



Forest Grove  
Data-Driven Decision Making

Optimising technology to  
unlock insights that drive  
better business decisions

# Forest Grove Customer Conference 2023

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Data-Driven Decision Making

Optimising technology to  
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# [D1S2] Expanding data & financial literacy within your organisation

**Presented by:**

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**About the session:**

Driving value from data through the implementation of technology solution is only half the battle. Generating actionable insights requires frontline staff to understand their role in creating quality data and analysts to use that data to tell the right story in the right way. But these insights don't generate value without action. Equipping managers with the knowledge to appreciate, understand and utilise the data is a critical piece of the puzzle. Rhys will share practical, actionable methods for helping increase your teams' data and financial literacy, no matter what base they're starting from.

# About MLG

Provider of comprehensive suite of mine site services

## BULK HAULAGE



- Bulk material transfer
- General site haulage
- Bulk ore haulage services (on road and off road)
- Logistics

## SITE SERVICES AND CIVIL WORKS



- Crusher feed
- Road maintenance
- Rehabilitation work
- Vehicle maintenance
- Machine and labour hire

## CRUSHING AND SCREENING



- Contract crushing - mobile plant
- Build Owned and Operated- fixed plant
- Concrete aggregate production
- Road base production
- General screening

## CONSTRUCTION MATERIALS AND QUARRIES



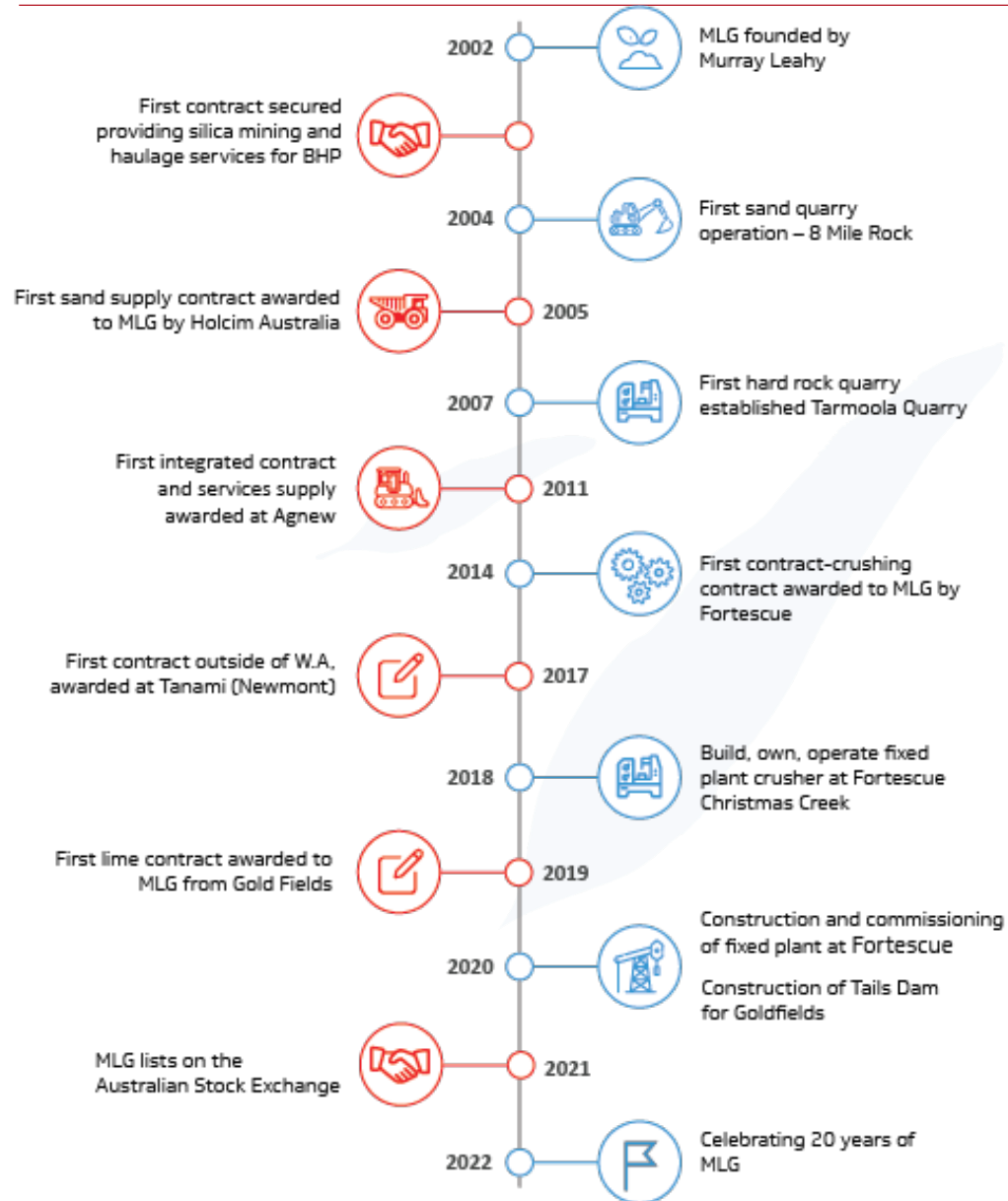
- Strategic acquisition and positioning of quarry operations, throughout Western Australia near key regional centres
- Supply of bulk materials products for mining and civil projects
  - Sand
  - Aggregate
  - Cement
  - Lime

## EXPORT LOGISTICS



- Bulk material import/export
- Container handling
- Esperance Port facility

# MLG timeline



20 Year History

19 Years Private Company

Rapid Growth of Operations

Dispersed, Remote Geography

# Why do we care about Data & Financial Literacy?

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As always, The Simpsons has the answer



“A town with money is a little like the mule with a spinning wheel.

No one knows how he got it and danged if he knows how to use it.”

- Lyle Lanley, Monorail Salesman Extraordinaire

Season 4, ep 12 “Marge vs The Monorail”

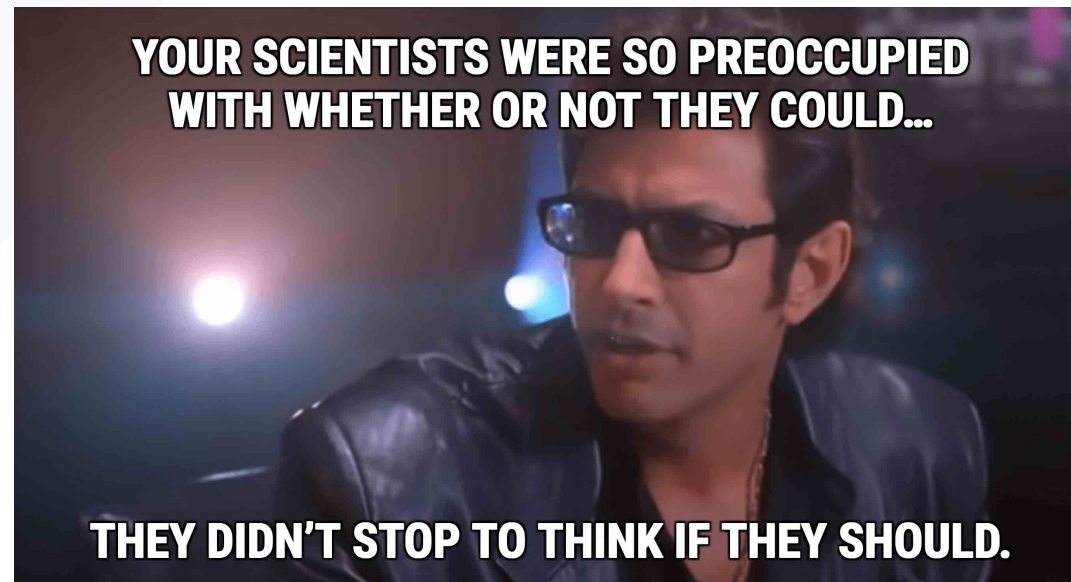
# Data Literacy In Real Terms

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# Gartner®

“The ability to read, write and communicate data in context, including an understanding of data sources and constructs, analytical methods and techniques applied, and the ability to describe the use case, application and resulting value”

1. Communicate data in context – Tell the right story, to the right audience
2. Understanding of data sources and constructs – Know your sources and your models
3. Describe the use case, application and resulting value.....



# Overlay that with your stakeholder groups...

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1. Communicate data in context – **Tell the right story, to the right audience**
2. Understanding of data sources and constructs – **Know your sources and your models**
3. Describe the use case, application and resulting value.....

## Frontline Staff

Understand their role in maintaining data quality

Appreciate data driven vs anecdotal decision making

## Frontline Management

Same as frontline staff plus:

Need to interpret that data

Apply it operationally

## Analysts\*

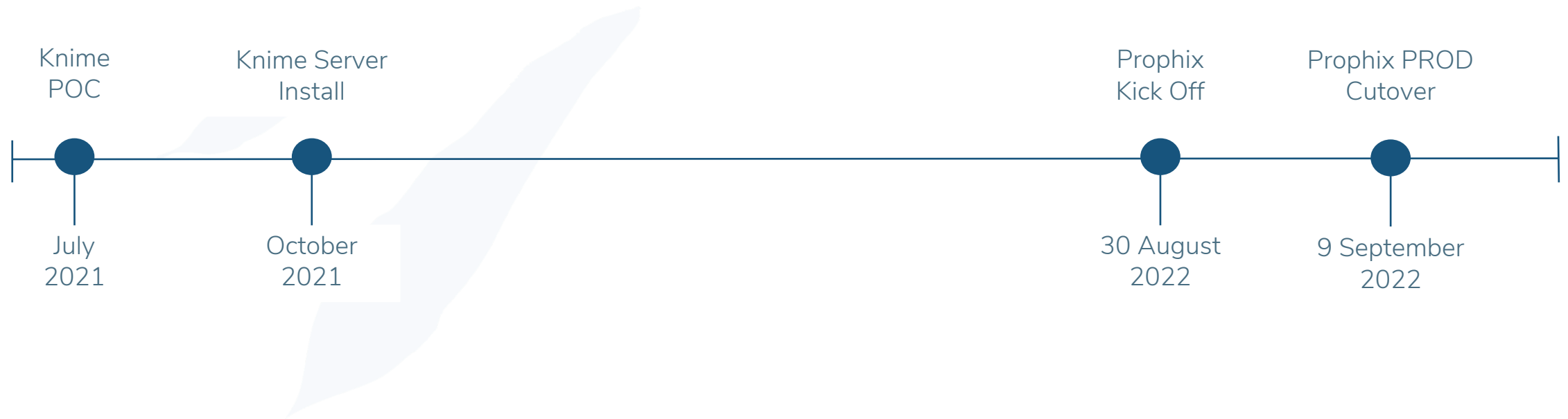
Understand data sources and models

**Must** understand the context

**Must** understand if there is value

# MLG's Data Analytics Journey

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# MLG's Data and Financial Literacy

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## Constraining factors

20 Year History

Long tenure of many operational managers  
Ingrained culture

19 Years Private  
Company

One shareholder  
Strong focus on customer delivery (the returns will flow)

Rapid Growth of  
Operations

Information architecture unable to keep pace

Dispersed, Remote  
Geography

Siloed operations bred siloed data  
Traditionally low comms environments hamper digital transformation

# Overlay that with your stakeholder groups...

	Skill requirements	Methods
Frontline Staff	<ul style="list-style-type: none"><li>Understand their role in maintaining data quality</li><li>Appreciate data driven vs anecdotal decision making</li></ul>	<ul style="list-style-type: none"><li>Data quality KPIs don't hurt</li><li>Coach through data processes &amp; provide context</li></ul>
Frontline Management	<ul style="list-style-type: none"><li>Interpret the data</li><li>Apply it operationally</li></ul>	<ul style="list-style-type: none"><li>Embed data products into meetings</li><li>Coach how to implement insights</li><li>Ensure feedback loop closed</li></ul>
Analysts	<ul style="list-style-type: none"><li>Understand the data</li><li>Understand the context</li><li>Understand if there is value</li></ul>	<ul style="list-style-type: none"><li>Use Knime to walk them through the data</li><li>Provide self service access and/or Excel dumps</li><li>Engagement with the end user group is critical</li></ul>

# Financial Literacy

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If the data wasn't hard enough, add accounting and commercial elements

- Enforce ownership of the numbers (but do it gently)
- Encourage curiosity
- Open a two way dialogue

## Enforce Ownership

Clear expectation that P&L owners be across the numbers

Embed tools into meetings

## Encourage Curiosity

Make the tools available

Coach & train

Get it into their language

Remove judgement

## Two Way Dialogue

Often a one way street

Finance teams must have an open door

eg accruals, dep, amort

# Simple training aids to walk through data flows

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## Prophix Data Flow

- Data loads take place automatically overnight from Pronto to Prophix
- Data pipelines maintained by MLG IT for ease of support and troubleshooting



# Simple training aids to link business process to accounting to analytics outputs

## When does data appear where?

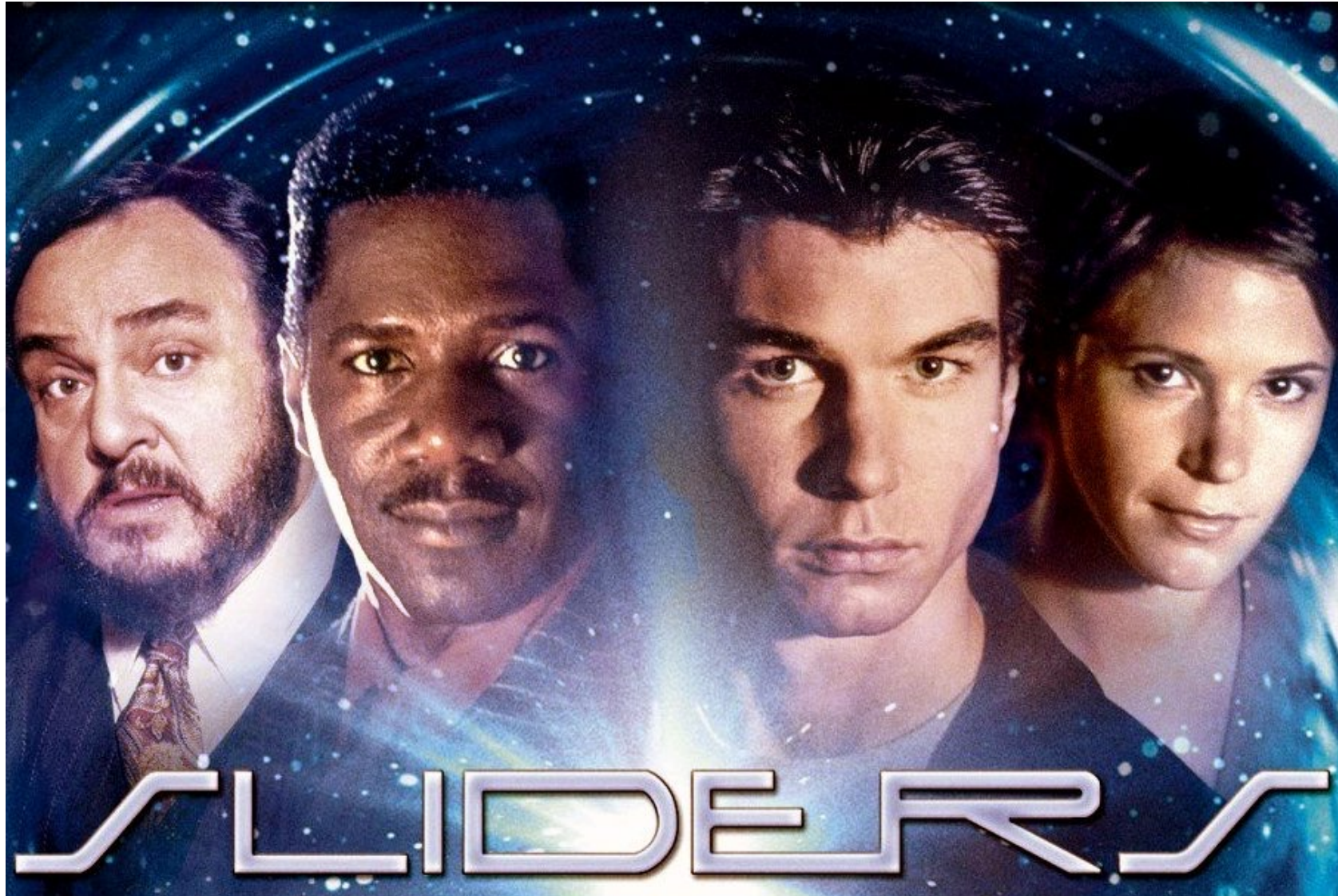


Source systems & Power BI early in a process, Prophix once there's been an accounting transaction



# Prophix - Travelling through different dimensions

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# Prophix - Travelling through different dimensions

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Phrase as a question, be curious

Utilise the classic Agile User Story

I want to know.....

Repairs and maintenance expenses

(Account dimension)

For Cosmic Boy

(Business Unit dimension)

For the last six months

(Time dimension)

Dimension not mentioned?

(All members)



# Key Takeaways

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For improving both data & financial literacy at all levels

- **Utilise your toolkit**
  - Build trust and understanding through transparency
  - Provide context for people's role in data processes
- **Open the dialogue**
  - Literacy requires context
  - Two way conversation builds understanding for both front and back offices
- **Embed data products in meetings and conversations**
  - Run through dashboards or insights live in the meeting
  - Follow up with conversation