding the treatment of Intellectual Property is obtained and documented as part of any projects or services jointly undertaken. This includes the use of all or part of the strategy outside the intended purpose of supporting business communities in the Bowen Basin.

Co-branding and Acknowledgement

All organisations must acknowledge the contribution of other parties in any form of publication, promotional material, activities, advertisements or press releases concerning business development activities as part of the Bowen Basin Business Development Strategy.

Acknowledgement can be inclusive of logos or name recognition. Any organisation that directly supports the business development activity being promoted may be recognised as a **partner organisation**. Any organisations that supports the activity but may not be directly involved may be acknowledged as a **support organisation**.

To show support for all business development activities being offered across the Bowen Basin, organisations may make a statement regarding this at the bottom of all promotional material. For example, *“This workshop is being delivered as part of the Bowen Basin Business Development Initiative 2018 and 2019”*.

All organisations will need to seek the permission from all other parties acknowledged on any promotional material before public release.

Where appropriate, key organisations and stakeholders will publish the approved version of the Bowen Basin Business Development Strategy on their websites as a show of collegial support for and commitment to the strategy.

- ▶ See Appendix 1 for Branding Guidelines (pgs 13-14)

Meeting Attendance

To ensure the success of the strategy, **stakeholders agree to come together as required** to discuss, review and evaluate the strategy and continued alignment with individual organisational goals and objectives, as well as all business development activities shared on the online map and potential resources.

GOVERNANCE OVER THE INITIATIVE

The BBBDI is governed by a Steering Committee comprised of key stakeholders involved in the development and initial implementation of the strategy. These organisations include: BHP, CHDC, C-Res, DSD, M4B and TM3 Training Solutions.

- ▶ See Appendix 3 for Key personnel at time of printing (pg 16)

The Steering Committee will be guided by a Terms of Reference (ToR) endorsed by all primary stakeholders and will ensure the strategy remains current, relevant and meets the needs of all business communities across the Bowen Basin. Membership of the Steering Committee will be reviewed annually allowing for succession planning of committee members.

The Steering Committee will at times call on stakeholders to fulfil additional roles required to implement various projects identified under the strategy utilising stakeholders expertise and interests in specific business development areas.

The key roles and responsibilities of each group has been identified in Diagram 6.

The Steering Committee will convene quarterly to enable adequate governance over the BBBDI.

Diagram 6: Key Stakeholders

Primary Stakeholders	Secondary Stakeholders
BHP	AusIndustry
Central Highlands Development Corporation (CHDC)	Industry Groups
Central Highland Regional Council (CHRC)	Resource Industry
C-Res	Service Providers
Department of State Development (DSD)	
Department of Tourism, Major Events, Small Business and The Commonwealth Games (DTESB)	
Dysart Business Group Inc (DBGI)	
Isaac Regional Council (IRC)	
Small Company Big Business (SCCB)	
Moranbah Traders Association (MTA)	
TM3 Training Solutions	
Nebo Community Business Group (NCBG)	

Diagram 7: Key Roles and Responsibilities

Steering Committee	Primary Stakeholders	Secondary Stakeholders
Endorse the strategy	Endorse the strategy	Provide resources to delivery strategy
Promote the strategy	Promote strategy	Be providers of workshops
To assess effectiveness of the strategy	Provide resources to project teams	Promote strategy
Develop future direction of the strategy	Manage key stakeholder relationships	Provide industry information
Manage key stakeholder relationships		

STRATEGY TIMELINES | 2018 and 2019

October - November 2017

- › Steering committee undertakes review of 2017 business development activities and provided feedback to stakeholders
- › Steering committee review the Terms of Reference for 2018
- › Steering committee meeting 9 November 2017, Teleconference/Video

December - February 2018

- › Stakeholders entering online business development activities for 2018
- › Strategy released for endorsement by stakeholders - February 2018
- › Soft Launch of Strategy with printed copies to all stakeholders

March - April 2018

- › Implementation of Strategy by support organisations
- › Steering committee to review feedback on NPS data automation from activities
- › Stakeholder Workshop - February 2018, Moranbah
- › Stakeholders continue to enter online business development activities for 2018

May - October 2018

- › Steering committee review outcomes from the business development calendar
- › Stakeholders continue to update required information to automated emails
- › Steering committee meeting - April 2018, Emerald

November 2018 - January 2019

- › Steering committee undertakes review of 2018 business development activities and provided feedback to stakeholders
- › Stakeholders updating online business development activities 2019

January 2019 - Onwards

- › Continued implementation of 2018 and 2019 strategy by support organisations
- › March and September 2019 - Stakeholder engagement meetings
- › 2019-2020 Strategy developed and endorsed by key stakeholders

APPENDIX 1 –

BOWEN BASIN BUSINESS DEVELOPMENT INITIATIVE BRANDING GUIDELINES

Guidelines for Key Users of the Guide:

- To familiarise themselves with the Bowen Basin Business Development Initiative brand look and feel.
- To ensure all visual communication fits within the Brand Style Guidelines.
- To work collaboratively with contractors and suppliers to ensure Brand Style Guidelines are understood and adhered.
- To identify appropriate logos and support files for industry partners.

Guidelines for Advertising Agencies/Designers:

- To ensure Brand Style Guidelines are adhered to and to source appropriate digital artwork files.
- To produce material on behalf of BBBDI and its partners.
- To assess appropriate logo use in marketing and corporate material.

Summary of Rules

- Brand logos MUST NOT be digitally altered, adapted or changed in any way whatsoever and must retain their original colours and proportions, i.e. logos must not be distorted or stretched in any way.
- Original artwork must be used at all times when creating design, advertising and promotional material.
- All design work is to adhere to the branding guidelines and partnership/sponsorship recognition of the Bowen Basin Business Development Initiative.

Strategy

- Any exceptions or requests otherwise must be directed to the BBBDI Steering Committee (See appendix 3).
- All design, advertising and promotional material must be sighted before any distribution and in some cases must be approved by all partners and sponsors whose logos are being used prior to using.

Bowen Basin Business Development Logo



Colour Key								
		C	M	Y	K	R	G	B
Dark Blue	#1a358e	99	97	4	1	46	53	142
Orange	#fbb03b	0	35	87	0	251	176	59
Green	#d9e027	19	0	98	0	217	224	39
Dark Grey	#58595b	65	58	57	37	88	89	91

Core Skills Check List

To help connect businesses to their ongoing business development a core skills checklist has been developed for all applicable activities that fall under the BBBDI and is an optional but recommended component of all marketing. The checklist allows the activity organiser to:

- Choose the appropriate Targeted Business Type
- Choose the Business Level
- Choose the relevant Core Skill

The Core Skills Check List is available at www.bbbdi.com.au or by emailing info@bbbdi.com.au.

Example of Core Skills Checklist

BOWEN BASIN BUSINESS DEVELOPMENT ACTIVITY	
TARGETED BUSINESS TYPE	
<input checked="" type="checkbox"/> B2C	<input type="checkbox"/> B2B
BUSINESS LEVEL	
<input type="checkbox"/> Entry	<input checked="" type="checkbox"/> Development <input type="checkbox"/> Mature
CORE BUSINESS SKILLS	
<input type="checkbox"/> 1. Business/Strategic Planning	<input type="checkbox"/> 6. Human Resources Management
<input type="checkbox"/> 2. Finance Management	<input type="checkbox"/> 7. Procurement/Supply Chain Management
<input checked="" type="checkbox"/> 3. Sales & Marketing Management	<input type="checkbox"/> 8. R&D, Product or Service Development/Innovation
<input type="checkbox"/> 4. Operations Management	<input type="checkbox"/> 9. Leadership Development
<input type="checkbox"/> 5. IT/Digital Capacity	

Preferred Visual Branding

- Inclusion of wording "This business development activity is being delivered as part of the Bowen Basin Business Development Initiative"
- Inclusion of BBBDI Logo
- Acknowledgement of any partners, sponsors and supporters
- Inclusion of BBBDI Core Skills Check-Box

Minimum Recommended Branding Requirements

- Inclusion of wording "This business development activity is being delivered as part of the Bowen Basin Business Development Initiative"
- Inclusion of BBBDI Logo

Examples:



BOWEN BASIN
BUSINESS DEVELOPMENT INITIATIVE

"This Business Development Activity is delivered as part of the Bowen Basin Business Development Initiative "

BOWEN BASIN
BUSINESS DEVELOPMENT INITIATIVE



"This Business Development Activity is delivered as part of the Bowen Basin Business Development Initiative "

APPENDIX 2 – BBBDI FACT SHEET



BOWEN BASIN BUSINESS DEVELOPMENT INITIATIVE

**TO SUPPORT BUSINESS COMMUNITIES WITHIN THE BOWEN BASIN
TO REMAIN RESILIENT AND SUSTAINABLE THROUGH THE EFFECTIVE
COORDINATION OF BUSINESS DEVELOPMENT ACTIVITIES.**

The Bowen Basin Business Development Initiative was established in 2015 and is designed to provide a strategic and structured approach to regional business development through the sharing of resources and capabilities. This initiative is being delivered through the Bowen Basin Business Development Strategy which provides a framework for organisations and key stakeholders to assist in the planning and delivery of business development activities.

The Bowen Basin Business Development Strategy is based on the principles that all businesses require:

- Nine core business skills, with
- Three stages of development within each skill, and
- Businesses are operating as either Business to Business (B2B) or Business to Consumer (B2C) or both.

The Strategy recognises that business development activities that work best for small business are based on business skills they have identified they need assistance with, and are delivered at a convenient time and venue. The strategy addresses the assessment of individual business skill development needs (through benchmarking activities) and recognises the need to

source appropriate presenters and coaches to deliver business development activities. It recognises the needs of small businesses, through a strategic and collaborative approach.

A critical component of the strategy has been the development and implementation of the Bowen Basin Business Development Initiative Calendar. The ability to continually 'map' all tentative and confirmed business development activities across the Central Highlands and Isaac regions ensures all business support organisations are maximising resources and opportunities in all communities. It is essential that business support organisations consult and participate in contributing to the BBBDI Calendar before offering business development activities.

Through a collaborative approach to the delivery of business development activities across the Bowen Basin, businesses will benefit from increased targeted opportunities to improve their business skills.



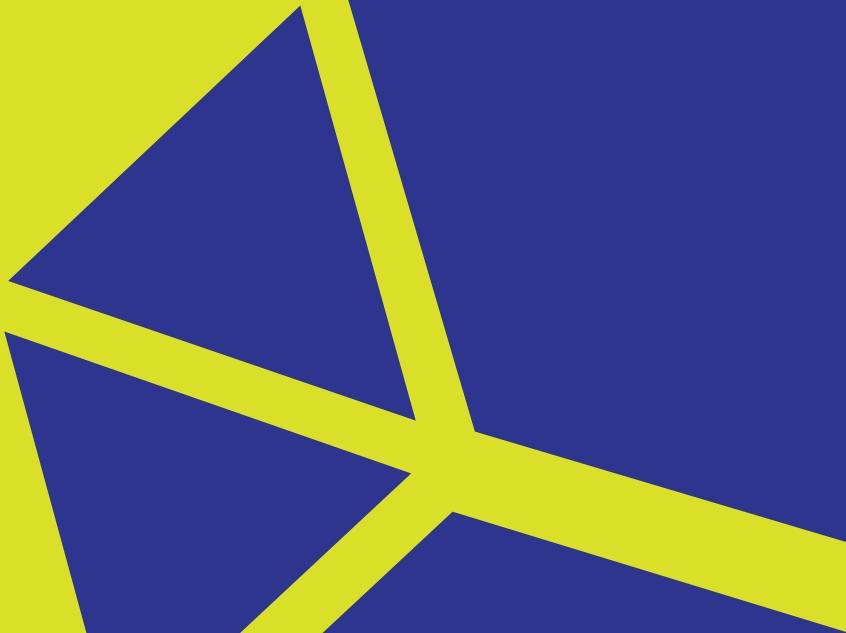
For more information, please go to www.bbmdi.com.au • info@bbmdi.com.au

APPENDIX 3 – KEY CONTACTS

The following are the key stakeholders involved in the development and implementation of the initiative for 2018 and 2019 and will form the initial Steering Committee overseeing the governance of the initiative.

Any questions relating to the BBBDI can be directed to any of the key organisations below or alternatively info@bbbdi.com.au.

Organisation	Key Contact	Contact
BHP - Local Buying Program (Industry Representative)	Specialist, Local Buying	E: localbuyingprogram@bhp.com
Central Highlands Development Corporation (CHDC)	General Manager Business Development Officer	P: 07 4982 4386 E: enquiries@chdc.com.au 31 Ruby St, Emerald QLD 4720 www.chdc.com.au
C-Res	General Manager	P: 1800 536 663 E: info@c-res.com.au P0 Box 1721, Mackay Qld 4740 www.c-res.com.au
Department of State Development (Mackay, Isaac & Whitsunday)	Regional Director	P: 07 4898 6818 Level 4/ 44 Nelson Street, Mackay P0 Box 710, Mackay Qld 4740 www.statedevelopment.qld.gov.au
Department of State Development (Fitzroy & Central West)	Regional Director	P: 07 4924 2901 Level 2, James Larcombe Place, 209 Bolsover Street, Rockhampton P0 Box 113, Rockhampton Qld 4700 www.statedevelopment.qld.gov.au
Isaac Regional Council	Manager Economic Development + Communities	P: 1300 ISAACS (1300 472 227) E: records@isaac.qld.gov.au P0 Box 97, Moranbah QLD 4744
Local Buying Foundation	Project Officer	P: 1800 536 663 E: officer@localbuyingfoundation.com.au www.localbuyingfoundation.com.au
Small Company Big Business (B2B Business Representative)	Bronwyn Reid Owner / Director	P: 0417 602 981 E: admin@smallcompanybigbusiness.com.au www.smallcompanybigbusiness.com.au
TM3 Training Solutions (B2C Business Representative)	Melissa Westcott Owner/Director	P: 0428 180 421 E: melissa.westcott@tm3trainingsolutions.com.au P0 Box 503, Moranbah QLD www.tm3trainingsolutions.com.au



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