Mining Executive Series

Global Operating Models for Mining Companies

Adding value beyond the individual assets
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The Growth of the Mining Industry
Having thrived during the boom of the 2000s and then survived the global financial crisis of 2008, mining companies are now competing for growth in the next stage of the industry's development. A wide array of industry participants—diversified global majors, national champions seeking to go global, commodity specialists, and juniors aiming for the big league—are all looking to increase their presence on the global stage. As ever, the process of finding, developing, extracting and processing minerals remains at the heart of any mining company. However, it is increasingly the case that the effectiveness of the operating model—the way in which the individual assets are knitted together into a global company—will determine which companies emerge as the industry's high performers in the coming years.

Historically, mining companies have tended to operate as focused mineral extractors, supplying their product to the metals commodity markets or under long-term contracts to a small number of customers. Under this model, the key to success has been the ability to secure low-cost resources and manage efficient, stable operations in each location. Before the year 2000, the prevailing view that commodity prices were in long-term decline meant most management models were driven by cost containment and a sharp focus on the performance of individual mines.

Over the past decade, the Chinese economic and infrastructure boom and the ever increasing export demand for finished goods supported by growth in other developing countries, has driven dramatic increases in raw material demand that have transformed the outlook for the industry. Profitability has soared while industry restructuring has resulted in the creation of large-scale, diversified mining companies and a new cadre of national or commodity-specific champions. Profits moderated in 2008 and 2009—at the height of the financial crisis—but have rebounded strongly in 2010 with rising commodity prices.

Diagram 1. Mining industry (top 100) revenue and profit index – year 1995 = 100

Revenue increased almost six-fold over this decade, peaking in 2008

*Top-25 companies revenue and net income are indexed (Year 1995 = 100)
In the next stage of the industry’s development, economic growth in emerging countries still holds out the prospect of another step change in demand for raw materials, as hundreds of millions of people reach “middle class” status in China, India and the rest of the developing world. Increasing affluence drives massive infrastructure investment to build cities and towns, while also creating huge demand for white goods, automobiles and other durables—all requiring raw materials from mining companies.

Diagram 2 shows the consumption of steel as GDP increases. As GDP per capita rises to US$10,000 and beyond, there is a rapid increase in the need for steel to drive economic growth. Then, over time, demand starts to decline as infrastructure spending stabilizes and as more manufactured goods are sourced from global markets. China, India, Brazil, Mexico and Russia—with a combined population of 2.8 billion, or 40% of the people on the planet—are at the early stages of their economic maturity, and will require huge amounts of commodities to drive their industrial development.

Diagram 2. Per capita steel consumption Vs GDP in 2008

Prospects for increasing commodity demand are positive as developing economies mature

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While demand in the long term looks healthy, there are challenges on the supply side. Although most commodities are available in abundance around the world, the number of places where they exist in high concentration is limited, and typically those areas are far removed from where the materials are used. In addition, as shown in diagram 3, ore quality for some commodities in existing mines is significantly lower than it was ten years ago. To meet future needs, companies are looking beyond their home markets and driving deeper into new and more risky areas such as Africa and Inner Asia, further stretching their global reach.

There are short-term demand risks for the mining industry as Western economies struggle under their debt burdens and the Chinese economy deals with a potential infrastructure bubble and overdependence on exports. But on the planning horizon for mining companies (five to 25 years or more), the prospects for continued GDP growth and industrial development from the developing economies will underpin a further massive increase in demand for mining products.


Ore quality in selected commodities is declining

<table>
<thead>
<tr>
<th>Commodity</th>
<th>2004</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copper (%)</td>
<td>0.62%</td>
<td>0.42%</td>
</tr>
<tr>
<td>Zinc (%)</td>
<td>3.16%</td>
<td>0.65%</td>
</tr>
<tr>
<td>Gold (g/t)</td>
<td>1.40</td>
<td>0.82</td>
</tr>
<tr>
<td>Nickel (%)</td>
<td>1.25%</td>
<td>0.50%</td>
</tr>
<tr>
<td>Platinum (g/t)</td>
<td>4.07</td>
<td>3.51</td>
</tr>
<tr>
<td>Diamond (ct/t)</td>
<td>2.22</td>
<td>1.84</td>
</tr>
</tbody>
</table>

Source: Cap IQ and Accenture analysis
Globalization of the Mining Industry
With the positive predictions for continued growth, the mining industry has become a battleground for investment and returns throughout the world:

- The diversified majors continue to ramp up production through expansion and acquisition.
- Steel companies and trading houses are seeking acquisitions in mining to secure supply.
- Companies that have traditionally been national champions are globalizing, using their domestic scale and often privileged access to capital.
- Start-up companies are seeking to develop new ore bodies, often in “frontier” locations spread around the world, supported by investment from the majors and from industrial users.
- Governments are seeking to secure access to resource supplies or capture a greater portion of returns on mineral wealth.

As shown in diagram 4, between 2000 and 2009, the industry came to be dominated by the global, diversified majors led by BHP Billiton, Rio Tinto and Vale, with their market capitalization increasing by many multiples over the period. Xstrata also emerged as a global force, with a 50-fold increase in capitalization. Anglo, the fifth of the majors, did not keep pace, growing by a factor of less than three.


In this period the dominance of the global, diversified majors accelerated
New mining giants are emerging, with national companies from China, India and other developing countries coming to the fore and with trading companies continuing to extend their influence through joint ventures and acquisitions.

Diagram 5 shows the emerging country miners ranked by revenue: many have experienced compound annual growth of 20% or more in a period that includes the global financial crisis.

Many of these emerging mining companies from developing countries are planning significant investments outside their domestic locations in coming years, creating the next generation of global miners. Over the last five years miners from developing countries have accounted for over a quarter of the more than $300 billion worth of acquisitions that have taken place in the mining industry.

Both the diversified majors and the emerging companies need to reassess the best way to manage their global operations in order to advance their expansion plans. Many of the current majors are faced with legacy organizational structures created by acquisition, or autonomous business units that have different ways of operating by commodity and country. Many emerging giants are setting up international operations for the first time, and are quickly realizing that they cannot simply extend the structures designed for their domestic business to run a complex international organization. In both cases, the lack of a global perspective on the organization can become a barrier to optimizing performance. The challenges commonly include:

- Inability to share performance information and knowledge across operations.
- Lack of synergies across operations either by geography or function.
- Lack of scale to create efficient support services.
- Duplication of the costs for developing business processes and IT in each business unit.
- Inability to move people from one operation to another.
## Diagram 5. Top 15 mining companies (by revenue in 2009) from developing countries by revenue

There is an aggressive group of fast-growing miners from emerging economies.

<table>
<thead>
<tr>
<th>Name</th>
<th>Industry</th>
<th>Country</th>
<th>Market cap as on 12th July 2010 ($mil)</th>
<th>Market cap, 5 years CAGR %</th>
<th>Revenue in 2009 ($mil)</th>
<th>Revenue, 5 yr CAGR %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vale</td>
<td>Diversified metals &amp; mining</td>
<td>Brazil</td>
<td>32,693</td>
<td>29%</td>
<td>27,814</td>
<td>21.9%</td>
</tr>
<tr>
<td>China Minmetals</td>
<td>Diversified metals &amp; mining</td>
<td>China</td>
<td>n/a</td>
<td>n/a</td>
<td>26,800</td>
<td>16.2%</td>
</tr>
<tr>
<td>China Shenhua Energy</td>
<td>Coal</td>
<td>China</td>
<td>67,023</td>
<td>36.3%</td>
<td>17,767</td>
<td>30.2%</td>
</tr>
<tr>
<td>Codeco</td>
<td>Diversified metals &amp; mining</td>
<td>Chile</td>
<td>n/a</td>
<td>n/a</td>
<td>12,147</td>
<td>8.2%</td>
</tr>
<tr>
<td>Coal India</td>
<td>Coal</td>
<td>India</td>
<td>n/a</td>
<td>n/a</td>
<td>10,522</td>
<td>9.9%</td>
</tr>
<tr>
<td>Norilsk Nickel</td>
<td>Diversified metals &amp; mining</td>
<td>Russia</td>
<td>27,545</td>
<td>16.4%</td>
<td>10,155</td>
<td>9%</td>
</tr>
<tr>
<td>Vedanta Resources</td>
<td>Diversified metals &amp; mining</td>
<td>India</td>
<td>9,265</td>
<td>28.8%</td>
<td>7,931</td>
<td>33.3%</td>
</tr>
<tr>
<td>China Coal Energy</td>
<td>Coal</td>
<td>China</td>
<td>17,477</td>
<td>n/a</td>
<td>7,869</td>
<td>24%</td>
</tr>
<tr>
<td>Jiangxi Copper</td>
<td>Diversified metals &amp; mining</td>
<td>China</td>
<td>8,834</td>
<td>48.9%</td>
<td>7,574</td>
<td>37.2%</td>
</tr>
<tr>
<td>Minera Escondida</td>
<td>Diversified metals &amp; mining</td>
<td>Chile</td>
<td>n/a</td>
<td>n/a</td>
<td>7,071</td>
<td>17.5%</td>
</tr>
<tr>
<td>Grupo Mexico</td>
<td>Diversified metals &amp; mining</td>
<td>Mexico</td>
<td>18,829</td>
<td>33.5%</td>
<td>5,023</td>
<td>3.6%</td>
</tr>
<tr>
<td>Tongling Nonferrous</td>
<td>Diversified metals &amp; mining</td>
<td>China</td>
<td>2,719</td>
<td>44.7%</td>
<td>4,504</td>
<td>39.2%</td>
</tr>
<tr>
<td>KGHM Polska Miedz SA</td>
<td>Diversified metals &amp; mining</td>
<td>Poland</td>
<td>5,843</td>
<td>23.8%</td>
<td>4,288</td>
<td>11.7%</td>
</tr>
</tbody>
</table>
3

Global Operating Model for Miners
As miners look to update their operating models in order to align their companies to the new global imperatives, the temptation is to perceive a straight choice between a 'centralized' approach focused on linking and integrating the global enterprise, and a 'decentralized' approach focused on delivering accountability to the mining asset. Should decisions be made at the corporate centre or devolved to the operations? Should each operating unit be self-sufficient in terms of commercial and technical services, or should these be provided by a separate service organization? The reality is that global operating models need to be more sophisticated than this binary choice.

Ideally, the operating model should provide for global consistency while maintaining local management autonomy. The goal is to create a global company with common approaches so that synergies can be achieved and controls implemented. At the same time, accountability needs to be devolved to the lowest practical level and individual operations should have the flexibility to respond to local needs. In achieving these seemingly conflicting objectives, a mining company can increase the global perspective of its organization by implementing measures in three areas (as illustrated in diagram 6):

- Operational processes covering both core mining functions and support services.
- Management processes dealing with corporate and governance activities.
- Leadership and culture processes dealing with organizational and people elements.

Global operating models are not created in one bound. Rather, they are long-term programs that – year by year – enhance the outlook of the company through organizational change, global initiatives and capability development. Company leaders need to assess the right combination of areas to tackle that will yield the maximum benefit at a particular time while not overstretching the organization or distracting from core operations.

But urgency and significant investment are also required. In the next wave of industry acquisitions and disposals, those organizations with global operating models that add value beyond the worth of the individual mining assets will have the financial firepower to take advantage of the long-term commodity cycle.

Diagram 6. Framework for a global operating model

A global company with common approaches driving devolved accountability and being locally responsive
4

Operational Processes
With the price of commodities typically set by the market, efforts to increase profitability focus primarily on maximizing the output from operations and, in parallel, reducing the unit cost of producing and transporting the minerals. The quality and nature of the ore body sets the broad range for the cost of extraction, and mining managers have for years built core capabilities in optimizing operations to minimize costs.

As shown in diagram 7, the costs of mining operations have increased considerably faster than the Consumer Price Index (CPI) over the last ten years. This is in large measure an outcome from the boom years when supply constraints resulted in increased input prices. Nevertheless, management can harness the scale of the global organization to attack operational costs directly to improve business results.

The scale achieved by global companies, and advances in IT, create new opportunities to increase production and drive down operational costs. The challenge, as always, is to achieve this while not losing a laser-like focus on the safety and sustainability of the operations. The main opportunities in taking a global view of the business arise in the following areas:

- Automation and industrial IT
- Operations, maintenance and supply excellence
- Business support services

Diagram 7. Cost of mining operations Vs CPI (Consumer Price Index)

Mining costs have increased an average of 30% more than CPI over the decade

*Index level 2000=100
*For USA and Canadian Mines

Source: Mine Cost Service
Automation and industrial IT

Large machines moving megatonnes of physical material in remote, dirty and difficult locations are the most obvious sight in a mine. Yet increasingly, computers and other information technologies play a critical role in improving productivity and safety, and reducing cost. These technologies are not new to the mining industry — equipment manufacturers have been using them for years — but the broad application of autonomous systems and integration into operational management systems has yet to become widespread. Taking a global perspective on equipment and systems architectures will bring high productivity benefits from the substantial investment that will be needed.

Operations, maintenance and supply excellence

A core capability in any mining company is acquiring, maintaining and operating the machinery to extract and process the ore. Maintenance alone can represent as much as 30% of mines’ operating costs. Dramatic improvements can be achieved through an enterprise-wide approach to asset reliability, incorporating maintenance strategies, sourcing and procurement, maintenance planning, scheduling and work execution. These processes are executed at a local level, balancing global best practice with local needs and initiatives. Optimizing reliability offers the dual benefits of increased operational efficiencies and freeing up additional capacity — enabling a mining company to economize in the downturn and drive greater throughput in the up cycle.
**Business support services**

Managing the company’s back-office transactions may seem like a case for bringing in the cost-reduction specialists. But closer examination of these supporting functions reveals the critical role they play. Quick and effective engagement of suppliers, speedy recruitment and the availability of important business and IT capabilities are vital to effective mining operations. Key success factors for business support services are:

- Selectively tailoring service levels to meet the different operational needs of each business unit.
- Automating and standardizing transactions so that people can focus on providing advice and driving improvement and change.
- Building functional expertise and commercial knowledge so that business services staff can operate effectively in teams with operational managers.
- Delivering the service locally while creating economies of scale from nearshore and offshore processing centers.

As a measure of back-office costs, diagram 8 shows that despite the cost focus applied by mining management, the mining industry’s selling, general and administrative (SG&A) costs are on an upward trend as a percentage of operational costs.

Some miners are bringing these different components together under the concept of a “thin operating model” for the mine site. Under this model, essential operational people remain at the remote site but IT is leveraged so that non-direct operational and back office staff can be relocated to urban centers that offer better, safer working conditions and lower costs.

**Diagram 8. Selling, general and administrative expenses for mining companies as a percentage of operational costs**

Back-office costs have increased over the decade

<table>
<thead>
<tr>
<th>Year</th>
<th>SG&amp;A as % of Operational Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>8.8%</td>
</tr>
<tr>
<td>2002</td>
<td>9.3%</td>
</tr>
<tr>
<td>2003</td>
<td>11.3%</td>
</tr>
<tr>
<td>2004</td>
<td>11.5%</td>
</tr>
<tr>
<td>2005</td>
<td>11%</td>
</tr>
<tr>
<td>2006</td>
<td>9.6%</td>
</tr>
<tr>
<td>2007</td>
<td>9.4%</td>
</tr>
<tr>
<td>2008</td>
<td>11.8%</td>
</tr>
<tr>
<td>2009</td>
<td>13.2%</td>
</tr>
</tbody>
</table>

Source: Cap IQ
5

Management Processes
The corporate centre of the organization must drive the management processes that knit together the different business units and other organizational elements across the globe with the objective of maximizing enterprise value. Too light a touch and each of the businesses goes its own way, leading to disparate entities that may be worth more broken up than together. Too many constraints risks the business becoming unable to adapt to its specific needs and getting tangled up in corporate bureaucracy.

Successful mining companies deploy a number of strategies for the corporate centre, from the “portfolio management” approach of Xstrata or Noble Group to the “strategic manager” approach taken by BHP Billiton and Rio Tinto. In support of the various corporate strategies, companies must develop the management processes that provide for a global view. The main opportunities arise in these areas:

- Setting up peer reviews of strategic plans, within geographical, technical or functional areas, to challenge those plans and share experiences.

Business process model and IT solutions

When acquisitions are integrated into the main business, is it clear which processes are to be used and what is “the company way of doing things”? How is best practice measured and compared across operational areas of the business? Is there a common view of vendors and purchasing spend across the company so that strategic relationships can be developed with suppliers? For companies that have grown up with autonomous business units, these questions cannot be answered with clarity as each unit will have its own way of doing things. Without a common view of business processes and a direction for getting consistency, each unit will be developing individual solutions and likely moving away from any common standard.

Global standardization across business units is typically achieved by developing a global business process model and backing this with common IT systems and shared services organizations. The benefits are providing a best-practice set of processes, allowing the sharing of common data for procurement and other functions, and managing IT costs. Dealing with business processes and enterprise IT at the corporate level creates the scale to put in solutions that could not be considered at the business unit level. The challenge is successfully managing a large-scale change project and maintaining a consistent set of processes while still meeting local operational and country requirements. In doing this, mining is following a well-established trend in other industries, such as oil and gas, chemicals and consumer products.
Performance analytics

At the same time that modern IT offers tremendous benefits for the global organization it also creates a new challenge: huge amounts of data that overwhelm the existing tools used to analyze and make sense of it. This potentially valuable information is often stuck in operational systems that cannot be accessed to explore trends or to draw out implications for improving the business. Data reporting is commonly limited to existing organizational boundaries, making global comparisons impossible.

An emerging technology called “performance analytics” can help overcome this, providing a powerful mechanism for connecting and comparing operations across the company. It achieves this by extracting the vast volumes of data and creating a global view of the organization through information highlighting trends, root causes, and like-for-like comparisons.

The focus is not only on better access and reporting, but also on deriving insights gleaned from predictive analysis to make more effective decisions. The starting point is to source accurate and meaningful data from the operations. Modern analytical and presentation tools can then extract and manipulate the base data for interrogation by managers and technical staff. Senior management’s most critical role lies in providing the leadership to create a global analytical capability and challenge the global organization to improve performance through data-driven insights.

Areas where mining companies can make the best use of performance analytics at the global level are:

- Reliability programs analyzing usage and performance trends to reduce downtime.
- Exploration, bringing together the vast amounts of geological and technical data from different units.
- Supplier programs drawing together traditional spend data with operational performance in support of minimizing the total cost of ownership.
- Global supply chain management, providing visibility across the different business units.
- Marketing and trading, where market intelligence and trends can be identified early.
Leadership and Culture Processes
Global operations create the challenge of how to nurture leadership skills and a common culture within the organisation. While the majors have operated on a global scale for decades, new complexities are still building up. Rio Tinto’s acquisition of Alcan, Vale’s acquisition of Inco and Australian Coal assets, and other companies’ greenfield sites in Africa and parts of Asia have each created new geographic challenges for these mature organizations. For companies starting out on developing a global footprint, such as China Minmetals or Vedanta, the basic building blocks must be put in place to manage operations outside the home country. Diagram 10 shows how organizational complexity has built up over the last decade for the diversified global majors and selected other companies.

Diagram 10. Increasing complexity of organization — 2000 to 2009

Employee and organization complexity has increased

<table>
<thead>
<tr>
<th></th>
<th>No. of employees</th>
<th>No. of business segments</th>
<th>No. of geographic segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHPB</td>
<td>27,675</td>
<td>99,000</td>
<td>9</td>
</tr>
<tr>
<td>Rio Tinto</td>
<td>36,000</td>
<td>67,876</td>
<td>7</td>
</tr>
<tr>
<td>Xstrata</td>
<td>14,168</td>
<td>37,845</td>
<td>5</td>
</tr>
<tr>
<td>Vale</td>
<td>11,442</td>
<td>60,036</td>
<td>1</td>
</tr>
<tr>
<td>Teck Resources</td>
<td>7,195</td>
<td>9,000</td>
<td>1</td>
</tr>
<tr>
<td>Southern Copper</td>
<td>3,682</td>
<td>11,523</td>
<td>1</td>
</tr>
<tr>
<td>Newmont</td>
<td>10,600</td>
<td>14,500</td>
<td>8</td>
</tr>
<tr>
<td>Freeport-McMoRan</td>
<td>8,887</td>
<td>28,567</td>
<td>2</td>
</tr>
</tbody>
</table>

(Note: "Segments represent the number of segments companies reported on their financial statements and may not be comparable from one company to another, depending on how they combine or split operations")
Key questions on leadership and culture for today’s mining executives include:

- What types of individual leaders are needed in the various parts of the organization? What skills do they require and how should they behave to inspire employees?

- What leadership style is required that matches the new “ways of working”? How do the leaders manage the new workforce?

- What is required for leadership teams to operate effectively together? How should they collaborate with partners and national stakeholders to deliver objectives?

- What cultural and organizational processes will provide the foundations for long-term capabilities and attract and retain great leaders in the current talent crisis?

The main opportunities arising from taking a global view of the business lie in these areas:

**Leadership structures**

Organization dynamics dictate that in the absence of regular change, silos will build up over time in any company. Add in national cultural differences in management style, and also historical differences resulting from acquisitions, and there are often significant barriers to creating a single, global leadership culture. Limited collaboration across business units or countries, lack of innovation, and resistance to global initiatives are all symptoms of a company without such a culture.

Global leadership must therefore periodically break down silos and create an organizational structure that supports global leadership and collaboration. Key mechanisms they can deploy are to:

- Restructure the business, changing the basic dimensions of the organization.
- Create cross-organization processes that enable people to interact globally.
- Use information networks to compensate for the limits of the formal structure.
- Reorientate rewards to support collaboration outside employees’ primary entity.

**Accelerate learning and improve collaboration**

It is a hard truth that most mines are in areas where the availability of talent is constrained either by the remoteness of the location or conflicting demands with other resource projects, or often both. Companies need to look carefully at how they can source new talent and then develop skills quickly. In a parallel industry, the report of the US National Petroleum Council in 2007 identified that “the majority of the... technical workforce is nearing retirement eligibility and the number of American graduates in engineering and geosciences has dropped substantially during the last quarter century, compromising future delivery of technical advances”. The same is true of the mining industry in advanced economies. The industry in developing countries faces the reverse problem: many new graduates but a lack of experienced managers to guide the new, educated workers pouring into their organizations.

Management teams therefore need to look at new ways to develop the required capabilities and to leverage the skills that exist within their company:

- Automating existing operations, reducing the headcount and positioning people to run operations remotely.
- Deploying new learning technologies and collaboration tools that speed up the acquisition of skills and allow access to expertise in the organization.
- Looking at new sources of recruitment from developing countries and other non-traditional areas.
- Offshoring key functions to countries with greater talent pools.
Creating global talent management for senior executives

Growth by acquisition, or a history of autonomous business units, creates different approaches to talent management within an organization. Companies will often face multiple human resources processes, remuneration schemes, management structures and bonus mechanisms. These differences are a major barrier to aligning everyone behind the global strategy of the company and supporting the movement of key managers across organizational boundaries.

Talent management therefore becomes a high priority for companies developing global operating models. It creates a common framework for all executives and allows corporate management to look beyond their individual operations and provide support to cross-business unit initiatives. Lower levels of management and operational staff can retain different processes until other standard HR processes are implemented and the effort of resolving multiple local agreements can be justified.

Achieving consistency across leadership processes and establishing a common culture will differentiate a company from others in the industry and are critical for attracting and retaining top talent. These efforts need to be backed up by a clear proposition to high performing managers, namely the opportunity for rapid progression and a flexible career. These managers in turn need to be focused on achieving the required business outcomes for their roles, which must be fully aligned with the company’s global objectives.
Conclusion
The commodity boom has transformed the mining industry into a highly profitable global business with exciting growth prospects. As they expand, many miners are implementing more sophisticated operating models to maximize the effectiveness of their global operations. This process is forcing management teams to confront tough choices about how to balance the needs of the individual mines with the broader corporate goal of boosting enterprise value.

The next wave of industry development, with greater scale and broader geographic coverage, will stretch established companies further. New companies from emerging markets will join the ranks of the global majors and will face the challenge of changing their processes to adapt to new operations, new cultures and multiple locations. Meanwhile, information technology, both in the back office and in operations, continues to develop rapidly, changing the way in which business can be done. Trends include more automation and integration, greater collaboration, easier access to targeted information, and ever-decreasing hardware costs.

Other industries have pioneered the global operating model over recent decades. Their experience is that this is not a one-time activity, but a continual process of building global capability while keeping business units focused on their operations and capabilities.

As miners look to develop their companies to meet future growth opportunities, management teams must plot a course to develop the capabilities of their companies using the various levers at their disposal in the form of operational, management, and leadership processes. The winners in the next wave of mining industry development will be those companies that successfully master the management of a global organization – thereby creating cohesion and synergies that add value beyond the sum of the individual assets.
About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 215,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$21.6 billion for the fiscal year ended Aug. 31, 2010. Its home page is www.accenture.com.