

Audience Definition

Three Audience Segments — Procurement Language, Decision Criteria & Pain Points

Redstone Civil Pty Ltd | NQ Civil Earthmoving & Construction | Townsville, Queensland

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★ Fictional company — for training use only

THREE AUDIENCE SEGMENTS AT A GLANCE

#	Segment Name	Target Organisations	Services	Geography
1	Haughton Corridor Earthworks	McConnell Dowell John Holland BMD Constructions	Bulk earthmoving; open drain construction; stormwater earthworks; culv...	Burdekin & Lower Haughton Corridor
2	Townsville Road Maintenance	Fulton Hogan NQ BMD Constructions John Holland	Road maintenance; gravel re-sheeting; pavement preparation; cut and fi...	Greater Townsville
3	Townsville Site Preparation & Earthworks	McConnell Dowell Fulton Hogan NQ John Holland	Site preparation; bulk earthworks; road base preparation; drainage cha...	Greater Townsville

"Give me a contractor who turns up with the right gear, keeps me informed, finishes on time, and gives me the paperwork before I have to ask for it."

— Sarah McKenzie — Procurement Manager, Civil Works (Redstone Civil Customer Persona)

HOW TO USE THIS DOCUMENT

This document feeds Tool 4 (PVP Builder) and Tool 5 (Blueprint Builder). Each segment profile gives you the procurement language, pain points, and decision criteria for one target audience. Use it to ensure every document Redstone Civil produces — value proposition, capability statement, LinkedIn profile — speaks directly to the specific people making procurement decisions in that segment.

HOW THIS DIFFERS FROM THE TARGET CLIENT WORKSHEET

The Target Client Worksheet (redstone-civil-target-client-worksheet.pdf) records *who* Redstone Civil is targeting and *what* criteria those clients use. This document explains *why* those clients think the way they do, *what language* they use in procurement conversations, and *what triggers* their yes and no decisions. Use the Worksheet for data inputs. Use this document to understand the audience and write to them correctly.

1

Haughton Corridor Earthworks

McConnell Dowell · John Holland · BMD Constructions

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Burdekin & Lower Haughton Corridor

SEGMENT PROFILE

Client Type	Primary Services to Offer
Tier 1 Head Contractor	Bulk earthmoving; open drain construction; stormwater earthworks; culvert installation; site preparation; cut and fill; gravel access track preparation.

McConnell Dowell, John Holland, and BMD Constructions are the primary Tier 1 contractors delivering large-scale civil infrastructure along the Burdekin and Lower Haughton Corridor. Their procurement teams manage subcontractor panels for the Haughton River Floodplain project and Bruce Highway upgrade packages — the largest concentration of civil subcontract opportunity in NQ over the next three years. Panels are built before packages are advertised. Redstone Civil needs to be registered and visible before the first invitation is issued.

PROCUREMENT LANGUAGE THEY USE

- "Are you registered on CQMS Raize or Vendorable?"
- "Send me your capability statement and plant register."
- "What's your current LTI rate?"
- "Can you self-deliver or do you need to sub it out?"
- "We need SWMS for every HRCW activity before mobilisation."
- "What's your maximum self-sustain period before a progress claim?"
- "Do you have experience on infrastructure-scale programmes?"

PAIN POINTS

Documentation without delivery

Small contractors who can do the work but cannot prove it on paper. A QBCC licence and a good reference are not enough — Tier 1 procurement needs a capability statement, WHS documents, plant register, and project sheets before they can onboard a new subcontractor.

Capacity misrepresentation

Subcontractors who say yes to everything but cannot sustain delivery on a 6-to-12 month programme. Procurement managers become wary of contractors who cannot clearly state their maximum concurrent capacity.

Late contact

First contact after a package is already advertised. Tier 1 approved supplier panels are built months before tender — contractors who approach at RFQ stage are almost always too late to onboard for that package.

WHAT MAKES THEM SAY YES

- ✓ CQMS Raize or Vendorable profile active, current, and in the right category
- ✓ Reference from another Tier 1 on comparable bulk earthworks scope in NQ
- ✓ Plant register showing owned assets — 12T and 20T excavators, trucks, roller
- ✓ Demonstrated experience on multi-month infrastructure programmes (not just residential)
- ✓ WHS system with current SWMS templates for HRCW — ready to submit before mobilisation
- ✓ Clear capacity statement: maximum job size and concurrent programme load

WHAT MAKES THEM SAY NO

- ✗ Expired public liability insurance — instant disqualification, no exceptions
- ✗ No documented WHS system — "we use common sense on site" is a compliance failure
- ✗ Vague project history — "we've done lots of earthworks" without specifics
- ✗ Over-reliance on hired plant — mobilisation risk if equipment is not available
- ✗ First contact at RFQ stage — too late to register on the approved supplier panel

DECISION-MAKER PROFILE

Role	Their Key Question	NQ Infrastructure Context
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Regional Procurement Manager or Contracts Administrator	<i>"Are they registered? Can I onboard them in time for this package? Is their compliance documentation current and complete?"</i>	Burdekin and Lower Haughton Corridor contractors are well-placed for the Haughton River Floodplain project and TMR infrastructure works along the Bruce Highway corridor through Home Hill and Ayr.
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KEY PHRASE — USE THIS IN DOCUMENTS TARGETING THIS SEGMENT

Redstone Civil is a Burdekin and Lower Haughton Corridor earthmoving contractor available for bulk earthworks, drainage channel construction, and site preparation subcontracts on the Haughton Pipeline and Bruce Highway corridor infrastructure packages.

2

Townsville Road Maintenance

Fulton Hogan NQ · BMD Constructions · John Holland
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Greater Townsville

SEGMENT PROFILE

Client Type	Primary Services to Offer
Tier 1 Head Contractor	Road maintenance; gravel re-sheeting; pavement preparation; cut and fill; drainage corrections; table drain reconstruction; compaction support.

Fulton Hogan NQ, BMD Constructions, and John Holland hold TMR road maintenance contracts across the Greater Townsville region. These are schedule-of-rates contracts with call-up orders issued as defects or maintenance requirements arise. Subcontractor responsiveness is critical — a slow mobilisation on a call-up can delay an entire maintenance programme and trigger TMR performance penalties. These contractors need road maintenance subcontractors who can move quickly with the right gear already staged close to the work.

PROCUREMENT LANGUAGE THEY USE

- "How quickly can you respond to a call-up order?"
- "Do you have a grader operator on staff or do you hire?"
- "What's your MDD standard for unsealed re-sheeting?"
- "Can you maintain output across multiple sites in the same week?"
- "Do you carry your own water truck for compaction and dust control?"
- "What's your defects liability record on previous re-sheeting programmes?"
- "We need consistent output — not one good job and then a drop-off."

PAIN POINTS

Slow call-up response

Road maintenance contracts live and die on responsiveness. A subcontractor who cannot mobilise within 48 hours of a call-up disrupts the head contractor's programme and creates risk under the TMR performance framework. Procurement managers drop contractors who are slow to respond regardless of quality.

Inconsistent output across a programme

One excellent job followed by variable quality on the next call-up creates management overhead. Procurement teams want contractors who perform consistently across an entire season — not project-by-project.

Plant committed elsewhere

Subcontractors who accept a call-up and then reschedule because their grader or water truck is tied up on another job. Equipment availability at short notice is a hard prerequisite for road maintenance subcontracting.

WHAT MAKES THEM SAY YES

- ✓ Owned grader and water truck — not hired — available for short-notice call-up
- ✓ Response to call-up within 24–48 hours and delivery within agreed programme
- ✓ Documented re-sheeting delivery record: MDD compliance, table drain formation, line marking
- ✓ Experience on TMR or council road maintenance programmes in Townsville metro
- ✓ Consistent quality across repeat jobs — not just one strong reference project
- ✓ Good communication on progress, weather delays, and variation requests

WHAT MAKES THEM SAY NO

- ✗ No owned water truck — compaction and dust control cannot be subcontracted again
- ✗ Plant committed to other jobs — unable to respond to call-up within the programme window
- ✗ Earthworks-only background with no road maintenance or re-sheeting experience
- ✗ Variable quality across deliveries — complaints from TMR or council on previous work
- ✗ Poor variation management — late notices, disputes over scope, missed claim cycles

DECISION-MAKER PROFILE

Role	Their Key Question	NQ Infrastructure Context
Regional Procurement Manager or Contracts Administrator	<i>"Can they respond to a call-up this week? Do they have the gear on the ground — grader, water truck, roller — already staged in Townsville?"</i>	Greater Townsville contractors benefit from immediate mobilisation proximity to all major project sites, including the Haughton River Floodplain, Bruce Highway upgrade corridor, and Port of Townsville expansion.

KEY PHRASE — USE THIS IN DOCUMENTS TARGETING THIS SEGMENT

Redstone Civil is a Townsville-based road maintenance subcontractor with owned grader, water truck, and roller available for short-notice call-up on re-sheeting, table drain reconstruction, and pavement preparation under TMR and council road maintenance programmes.

3

Townsville Site Preparation & Earthworks

McConnell Dowell · Fulton Hogan NQ · John Holland

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Greater Townsville

SEGMENT PROFILE

Client Type	Primary Services to Offer
Tier 1 Head Contractor	Site preparation; bulk earthworks; road base preparation; drainage channel works; culvert installation; clearing and levelling; truck and plant support.

McConnell Dowell, Fulton Hogan NQ, and John Holland are delivering major civil infrastructure projects in the Greater Townsville area. Early works and site preparation subcontracts — bulk earthworks, clearing, drainage channel formation, and road base prep — are typically awarded to regional subcontractors with proven programme management capability. These packages must stay ahead of the main contract timeline. A subcontractor who falls behind on early works delays the entire project and triggers liquidated damages exposure for the head contractor.

PROCUREMENT LANGUAGE THEY USE

- "Can you maintain programme velocity through the wet season?"
- "What's your plant depth — how many machines can you put on site simultaneously?"
- "We need daily progress reports against the programme schedule."
- "Do you have experience on staged bulk earthworks where the scope evolves?"
- "How do you manage scope interfaces with the following trade?"
- "What's your variation notice turnaround time?"
- "We need a cut-and-fill balance reconciliation at every progress claim."

PAIN POINTS

Programme pace

Early works must stay ahead of the main contract. A subcontractor who cannot maintain velocity — due to insufficient plant, crew, or wet season preparation — delays the entire downstream programme. Procurement teams price this risk heavily when evaluating early works subcontractors.

Scope interface management

When early works and civil packages overlap, poor documentation of the handover boundary creates disputes. Procurement managers want subcontractors who proactively document scope interfaces and flag issues before they become variation claims.

Documentation lag

Late progress claims, missing daily reports, and delayed variation notices create administrative overhead for the head contractor's project management team. Subcontractors who are strong on site but weak on paperwork cost more to manage than their price advantage is worth.

WHAT MAKES THEM SAY YES

- ✓ Multiple excavators on site simultaneously — programme depth to absorb setbacks
- ✓ Experience on staged infrastructure earthworks where scope and access evolve
- ✓ Proactive daily reporting and variation notices submitted within 24 hours of trigger
- ✓ Demonstrated programme completion — early or on time — on comparable scope
- ✓ Local Townsville presence — immediate mobilisation, no FIFO cost premium
- ✓ History of working with Tier 1 contractors on NQ infrastructure projects

WHAT MAKES THEM SAY NO

- ✗ Single-excavator operation — no plant depth to recover programme after wet weather
- ✗ Residential subdivision experience only — pace and documentation standards are different
- ✗ Weak variation management — disputes, late notices, missing reconciliation documents
- ✗ No experience with scope interfaces on staged multi-trade projects
- ✗ Poor daily reporting — project managers spend time chasing progress updates

DECISION-MAKER PROFILE

Role	Their Key Question	NQ Infrastructure Context
Regional Procurement Manager or Contracts Administrator	<i>"Do they have the plant depth to stay ahead of our programme even if conditions deteriorate? Can they manage their own documentation without supervision?"</i>	Greater Townsville contractors benefit from immediate mobilisation proximity to all major project sites, including the Haughton River Floodplain, Bruce Highway upgrade corridor, and Port of Townsville expansion.

KEY PHRASE — USE THIS IN DOCUMENTS TARGETING THIS SEGMENT

Redstone Civil is a Townsville-based civil contractor available for early works and site preparation subcontracts — bulk earthworks, clearing, drainage channel works, and road base preparation — on Greater Townsville infrastructure projects.