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The CEO Magazine
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Combining CAPABILITIES

ThyssenKrupp Industrial Solutions is bringing together the knowledge and expertise of numerous arms of the business to provide a global standard in technology and project delivery.

Images by David Evans

The creation of ThyssenKrupp Industrial Solutions (Australia) merged three previously separate companies: Uhde Shedden, with its engineering, design, and construction expertise in the area of chemical, petrochemical, and industrial plants (making up the business unit Process Technologies); ThyssenKrupp Materials Handling, with bulk materials handling and mineral processing expertise; and Polysius, which brings expertise in cement and lime plants (making up the business unit Resource Technologies).

Managing Director Greg Breakell has worked in the mining and resources sector for several decades, building up his

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knowledge and experience within the dynamic industry. Prior to the role as managing director of ThyssenKrupp Industrial Solutions (Australia), he was the managing director of ThyssenKrupp Materials Handling, having previously been the operations manager. Further back in his career, he worked for other companies such as BHP Engineering, Minenco, and Fluor Daniel. Greg has a Bachelor of Business Management and a degree in mechanical engineering, and has been involved in the mining industry for 35 years.

Since his appointment, Greg has led the new company through its inception, getting the right people into the right positions in order to involve everyone in the future of the business. “The motivation was to bring together the different arms of our business. Merging

businesses can be complicated, but it is a rare opportunity to take the best from each, value lessons learned, and build a better organisation. It’s an opportunity we’ve maximised, drawing synergies from the wider ThyssenKrupp organisation in Australia, ThyssenKrupp Industrial Solutions in the APAC region, and globally. But in terms of Uhde Shedden, Materials Handling, and Polysius, there are many areas of common services, common customers, and the ability to share services and engineering across the business.”

These efforts to combine resources and knowledge are already bearing fruit, helping ThyssenKrupp Industrial Solutions (Australia) to provide a holistic approach to its customers and to give continuity and stability to its employees. “I’ve >



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already seen benefits to the projects we are delivering: Resource Technologies' safety management system is being used by Process Technologies in the construction phase of a CO₂ removal plant for natural gas; while construction management expertise from Process Technologies is assisting the delivery and installation of ship loaders for Resource Technologies."

Overall, the industry has experienced major operational and structural changes over the past few years. "The booming times that we had in mining, together with oil and gas, which is still going pretty strong, required a different mindset to the current modus operandi, where the markets are now tighter. At that time, our greatest challenge was: How can we get enough employees? But now that human resources are more readily available, our challenge is improving efficiency and minimising costs to provide greater value to our customers."

However, with the dynamic complexity of ThyssenKrupp Industrial Solutions (Australia)'s operations, finding the right people is still paramount in the organisation's success. Greg believes it has to be a matter of technical and cultural fit, sourcing people that suit the position and



the wider business. "There are two key areas: one is obviously their technical and commercial capabilities. And then second, which is subtler, is whether that person is a fit in terms of our culture, our operations, and how we work with customers and subcontractors, which is a little different.

"It is about the person and whether they fit the team, which is a little bit nebulous, but, to me, a very key point. You can get someone that looks fantastic on paper, but then you find they don't collaborate and interact with the team in the way you expect it. When you are hiring a new person, how your HR team and how your management team interact with the people during that process to ensure that they are the right fit for the organisation is absolutely essential."

The due diligence ThyssenKrupp Industrial Solutions (Australia) goes through for staff extends to the company's suppliers and key

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partners. Since the organisation is a primary advocate for collaboration, ThyssenKrupp Industrial Solutions (Australia) works intimately with all its stakeholders to ensure ongoing success. "I think it's two things: it's how an organisation is structured and how the people interact. For me, suppliers and partners need to have the same mindset. We also have a very close working relationship with the customers, and it is about trying to provide the optimal result and keeping them very much involved in the process and the decisions so that they feel a part of the team. It is very much a team approach combined seamlessly from the customer side to the supplier side, so that it operates more like a joint venture, but is not structured as a joint venture."

As part of the ThyssenKrupp group, ThyssenKrupp Industrial Solutions (Australia) derives its values and principles from its parent company. These values >



“Constructing and operating throughout Australia with ThyssenKrupp Industrial Solutions”



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Goodline is a privately owned Australian company specialising in the construction, maintenance, and operational needs of the mining, marine, and building industry. With operational branches in Western Australia, Queensland, and the Northern Territory, Goodline is strategically positioned to service remote and populated northern Australia.

Goodline's services encompass complete management of projects from planning and feasibility assessments to commissioning and initial operation support. With an established tendering and engineering department, Goodline encourages early contractor involvement to provide financial and logistical assessments of projects.

Employing trades of all disciplines, Goodline has the capacity and experience to complete civil, structural, mechanical, hydraulic, electrical, and instrumentation installations, and can provide a single point of contact through all project stages. By managing steel fabrication, maximising off-site pre-assembly, and coordinating delivery chains, Goodline will ensure that schedules and quality standards are met whilst reducing costs.

Further to construction, Goodline can provide innovative maintenance solutions with minimal disruption to operations. Goodline's shut-down managers ensure close communication with clients to schedule works, mobilise experienced maintenance crews and maximise pre-shut opportunities. Goodline is an experienced contractor capable of providing turn-key construction projects with the clients' best interest as the highest priority.



drive the business and uphold a standard of operation throughout the ThyssenKrupp group. “We stand for quality, safety, and the fact that it's very much a ‘we’ mentality at ThyssenKrupp. It's how we work as a team, and that moves through to our suppliers and our customers that we're trying to engage with, bringing down the barriers and the walls between them so that we are working together as a team. We find that that works better in our type of business than the walled approach that you have with some other businesses.”

While mining and resources activity has slowed in Australia, there is still a huge demand for related projects and technology, which ThyssenKrupp Industrial Solutions (Australia) is well prepared for. The organisation has various projects across the country, assisting the mining sector with very specialised solutions.

“In materials handling, we have quite a few projects that are nearing completion and that are in the commissioning phase: some on the west coast in iron ore and some within the coal industry on the east coast. We have two ship loaders, one recently delivered to Port Hedland, and the second in the erection stage in China and nearing shipment towards the end of this year. The Resource

Technologies business is largely a service-oriented business.”

The company is in an exciting period as it works out the intricacies of bringing together the different parts of the business. While the company realigns its focus and takes on key projects across the country, ThyssenKrupp Industrial Solutions (Australia) is using its combined expertise to further establish its place within the industry. “We are certainly applying ourselves very strongly in the EPC [engineering, procurement, and construction] area. Thanks to the combination of our capabilities, we can offer our customers engineering, procurement, and construction as well as associated services from a single source. We are able to execute projects as a one-stop solution, and we can rely on decades of experience as well as an extensive international set-up.

“We see that we have the right skill sets and the right-size business to tackle large projects as well as smaller, more difficult projects that the traditional consultants have done in the past, but who find themselves less cost effective than us in being able to undertake that type of work. So we are working very close to the smaller brownfield projects that are quite prevalent at the moment.” •

About ThyssenKrupp Industrial Solutions

ThyssenKrupp Industrial Solutions ranks among the world's leading plant technology companies and holds top-three positions in key market segments. The company offers its customers engineering, procurement, and construction, as well as associated services from a single source, and has decades of experience gained in building more than 5,000 plants. With highly efficient chemical, refinery, cement, and other industrial plants as well as equipment for open-pit mining, ore processing, and port handling, ThyssenKrupp Industrial Solutions enables its customers to meet increasing worldwide demand for ‘more’ energy, raw materials, and capital goods in a ‘better’ resource-friendly way.

Under the roof of ThyssenKrupp Industrial Solutions, plant technology operations worldwide are managed by the two business units: Process Technologies and Resource Technologies. Process Technologies is focused on engineering, procurement, and construction for chemical, refinery, and other industrial plants, while Resource Technologies offers a comprehensive product portfolio and a wide sales and service network to customers in the mining, cement, mineral processing, and materials handling industries.

ThyssenKrupp Industrial Solutions is one of six business areas of the ThyssenKrupp Group. Alongside Process Technologies and Resource Technologies, it also includes the companies ThyssenKrupp Marine Systems, offering engineering services for submarine and shipbuilding, and ThyssenKrupp System Engineering, with production equipment for the automotive and aerospace industries.

At ThyssenKrupp Group, around 157,000 employees work in just under 80 countries to produce product solutions for sustainable progress.