

Case Study

BUSINESS BACKGROUND

Business Unit ("BU") part of an ASX-listed, waste management company with \$3.8B Gross Revenue

BU Gross Revenue of \$30M primarily from large Building & Construction firms

Team of 40 consisting of Operations, Sales, Customer Service & Administration

My role was Branch Manager of the BU

UNDERSTANDING

Context:

20+ trucks lost

Feb '22 floods → 20+ trucks lost; core disposal points underwater → forced into costlier 3rd-party sites

Capacity Hit:

↓75%

Serviceability ↓75%; >6 mth replacement lead times due to COVID-19

Financial Drain:

\$500k /mth

~\$500 K loss/month; prior inefficiencies masked by favourable internal disposal rates

Case Study

ANALYSIS

- 360° SWOT
- P&L, Balance Sheet and internal controls audit
- Route-level “jobs/operator” review & benchmarking
- Disposal-pricing exposure & competitor scan
- Consultation with internal & external SME’s

SOLUTION

- Operations team restructure
- Efficient routes with dynamic dispatch calls
- Negotiated disposal agreements & new pricing
- New private-sales channel for higher-margin bins
- Daily KPI dashboards & revised forecasting process supporting approval of additional investment

OUTCOME

- +110% profit** Profit restored after 4 months & sustained through H2
- +50% bin stock** Fleet fully replenished in 6 months & new bin stock secured
- Stable Org** Operator engagement ↑; absenteeism ↓; incidents ↓
- +85%** Service levels exceeding pre-flood standards