

Contractor Business Model Canvas

Redstone Civil Pty Ltd

NQ Civil Earthmoving & Construction | Townsville, Queensland

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BMC Grid	Block Analysis	Head Contractor	Priority Actions
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■ **Business Model Canvas — complete Have/Want/Content gap analysis across all 9 blocks**

This canvas maps Redstone Civil's current state (Have) against its target state (Want) for every block of the standard Osterwalder BMC. The Head Contractor Connection section shows how Redstone Civil appears in a Tier 1 head contractor's own canvas — the commercial context that drives the priority actions.

WORD COUNT SUMMARY			
Part 1	BMC Visual Grid — 9 blocks condensed	115	13.7%
Part 2	Block-by-Block Analysis — Have / Want / Types	490	58.3%
Part 3	Head Contractor Connection	95	11.3%
Part 4	Priority Actions	140	16.7%
TOTAL		840	100%

CONTENTS		
Part 1	BMC Visual Grid	Full-colour 9-block canvas — condensed Have/Want in every cell
Part 2	Block-by-Block Analysis	All 9 blocks with full Have / Want / Content types detail
Part 3	Head Contractor Connection	How Redstone Civil appears in a Tier 1 head contractor BMC
Part 4	Priority Actions	Three immediate steps: WHS, Capability Statement, Tier 1 prequalification

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PART

Business Model Canvas Grid

Full-colour overview — Have & Want condensed in every block

The nine standard Osterwalder blocks mapped to Redstone Civil's current state (● Have) and target state (→ Want). Read the grid left-to-right, then use Part 2 for the full analysis.

8 Key Partners	7 Key Activities	2 Value Propositions	4 Customer Relations	1 Customer Segments
● Have: Local NQ suppliers, quarries, pipe & culvert dealers. Traffic mgmt & surveying subcontractors. Equipment mechanics. → Want: Tier 1 preferred-panel agreements. WHS/compliance consultants. NQ project supply chain managers. <i>Subcontractor agreements · MOUs · panel applications</i>	● Have: Bulk cut & fill, open drain, pavement prep, plant maintenance, informal daily safety. → Want: Formal SWMS library, JSEA generation, systematic BD for \$40B NQ pipeline, structured tender workflow. <i>SWMS library · WHS policy · tender workflow</i>	● Have: Direct-employment model — no subbie chains. Owned heavy fleet ready to mobilise. Proven on-schedule delivery (Bohle Plains 1 wk early). → Want: Formal capability docs to justify premium pricing. Documented WHS/QA systems for Tier 1 engineers to award \$1M+ packages without compliance risk. <i>VP document · LinkedIn About · Capability Statement</i>	● Have: Direct handshake relationships, on-site presence, repeat project-to-project work with TCC. → Want: Preferred supplier panel status (Haughton Pipeline). SOAs with government. Trusted-partner pre-tender calls from <i>Recommendation scripts · reference letters · project reports</i>	● Have: Mid-tier developers (Cube Property). Local government (TCC). State corporations (NQ Water Infrastructure Corp). → Want: Tier 1 Head Contractors delivering major NQ projects: John Holland · BMD Group · Fulton Hogan · McConnell Dowell (Haughton Pipeline, Bruce Hwy). <i>Customer Persona · Audience Definition block</i>
	6 Key Resources ● Have: 10–20T excavator fleet, grader, trucks, roller. Direct crew (6–15). 10+ yrs NQ dirt knowledge. → Want: Formal WHS Management System. Professional capability statement. 3-site scheduling systems. <i>Plant register · capability statement · staff register</i>		<i>see channels & revenue detail below</i>	
9 Cost Structure		5 Revenue Streams		
● Have: Direct wages, heavy plant finance & maintenance, diesel fuel, equipment transport, site materials. → Want: Better overhead absorption into higher Tier 1 charge-out rates. Structured estimating to protect margin on multi-site work. <i>Finance overview · cost breakdown template</i>		● Have: Lump-sum project contracts — bulk earthworks, drainage channel construction, pavement resheeting. → Want: Schedule of rates on Tier 1 panels. Consecutive packages to keep crew (6–15) fully utilised. Wet hire of heavy plant between major projects. <i>Tender responses · grant applications · service schedule</i>		
VALUE PROPOSITIONS				

Block 1 Customer Segments	Block 2 Value Propositions	Block 3 Channels
Block 4 Customer Relations	Block 5 Revenue Streams	Block 6 Key Resources
Block 7 Key Activities	Block 8 Key Partners	Block 9 Cost Structure

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Block-by-Block Analysis

All 9 blocks · Full Have / Want / Content types

Each block expanded with the full Have (current state), Want (target state), and content types that Redstone Civil needs to produce to close the gap.

1 Customer Segments

● HAVE — Current state

Mid-tier property developers (Cube Property Developments), local government (Townsville City Council), and state-owned corporations (NQ Water Infrastructure Corp).

→ WANT — Target state

Tier 1 Head Contractors — John Holland, BMD Group, Fulton Hogan, McConnell Dowell — delivering major regional projects including the Haughton Pipeline and Bruce Highway upgrades.

Content types:

Customer Persona · Audience Definition block

2 Value Propositions

● HAVE — Current state

Direct-employment model (no subbie chains), owned heavy fleet (CAT, Komatsu, Kenworth) ready to mobilise, and a proven track record of beating the schedule — Bohle Plains delivered one week early.

→ WANT — Target state

Formal capability documentation to justify premium pricing, and documented WHS/QA systems that give Tier 1 project engineers the confidence to award larger \$1M+ packages without compliance risk.

Content types:

Business VP document · LinkedIn About · Capability Statement

3 Channels

● HAVE — Current state

Direct site-level relationships, word of mouth, repeat local council work, and basic prequalification on CQMS Raize.

→ WANT — Target state

Active profiles on Tier 1 prequalification portals — VendorPanel, Felix — direct targeted outreach to NQ procurement managers, and a professional digital footprint that proves capability for larger scopes.

Content types:

LinkedIn All-Star profile · GBP posts · portal profiles

4 Customer Relationships

● HAVE — Current state

Direct handshake-style relationships built on practical site experience, getting the job done right, and repeat project-to-project work with Townsville City Council.

→ WANT — Target state

Preferred supplier panel status (Haughton Pipeline panel), Standing Offer Arrangements (SOAs) with government, and trusted-partner status where Tier 1 estimators call before a tender goes to market.

Content types:

Recommendation scripts · reference letters · project reports

5 Revenue Streams

● HAVE — Current state

Lump-sum project contracts for bulk earthworks, drainage channel construction, and pavement resheeting.

→ WANT — Target state

Schedule of rates for Tier 1 panels, larger consecutive contract packages to keep the crew (6–15) fully utilised, and potential wet hire of heavy plant to absorb downtime between major projects.

Content types:

Tender responses · grant applications · service schedule

6 Key Resources

● HAVE — Current state

A highly capable 10–20T excavator fleet, grader, trucks and roller; experienced direct crew of 6–15 with heavy machinery tickets; and 10+ years of local NQ dirt knowledge.

→ WANT — Target state

Formal WHS Management System (documented compliance, not "common sense"), a professional Capability Statement, and scheduling systems to track 3+ simultaneous projects efficiently.

Content types:

Plant register · capability statement · staff register

7

Key Activities

● HAVE — Current state

Site execution — bulk cut and fill, open drain construction, pavement preparation, plant maintenance, and informal daily safety management.

→ WANT — Target state

Formal WHS documentation (SWMS, JSEAs), systematic business development to chase the \$40B NQ pipeline, and structured tender/estimating workflows to protect margins on \$1M+ packages.

Content types:

SWMS library · WHS policy · tender workflow · process docs

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Key Partners

● HAVE — Current state

Local NQ material suppliers (quarries, pipe/culvert suppliers), specialised subcontractors for traffic management and surveying, and equipment dealers and mechanics.

→ WANT — Target state

Formal preferred-panel agreements with Tier 1 head contractors, relationships with WHS/compliance consultants to bridge the safety documentation gap, and supply chain managers for major NQ projects.

Content types:

Subcontractor agreements · MOUs · panel applications

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Cost Structure

● HAVE — Current state

Direct wages for the crew, heavy plant finance and maintenance, diesel fuel, equipment transport, and site materials.

→ WANT — Target state

Better overhead absorption into higher Tier 1 charge-out rates, and structured estimating models to protect margin when running multiple simultaneous sites.

Content types:

Finance overview document · cost breakdown template

3

PART

Head Contractor Connection

How Redstone Civil appears in a Tier 1 contractor's own BMC

From the head contractor's perspective, Redstone Civil is not a supplier — it is a critical node in their own Business Model Canvas. Understanding this context drives the priority actions.

Key Partners	Redstone Civil as a verified, prequalified NQ subcontractor on their preferred supplier panel — a reliable civil earthmoving and drainage partner for NQ regional work.
Key Activities	Relies on Redstone Civil for civil earthmoving, open drainage, and road maintenance scope delivery — removing civil package risk from the prime contract programme.
Key Resources	Redstone Civil's owned plant fleet, direct local crew, and compliant WHS/QA documentation become part of the head contractor's own resource base for NQ project delivery.

Customer Relationships

Redstone Civil's reliability — showing up and delivering on time — protects the head contractor's client relationship with TMR or NQ Water and keeps the massive programme delivery on track.

**4
PART**

Priority Actions

Three immediate steps to close the most critical BMC gaps

Three specific actions that will move the needle across the most critical gap-categories identified in this canvas — WHS, capability documentation, and Tier 1 procurement access.

1**Overhaul WHS Documentation**

Tier 1s and major panels (including the Haughton Pipeline) will flat-out reject a business operating on "common sense" safety. Implement a formal WHS system: documented SWMS library, site induction register, daily toolbox talk records, and a signed WHS Management Plan. This closes the Key Resources and Key Activities gaps simultaneously and is the single biggest unlock for Tier 1 access.

2**Develop a Formal Capability Statement**

Build a professional 4–8 page document highlighting owned plant (with specifications), the zero-subbie direct crew model, and named past project successes with outcomes — Bohle Plains (\$620K, 1 week early), Jensen Drainage (\$390K, on time), Mount Louisa (\$280K, on time, repeat client). This is the specific tool needed to justify premium pricing to Tier 1 estimators and converts the Value Proposition gap into a procurement-ready document.

3**Targeted Tier 1 Prequalification**

Identify the specific procurement portals used by BMD Group, John Holland, and Fulton Hogan for the NQ region (VendorPanel, Felix, Corrigo). Register Redstone Civil, upload the new WHS documentation and Capability Statement, and push for panel inclusion within the next 90 days. Target the Haughton River Floodplain pipeline as the anchor opportunity that justifies the investment in all three actions.