



Joining PIP offers a real opportunity to:
**Work with Great People to Unleash Potential,
Yours and Others.**

Rapid, sustainable

results

Partners in Performance

Partners in Performance

Established in 1996, PIP is a dynamic and fast-growing company that delivers rapid, sustainable results and builds better businesses for our clients. As PIP continues to expand into new geographies and industries there are opportunities for motivated individuals to join the PIP team.

We deliver results...

PIP has built a solid reputation for delivering fully implemented, bottom-line improvements to clients across a wide range of sectors and countries. The majority of our work is helping management turn around a business rapidly. This means that we focus on the highest value levers – usually around increasing production and revenue and improving cost efficiencies.

...across different industries

While PIP is primarily known for its core work in heavy industry, industrials and resources, our methodology is found to be equally applicable in the service industries, where PIP is expanding.

...different geographies

Our clients are often global leaders and blue chip companies in Australasia, North America, South America, Europe, Asia and Africa. PIP has undertaken engagements in the following locations:



...and on a range of issues.

PIP helps clients to gain rapid and sustainable improvement across a broad range of areas such as:

- Debottlenecking
- Quality
- Safety
- Environment
- Maintenance
- Shutdowns
- Procurement
- Contractor management
- Capital expenditure reduction
- Marketing and sales effectiveness
- Investment and acquisition due diligence
- Back office operations
- Strategy



Mining Minerals Processing

Zinc, Copper, Coal, Uranium, Bauxite, Lead, Steel, Silver, Iron Ore, Diamonds, Aluminium



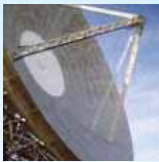
Services

Private Equity, Financial Services, Retail, Back office processing



Logistics

Rail, Shipping, Ports, Materials handling



IT & Telecommunications

IT outsourcing, Telecommunications, Call centres



Manufacturing

Pulp & Paper, Pigment, Aluminium casting and extrusion, Steel forming, Packaging, Plastics

Our Unique Approach

PIP has developed and refined specific methodologies that help clients achieve rapid shifts in key performance indicators (KPIs), thereby locking-in results. Our team-oriented approach is about working hand-in-hand with clients to transfer improvement skills and upgrade the internal systems and processes to build better businesses and leave behind organisations which can continuously improve. Engagement duration is typically 9-12 months.

Overall we:

- **Focus on what really counts.** Quickly identify the key strategic and operational improvement drivers that make or break a business and focus on them above all else
- **Deliver fully implemented results.** Our strong and pragmatic analytical tools ensure a robust and disciplined approach to identifying, implementing, delivering and locking-in real KPI improvements.
- **Coach and build ownership.** Coach clients in delivering improvements and in how to manage a business for high performance and continuous improvement. We personally coach in most layers of the business – combining interactive classroom learning with on-the-job applied training.
- **'Hard-wire' the business.** We work with our clients to develop and implement processes, systems and skills that ensure that a business can measure and sustain results.



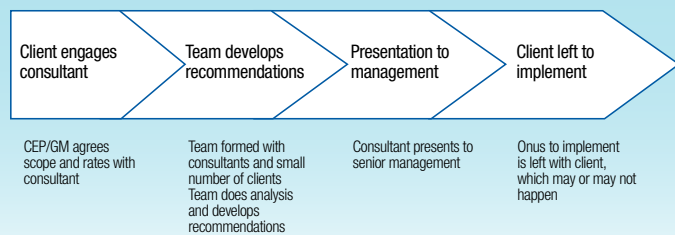
How is PIP different from traditional consultants?

Unlike other consulting firms, and what truly sets PIP's methodology apart, is that our work is done with management remaining in their daily jobs, coaching them how to deliver improved results as part of their routine.

This requires us to roll up our sleeves and provide significant assistance with implementation to ensure that ideas work and are sustained. Our job is to 'coach' the client rather than do their job for them; this is a subtle but critical distinction in the way we deliver results. This unique approach ensures constant skills transfer of the know-how required to generate, deliver and sustain the value from the identified ideas. Our approach is unique in the marketplace and its value is reflected in the ever-increasing demand for PIP's services.

“ is about working hand-in-hand with clients to transfer improvement skills ”

Typical consulting approach



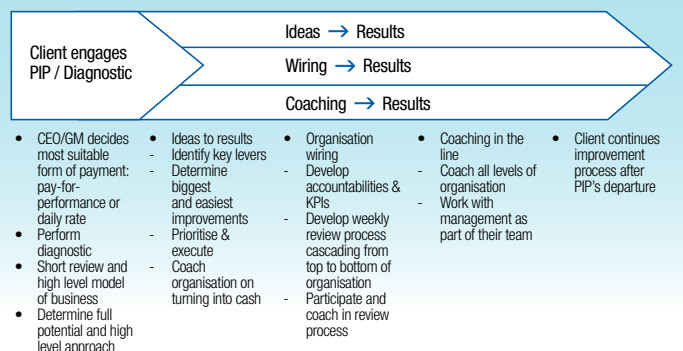
CEP/GM agrees scope and rates with consultant

Team formed with consultants and small number of clients
Team does analysis and develops recommendations

Consultant presents to senior management

Onus to implement is left with client, which may or may not happen

PIP Approach



- CEO/GM decides most suitable form of payment: pay-for-performance or daily rate
- Perform diagnostic
- Short review and high level model of business
- Determine full potential and high level approach

- Ideas to results
 - Identify key levers
 - Determine biggest and easiest improvements
 - Prioritise & execute
 - Coach organisation on turning into cash

- Organisation wiring
 - Develop accountabilities & KPIs
 - Develop weekly review process cascading from top to bottom of organisation
 - Participate and coach in review process

- Coaching in the line
 - Coach all levels of organisation
 - Work with management as part of their team

- Client continues improvement process after PIP's departure



What is unique about the PIP approach?

“PIP is a revolution in the consulting world. It is creating a new industry which will make large parts of consulting obsolete. It is focused on delivering fully implemented results to clients and on building the systems, processes, skills and norms in an organization to enable it to be high performing and continuously improving. We are turning the art of management and of execution into a science and training people how to manage. This combines to not only deliver rapid results for our clients, but builds much better businesses than when we arrived.”

Skipp Williamson, *Founder & MD of PIP*

“I think the process in itself is a very simple process but it’s absolutely powerful and it’s phenomenal because you take the basic stuff and you really implement it and make sure you implement it well. It’s worked wonders for us.”

Otto Bousema,
BHP Billiton, Bayside Aluminium

“The process they’ve got, works very, very well... it gets everybody involved and it’s just improvement-driven.”

Les Barnett, *GM Zinifex*

What does a typical PIP team look like?

A PIP team typically comprises a full-time Senior Engagement Manager (SEM), 3-5 Area Engagement Managers (AEMs), 2 PIP or client Business Analysts (BAs) per AEM and a Principal who provides part-time oversight of the engagement.

Principals play a key role in guiding a portfolio of engagements to ensure they deliver rapid, sustainable results, managing the wiring of the PIP business and leveraging their relationships with industry leaders to develop PIP’s business.

Senior Engagement Managers primary role is to coordinate and coach the team on the day-to-day business improvement effort. SEMs are responsible for leading the team’s problem solving efforts, driving implementation, engaging and coaching the management team, ensuring results are delivered, and ensuring that the wiring required to deliver, sustain and drive improvement results is in place.

Area Engagement Managers usually take responsibility for a specific area of the client’s operations. Their role is to assist with the delivery of measurable improvements, implement the processes and systems that will sustain ongoing improvements and develop business improvement capabilities through extensive coaching and mentoring. AEMs play a leadership role to manage the problem solving efforts, ensure prioritisation of initiatives and embed ‘wiring’ into the organisation.

Business Analysts work closely with PIP and client team members to collect/analyse data and provide insights. They assist with the delivery of measurable improvements and in implementation of processes and systems that will sustain ongoing improvements. At times they may be given the opportunity to take on front line coaching roles to broaden their management experience.

Our Culture and Values

We work hard to provide a challenging and rewarding work environment. We succeed by stretching our people to rapidly master new skills and support our clients to deliver audacious results, within a team of exceptional, high-energy people. PIP’s values underlie our promise to deliver results, not just theories to our clients.



“ a powerful consulting, management and leadership toolkit that will place you in good stead for the rest of your professional career. ”



PIP's unique culture

PIP is a dynamic and fun place to work – and simultaneously provides a unique opportunity for personal and professional growth. You will work with exceptional people on challenging issues, lead and coach teams in a variety of industries (and – if you choose, countries). We aspire to challenge, extend, support and grow our people.

What you will learn

At PIP you will build a powerful consulting, management and leadership toolkit that will place you in good stead for the rest of your professional career. Our people are given hands-on training on PIP's leading-edge approaches and methodology which covers 'how to manage' as well as 'how to improve a business'.

For those with limited or no consulting experience, you will develop the fundamental skill set required in management consulting. You will learn:

- Methodology to quickly identify and tackle the key value drivers that really count
- Problem solving and analysis
- Insight generation
- Recommendation development
- Effective communication skills
- Change management and managing client relations

The added benefit in working at PIP is that in addition to acquiring consulting skills, you will, more importantly, develop implementation and leadership skills to have a real impact with clients. The additional PIP skills you will develop include:

- Learn the fundamentals on how to manage an operation to deliver results (theory)
- Apply the fundamentals and learn how to deliver results
- Learn how to 'hard wire' a business to sustain results and drive continuous improvement
- Learn the skills and tricks for excellence in execution
- Experience the thrill of seeing bottom line improves being delivered day after day

At PIP you will learn to deliver real, sustainable results – arguably the scarcest and most valuable toolkit in business today. This robust, differentiated and highly respected set of skills will prepare you for a successful career in consulting or provide a stepping stone into line management.

How will you learn...

At PIP you will have frequent professional development opportunities through PIP-led classroom training and mentoring, followed by on-the-job application and coaching – learning in real-life business situations. We believe that our training is second to none and PIPers typically receive the equivalent of 2-3 weeks training and mentoring every year of their PIP career.

With all the resources available at your fingertips, you can grow as quickly as you are ready and in the areas that interest you most.



Formal accreditation

Our training is recognised by Melbourne University. By participating in our core training program, you can obtain formal qualifications – a Graduate Certificate in Operations Management (equivalent to half a Masters degree).

PIPers' perspective...

"The leadership within PIP comprises very senior people, with vast experience and solid track records. However the flat structure of the firm makes them highly approachable, and I have been fortunate to receive excellent mentorship during my time with the firm."
Ryan, PIP Area Engagement Manager



The client's perspective...

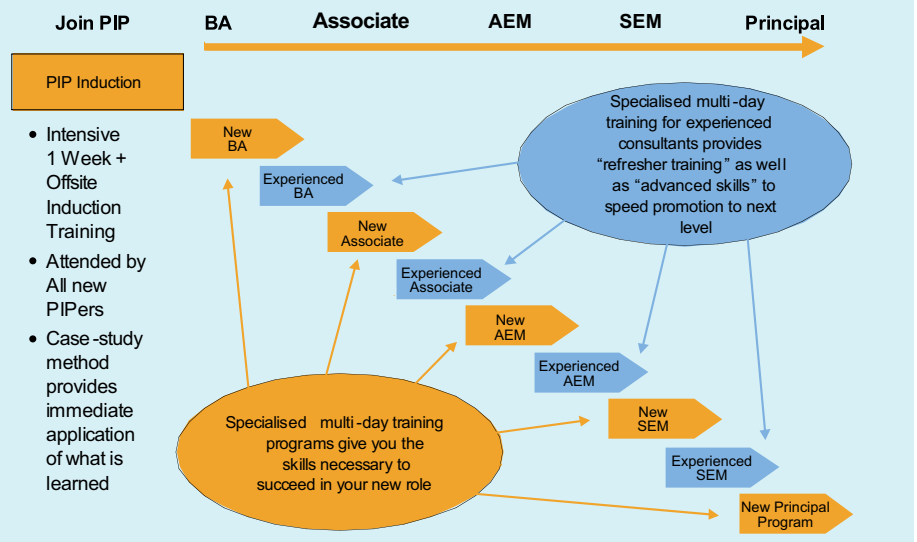
"It's definitely one of the best professional development experiences of my career, and I am confident I speak for 90% of the other team members as they all spoke of phenomenal development. I believe working side-by-side for 9 months with some of the best business management consultants in the world was probably the equivalent of doing an MBA."

Otto Bouseman, BI Manager
Bayside Aluminium, BHP

"The invaluable things you learn about people, process, communications - all from just participating in the PIP improvement process. you couldn't learn these skills at a management course. I believe it is one of the most valuable learning experiences in the corporate world, particularly for those still developing in their careers."

Les Barnett, GM Zinifex

Role-specific formal training programs



Real-world experience

Experience in real client situations, solving real business issues enables you to apply what you have learnt and will cement these skills in the process. This is a key differentiator for PIP, as our in-the-line approach is unique in the consulting world and is the only way that as a consultant you can genuinely put into practice the implementation skills you will learn.

- Real implementation experience on delivering results, managing KPIs and building ownership through different levels of an organisation
- Unparalleled opportunities for direct experience in management, working closely with divisional heads and sometimes even taking over responsibilities for line managers
- "Results, not just theory"

Personal development programs

Personalised development plans for every PIPer augment the formal offsite programs and address the needs, interests and relative strengths of each individual. Each plan includes a specific program which is a combination of:

- **Personal training plan** (from our library of 1,000+ modules) addresses specific skill gaps, topics and disciplines that are critical for your development at each stage of your career
- **Development Leader** lays out a plan for you to learn on the job from experienced PIPers
- **Career path plan** combines your career objectives with client exposure needs so that, together, we can actively shape your career development towards your interests, strengths and goals



Skipp Williamson, MD of PIP
on the cover of Boss magazine

Our People

At PIP, you will have the opportunity to work with some great people. We are proud of the richness and diversity of our people – in terms of their backgrounds, education, experience and personalities. Despite this diversity, PIPers (the term we use internally) share some universal traits such as being very bright and results-oriented but also approachable and down-to-earth. Our people have been grounded by the experience of implementation and don't live in ivory towers.

Meet some PIPers

We'd like you to meet some of our team and hear their perspectives on working at PIP.

PIP Profiles



Steve - second from the left

Steve Brown – Working with great people

Background. Steve joined PIP over 6 years ago with a background as a CEO in the chemical industry and independent consulting. Clients have included the maintenance function of a metal refinery, a major copper/uranium mine and a improving the output of an iron ore mine.

What do you love about working at PIP? The good things about PIP are: working with high calibre colleagues, learning new tools, which, combined with your own experience in getting stuff done, create outcomes that are clearly valuable to the client.

How does working at PIP compare to being in management? In a GM role you are usually too busy working "in" the business to work "on" the business. So it's satisfying to be able to spend most of your time on improving a business by working on the most valuable levers, without the distraction of a line role.

Steve Lepine - Creating Lasting Value

Development Background. Personal and career development is as important for me as it is for PIP – and PIP is a unique place to learn and grow. I like PIP because it is experiencing high growth and is a paragon of meritocracy; solid results and living our values are tenets that shape our culture and thereby our development both individually and as a firm. At PIP, development is not just a discussion - it's an action plan with hands-on experience that develops new skills and knowledge. I joined PIP as an Analyst and from day one PIP's leadership were working on my development goals. Today, as an Area Engagement Manager, I continue to feel the same exacting level of interest in my development, and, best of all, I look forward with confidence knowing that there is much more to come.

What do you love about working at PIP? I've always been passionate about teaching. Some of my most satisfying work is coaching and mentoring clients in a way that creates lasting value. At PIP, I have the chance on every engagement to work hand-in-hand with clients to help them achieve new potential in their personal and company activities.

Why join PIP? PIP gives its people the chance to build and try new and exciting things within the firm in areas we are passionate about—enabling a new way to work with our clients. For this reason, PIP attracts some of the brightest and most capable talent. Come and meet the people at PIP. I think you will be excited about what you discover.



Michael Huggins – It's all about making things happen

Background. Michael was an engineer in his past life, completing his degree at Queensland University (1st Class Honours) and working at Comalco, Rio Tinto. He continued his studies at Oxford University as a Rhodes Scholar, before joining McKinsey & Company as a consultant.

PIP Work. Michael has focused predominately on resource and industrial clients. This has involved zinc smelters, railways & ports, steel plants, iron ore mines, coal mines, pigment plants, underground mines and nickel businesses.

Why I joined PIP? I joined PIP because I was tired of only doing presentations. They were all about analysis not about delivering results. PIP has shown me that turning around a business, is so much more about developing executional capability and performance management than it is about coming up with some sexy analysis. The satisfaction from seeing profits or EBIT increasing rapidly far exceeds any presentation or pack I've done.



“ Seize the opportunity to learn ‘real-life’ line management skills ”



What's in it for you?

There are numerous reasons to pursue a career at PIP. Our work is stimulating and varied, and from day 1, you will continually learn, innovate, build and develop your professional and interpersonal skills. As a meritocracy-based firm, the pace of your career progression with PIP is based on your capacity to learn, apply and demonstrate your skills and effect positive change with clients.

Key Benefits

► Unparalleled opportunities for professional development

- Work with global, blue-chip clients on high impact issues
- Become an expert in implementing leading-edge business methodology/IP
- Seize the opportunity to learn ‘real-life’ line management skills
- Enhance your leadership capabilities – how to inspire and manage people to achieve
- Receive a tailored professional development plan under PIP mentorship and take on additional responsibilities at your own pace

► High level of job satisfaction – see the fruits of your labour rapidly

- See the impact of your actions – coaching others and delivering results
- ‘Re-wire’ a business to be high performing and drive improvements
- Take the organisation up a major step change in performance and capabilities
- Be a part of change management from start to finish

► Strong relationships and teamwork

- Work with exceptional people as part of high performing teams
- Build deep relationships with your team and across all levels of an organisation
- Develop a team and experience the satisfaction of watching the team grow using a toolkit you taught them
- Coach clients how to deliver and measure success through bottom line results

► Attractive remuneration and other benefits

- Top decile remuneration – highly competitive packages
- Opportunity to travel and experience different cultures and work environments
- Flexibility to take time off between engagements (work-life balance)
- Be part of a fast-growing, entrepreneurial company with a strong reputation for results

Joining the PIP team

PIP recruits exceptional people who like to roll up their sleeves and work in a team environment.

Recruiting from broad range of backgrounds

PIP invites a select group of individuals to join the company at different levels, depending on their qualifications and experience. Meeting our demanding standards does not mean a uniformity of people. PIP recruits from a variety of backgrounds including:

- Undergraduate and Graduate Recruits: PIP recruits university graduates across disciplines such as economics, engineering and business. Some come straight from university while others have up to 10 years work experience.
- Successful consultants come from top-tier management consulting companies with 2-10 years experience.
- Experienced hires are often line and senior managers such as GMs or CEOs of companies and bring with them extensive managerial and industry expertise.
- Front line coaches come from companies focusing on coaching of front line supervisors and building management operating systems.

What we look for

Successful PIPers typically possess attributes such as resilience, flexibility, smarts, passion for results, a 'can do' attitude and a sense of humour. They are also role models for the firm's values. We value strong problem solving skills and we look for people who can also communicate, build strong relationships and influence at all levels of an organisation, including coaching and building a team. Some of the qualities we seek in potential PIP recruits are:

- **Problem solving and analytical skills:** an ability to dissect complex problems and quickly identify the critical levers to effect positive change.
- **People skills:** excellent communicator – establishing rapport, listening, building trust, coaching and mentoring and strong interpersonal skills.
- **Energy:** a high level of energy and an ability to motivate and inspire others; fun to work with.
- **Leadership:** leading people and building a team.
- **Passion for results:** relentless focus on delivering results, pragmatic bent –interested in having a real impact.
- **Role models:** individuals who are a good match with PIP's values.



Why work at PIP

"I was excited to find that PIP shares my passion for delivering results in a hands-on, pragmatic and rapid way."

Stephen, PIP Area Engagement Manager

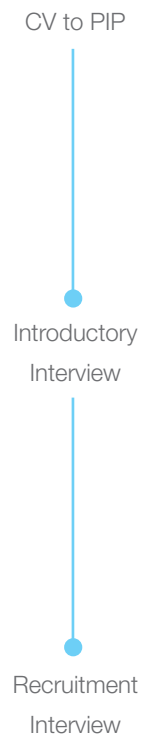
"What drives me to love my work is the passion and commitment of PIPers to create real value reducing the most complex "situations" to simplistic tasks. I enjoy the travel experiences with the freedom to work around the globe with people with diverse backgrounds, living and experiencing different cultures."

Pablo, Business Analyst

"There's nothing more satisfying than seeing the results improve, literally day-by-day, week-on-week. The thing that I love and our people love – is wherever you are, there's a chart on the wall and each day, you can literally watch the revenues going up, the costs come down and the profits go up. It's instant gratification!"

Skipp, Founder & MD of PIP





Applying to PIP

At PIP, we search the world for the best and brightest people in their field. We only recruit those who can demonstrate the aptitude and ability to help turn businesses around.

We have a rigorous recruitment process at PIP to assess capabilities, and applicants must also pass the test of 'someone we'd be happy to sit next to on a 10-hour flight'. Potential PIP recruits undergo an introductory interview plus three separate phone or face-to-face recruitment interviews (each about 90 minutes duration). Ideally we would conduct all interviews in person, but as we are recruiting from around the world and our people are also in different locations, this is not always possible. In most cases at least one interview will be face-to-face.

- **Introductory interview:** conducted by core PIP members to provide information about PIP, discuss working opportunities, what to expect, assess compatibility between your career objectives and experience and PIP. This will also give you an opportunity to ask any questions about PIP.
- **Recruitment interviews:** the primary focus of the initial interview is twofold. Firstly, it is to identify practical people with the ability to drive for results. In addition, it tests problem solving capability (an absolute prerequisite for joining PIP) via case studies and to discuss your past experiences. We also look at other criteria such as communication skills, fit with PIP values and relevant education and professional experience. The interview process also allows you to get to know PIP better and give you the opportunity to determine whether this is the right company for you as well.

Contact Details

If you think that you are the sort of person who would thrive in the PIP environment then we would love to hear from you. Send your CV to careers@pipint.com and we will get back in touch with you.

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