# Capability Statement

Approach to Strategy Development

At VBKOM, our approach to strategy development refers to a systematic and organised way of planning, developing, and implementing actions to achieve specific goals or objectives. It involves making informed decisions about how to allocate resources, deploy efforts, and adapt to changing circumstances in order to achieve desired outcomes.

Some of the key components of VBKOM's strategy development approach include:

As-Is Assessment

Strategy design

Strategic roll-out framework
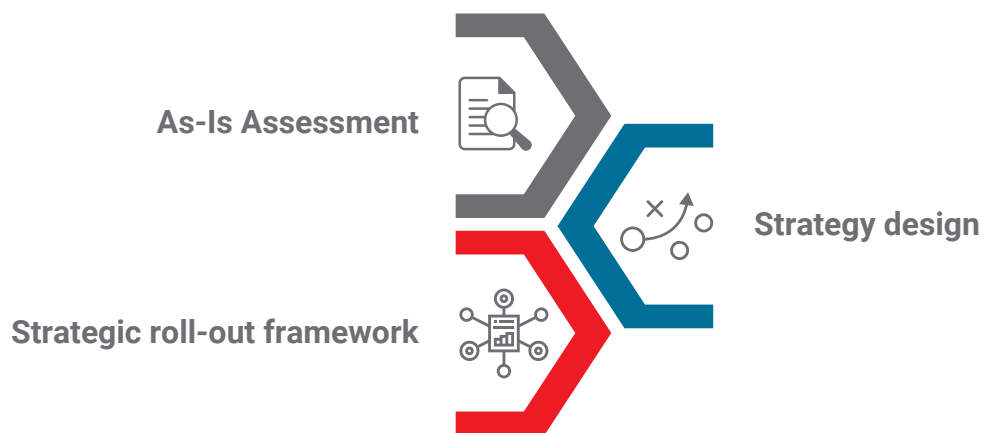
Due to the unique challenges and considerations of the mining sector, the strategy development process requires a thorough understanding of geological, technical, economic, social, and regulatory factors.

It requires interdisciplinary collaboration, adherence to regulatory requirements, and a commitment to responsible resource management. Balancing economic goals with environmental and social considerations is crucial for the long-term success and sustainability of mining operations.

As-Is Assessment

An "as-is assessment" is a systematic analysis and evaluation of a current situation, process, system, or environment to understand its existing state or condition. The term "as-is" implies that the assessment focuses on describing things as they currently are without any modifications, improvements, or changes considered at this stage. As-is assessments are often performed as a starting point for various purposes, such as process improvement, system upgrades, or strategic planning.

The key aspects of an as-is assessment are:

› **Understanding the Current State:** The primary goal is to gain a clear understanding of how things currently operate. This involves examining the existing processes, procedures, structures, technologies, and workflows.

› **Documentation:** Capturing details about the current process steps, inputs, outputs, stakeholders involved, relevant technologies, resources used, and any variations or exceptions.

› **Gathering Data:** Information is collected through various means, such as interviews, surveys, observations, and data analysis. Stakeholder input is crucial to ensure that all perspectives are considered.

› **Mapping and Visualisation:** Creating visual representations, such as flowcharts, diagrams, or maps, to help illustrate the current process or system. This aids in communicating complex information to stakeholders.

› **Identifying Gaps and Inefficiencies:** Identify potential issues, bottlenecks, redundancies, and inefficiencies in the current state to provide a foundation for future improvement efforts.

› **Root Cause Analysis:** Understanding why certain problems or inefficiencies exist is important for improvement measures to be identified and implemented.

› **Comparative Analysis:** If required, a comparative analysis might be done to benchmark the current state against industry best practices or standards to help identify areas where improvements can be made.

› **Stakeholder Input:** To gain valuable insights about the day-to-day operations and challenges, input from various stakeholders, including employees, managers, and end-users, is crucial.

› **Data Validation:** Ensuring the accuracy and validity of the collected data is essential for making informed decisions based on the assessment's findings.

› **Decision-Making and Planning:** The insights gained from the as-is assessment serve as a basis for decision-making. Organisations can use this information to plan for process improvements, system upgrades, or strategic changes.

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Geology and Geotechnical

Risk Management | Financial Modelling

Mining Engineering | Industrial Engineering

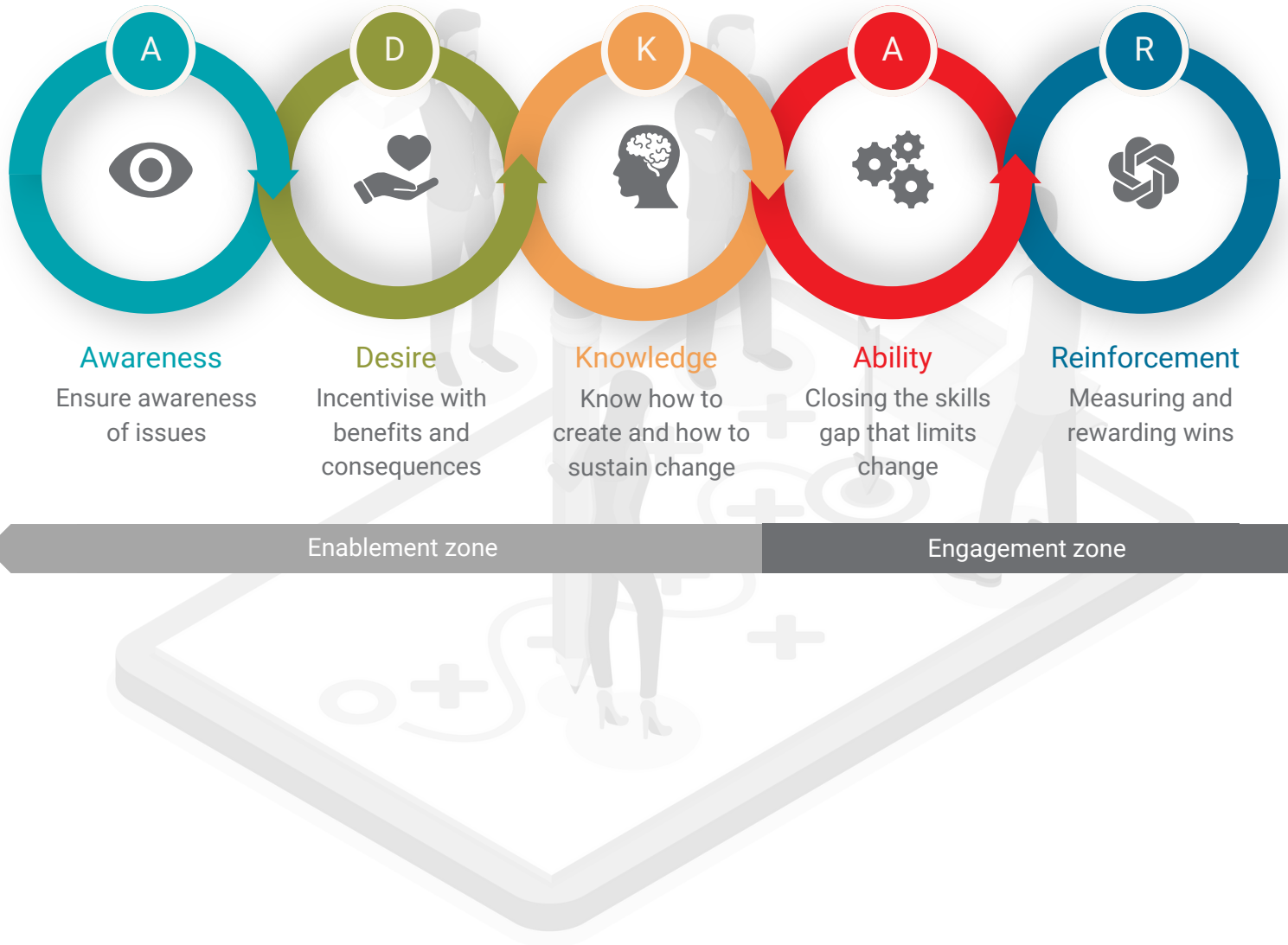Project Support | Simulation and Decision Support

Strategy Design

Strategy design is the process of developing a detailed plan and approach to achieve specific goals or objectives within an organisation, project, or endeavour. It involves creating a blueprint for how the desired outcomes will be realised, considering various factors such as resources, constraints, risks, and opportunities.

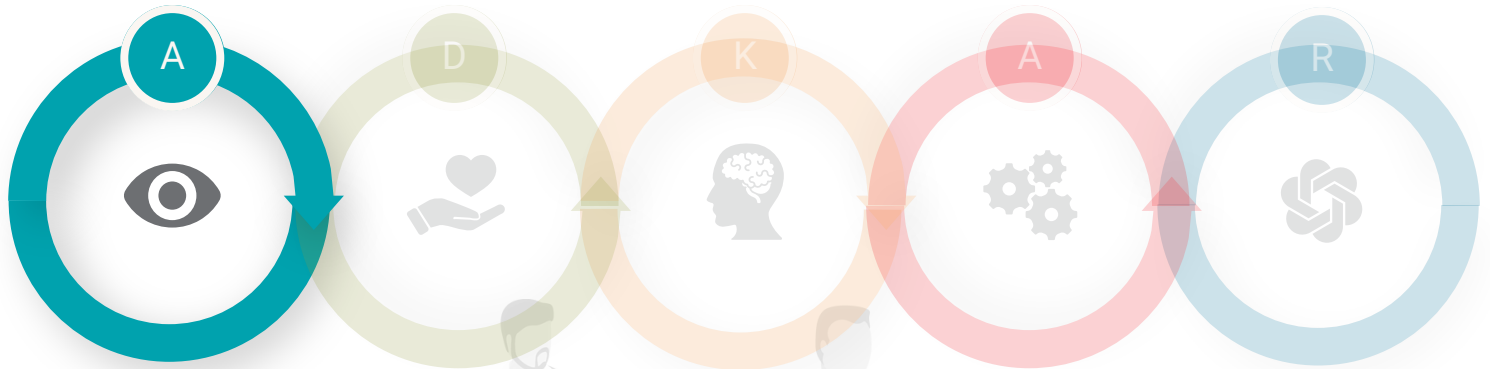The key aspects of a strategy design are:

›   **Goal clarification:** Clearly defined goals or objectives that the strategy aims to achieve.

›   **Analysis:** Conducting a comprehensive analysis of the internal and external factors that could impact the strategy's success. This may involve evaluating strengths, weaknesses, opportunities, and threats, assessing market trends, and understanding the competitive landscape.

›   **Alignment with Vision:** The strategy should align with the broader vision, mission, and values of the organisation.

›   **Resource Allocation:** Identify the resources required for successful implementation, including financial, human, technological, and operational resources.

›   **Tactical Planning:** Breakdown of the high-level strategy into actionable steps or tactics. Develop detailed plans for how each aspect of the strategy will be executed.

›   **Timeline and Sequencing:** Establish a timeline for the various stages of strategy implementation. Define the order in which different actions will be taken that ensures a coordinated approach.

›   **Risk Management:** Identify potential risks and challenges that could arise during strategy execution. Develop strategies to mitigate or address these risks effectively.

›   **Measurement and Metrics:** Define key performance indicators (KPIs) and metrics that will be used to measure the progress and success of the strategy.

›   **Communication and Collaboration:** Outline how the strategy will be communicated to all stakeholders, and encourage collaboration among team members to ensure alignment to goals and overall strategy.

›   **Adaptation and Flexibility:** Design the strategy to be adaptable in response to changing circumstances.

›   **Implementation Roadmap:** Identify milestones, assign responsibilities, and define accountability.

›   **Feedback Loop:** Establish mechanisms for collecting feedback during the strategy's implementation to identify challenges early and allow for adjustments to be made as needed.

›   **Continuous Improvement:** Regularly assess the strategy's effectiveness and make refinements as necessary.

Strategic Roll-out Framework

VBKOM deploys the "ADKAR" strategy roll-out framework which is a change management model that provides a structured approach for facilitating successful adoption of change within organisations. ADKAR is an acronym that represents five critical elements that individuals and/or organisations need to address in order to effectively embrace and adapt to a change initiative. This model was developed by Prosci, a company specialising in change management solutions.

A	D	K	A	R
Awareness	**Desire**	**Knowledge**	**Ability**	**Reinforcement**
Ensure awareness of issues	Incentivise with benefits and consequences	Know how to create and how to sustain change	Closing the skills gap that limits change	Measuring and rewarding wins

Enablement zone	Engagement zone

Awareness

A — Awareness
Ensure awareness of issues

D — Desire
Incentivise with benefits and consequences

K — Knowledge
Know how to create and how to sustain change

A — Ability
Closing the skills gap that limits change

R — Reinforcement
Measuring and rewarding wins

Description

- Announce the change to employees in advance
- Explain the reasoning behind the change, including current pain points and potential ROI of the new solution
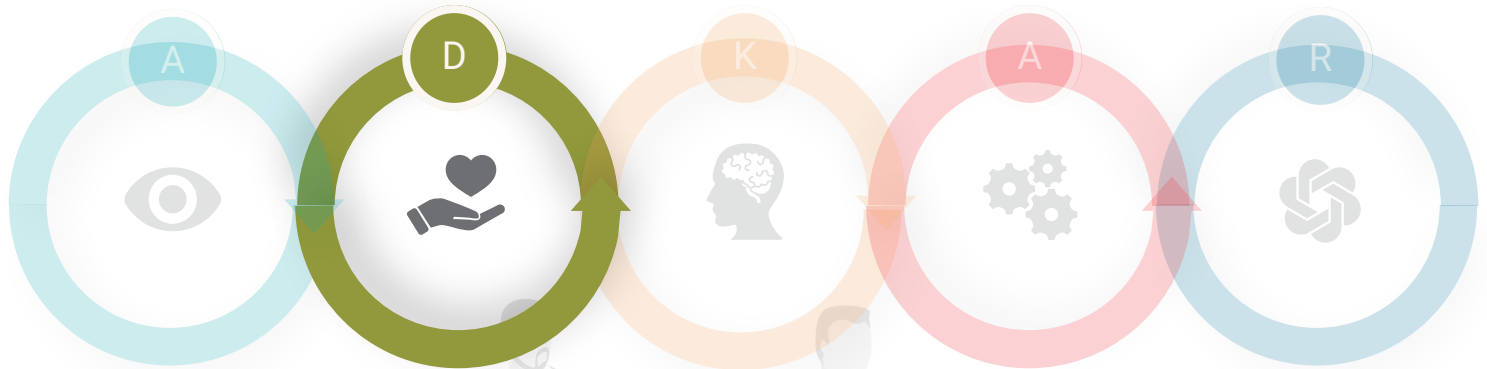- Give employees an opportunity to ask questions and make suggestions

Message Theme

- What is and is not working in the organisation?
- What are the options?
- Communicate that there is a problem
- Focus attention on the most important reasons to change

Who

When

Channels

Desire

Awareness
Ensure awareness of issues

Desire
Incentivise with benefits and consequences

Knowledge
Know how to create and how to sustain change

Ability
Closing the skills gap that limits change

Reinforcement
Measuring and rewarding wins

Description

- Gauge employees' reactions to the change
- Identify champions
- If employees are resistant or indifferent, address their concerns or demonstrate benefits

Message Theme

- Communicate benefits of change
- Identify risks involved
- Build momentum
- Address fears

Who

When

Channels

Knowledge

Description

- Provide training or coaching to show employees what to do after the change takes place
- Address any skills gaps
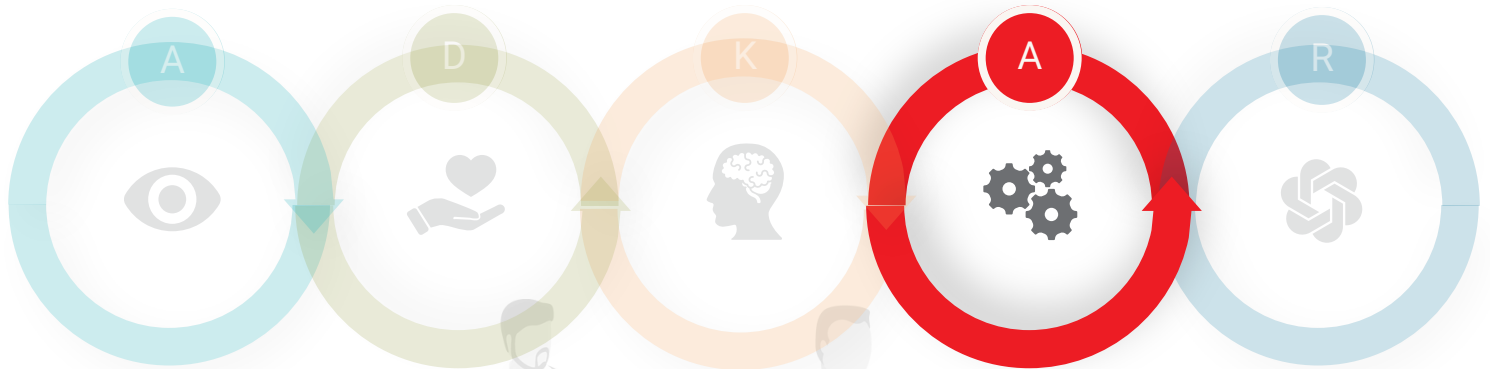- Offer reference material and resources, like process flow charts

Message Theme

- Learn new technical skills
- Learn to think as a team
- Learn how to timebox (which is a time management technique used in Scrum and Agile project management)
- Share information
- Set reasonable targets

Who

When

Channels

Ability

A	D	K	A	R
Awareness	**Desire**	**Knowledge**	**Ability**	**Reinforcement**
Ensure awareness of issues	Incentivise with benefits and consequences	Know how to create and how to sustain change	Closing the skills gap that limits change	Measuring and rewarding wins

Description

- Schedule practice runs before the change is fully implemented
- Monitor performance immediately following the change and provide feedback
- Set reasonable goals and metrics at the start
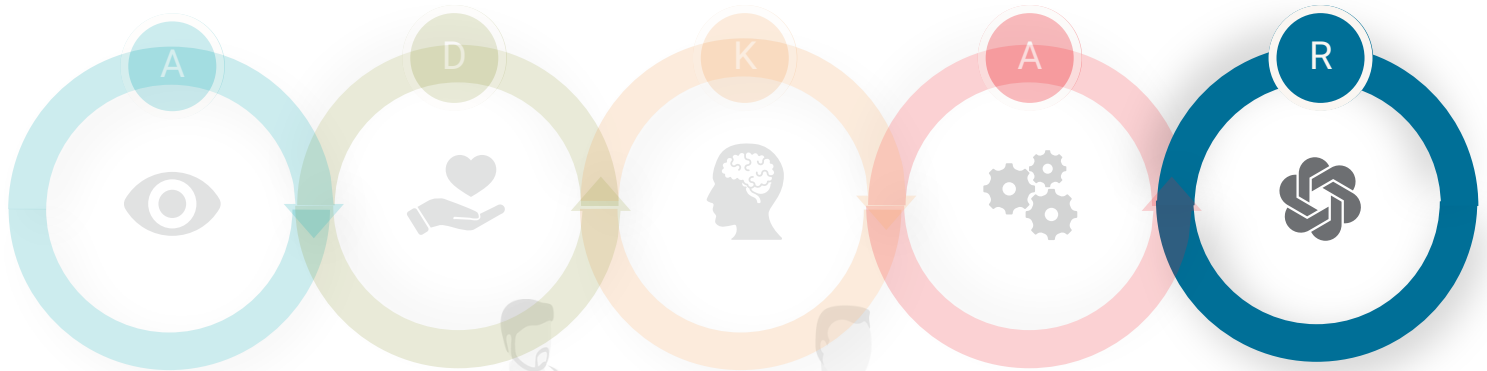- Adjust processes as necessary

Message Theme

- Deploy a suitable governance framework
- Training in the basics
- Start small
- Don't do it by stealth
- Adjust process as necessary

Who

When

Channels

Reinforcement

A	D	K	A	R
Awareness	Desire	Knowledge	Ability	Reinforcement
Ensure awareness of issues	Incentivise with benefits and consequences	Know how to create and how to sustain change	Closing the skills gap that limits change	Measuring and rewarding wins

Description

- Monitor the change over time to ensure it meets objectives
- Use positive feedback, rewards and recognition to encourage employees to continue to follow the new process

Message Theme

- Identify champions
- Share experiences
- Learn from early mistakes

Who

When

Channels

Our Value Proposition

VBKOM is a provider of innovative business and technical consulting services and solutions for the mining and capital-intensive industries. We challenge ourselves to apply fresh thinking and to utilise our experience and technology in pioneering ways to deliver forward-thinking solutions.

We offer complete multi-disciplinary economic studies for blue-chip mining houses, junior miners and financial institutions across the full range of mineral commodities. Due to VBKOM's diverse pool of expertise, we can offer our clients specialised skills within a one-stop-shop culture. Our engineering, risk, and project management capabilities as well as simulation and decision support expertise, make us an ideal partner to the mining, petrochemical, and construction industries.

Our focus on long-term client relationships combined with our technical skills ensures that our clients can fully optimise their value chain.

At VBKOM the quality of our work is guided by a simple philosophy – our success is driven only by the success of our clients and the achievements of our professional consultants. By using cutting-edge technology and the most advanced computer modelling systems on the market, our technical expertise comes unrivalled. Our capacity and consistency have earned us the trust of some of the world's most prestigious mineral resource companies. By staying true to our core values, by utilising our vast project-specific experience and qualifications, along with applying proven world-class methodologies and processes the VBKOM team is a dynamic, flexible, and innovative team with a solid track record standing as proof of our competitive edge in our field.

VBKOM have been successful in providing solutions of an independent nature to a range of clients in the mining industry. Our consultants have developed a good understanding of the needs and opportunities of both open pit and underground studies and operations, and we look forward to adding value to your company. We believe that independent consultants can provide optimal solutions to the Client without any risk of providing a solution with an inherent conflict of interest. The VBKOM strategy is to form part of the project owner's team to define and protect the project owner's interest within our area of influence and control. VBKOM is committed to adding value to each client through innovative, practical, and trustworthy engineering solutions.

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