

# CUSTOMER PERSONA

Redstone Civil Pty Ltd • North Queensland Civil Construction

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## 1. PERSONA NAME & ROLE

Craig Mitchell — Contracts & Procurement Manager, Civil Infrastructure

Craig is the person who decides which subcontractors get a run — and which ones don't. He sits between the Project Manager and the client, managing scope delivery, subcontractor packages, and cost control across multiple concurrent project phases.

## 2. ORGANISATION TYPE & SIZE

Craig works for a Tier 1 or Tier 2 head contractor with a permanent North Queensland presence — think BMD Group, Fulton Hogan, or John Holland — or a State / Local Government delivery arm such as the Queensland Department of Transport and Main Roads (TMR) or Townsville City Council.

The organisation turns over \$200M+ annually and runs 5–15 active projects at any one time across NQ. Craig manages a subcontractor panel of 30–80 active suppliers. His employer is embedded in major infrastructure packages including the Haughton River Floodplain works, Bruce Highway upgrades, Port of Townsville expansion, and local government road maintenance programs.

NQ is not a fill-in market for Craig's employer. It's a core delivery corridor — and the infrastructure pipeline through to 2032 means demand for reliable small civil subcontractors is ongoing and real.

## 3. KEY RESPONSIBILITIES

- Prequalify, appoint, and manage civil subcontractors across earthmoving, drainage, and road works packages.
- Negotiate subcontract scope, rates, and milestone payments within approved budget envelopes.
- Ensure WHS compliance across all subcontractors — incident-free delivery is non-negotiable.
- Manage subcontractor performance against programme, including rapid response to delays and quality issues.
- Maintain documentation for head contract compliance — SWMS, ITPs, licences, insurances, quality records.
- Report upward to the Project Director on cost, programme, and risk exposure from the sub-contractor supply chain.

## 4. WHAT THEY NEED FROM A CONTRACTOR LIKE US

- A small civil operator who can mobilise within 48–72 hours and hit the ground without hand-holding.
- Equipment that's fit-for-purpose and maintained — not something that breaks down mid-cut and blows their programme.
- Clean, current documentation: SWMS, licences, insurances, and a safety management system they can file and forget.
- A site supervisor or owner who communicates proactively — not someone they have to chase for daily updates.
- Consistent quality of finish on earthworks and drainage scopes so they don't have to re-inspect or rework.
- A pricing structure that's transparent and holds firm — no scope creep surprises or rate escalations mid-project.

## 5. TOP 5 SELECTION CRITERIA

- 1. Proven NQ Track Record.** Work delivered in NQ conditions — wet season access, remote sites, black soil — not just a resume from south-east Queensland.
- 2. Documentation Ready.** CQMS Raize registered, current insurances, and SWMS that don't need to be rewritten before they can go on site.
- 3. Reliable Plant.** The right machines for the scope, regularly serviced, with a backup plan when something goes down.
- 4. Owner Accountability.** Craig wants to deal with the person making decisions — not a receptionist or a foreman who can't commit to anything.
- 5. Competitive Rate with No Surprises.** Not necessarily the cheapest — but a rate that's clear upfront, and sticks.

## 6. THEIR BIGGEST PAIN POINTS WHEN CHOOSING SUBCONTRACTORS

**Pain Point 1:** Documentation that's either missing, outdated, or copied off the internet. Craig has lost count of how many SWMS he's received that describe a Sydney warehouse job, not a North Queensland earthworks scope. It wastes his time and kills confidence fast.

**Pain Point 2:** Subcontractors who go quiet once they've been awarded work. Craig needs to know where his sub is at, what's been completed, and what's coming. Chasing daily updates is not part of his job description.

**Pain Point 3:** Small operators who oversell their capacity and then can't deliver. Promising three-machine output with one machine and a borrowed operator is a programme risk Craig cannot afford on a head contract with liquidated damages running.

## 7. WHAT MAKES THEM SAY YES / WHAT MAKES THEM SAY NO

| WHAT MAKES THEM SAY YES                                                                                                                                                   | WHAT MAKES THEM SAY NO                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>The contractor sends a capability statement that lists real projects, plant, and people — not a one-page PDF with a stock photo and a list of services.</i>            | <i>No formal safety documentation, or a WHS approach described as “we just use common sense.” That's an automatic fail on a Tier 1 site — no exceptions.</i>                                                 |
| <i>On a first call or site visit, the owner gives a straight answer about what they can and can't take on. Honesty about capacity builds more trust than overselling.</i> | <i>They've never been on CQMS Raize and have never worked on a head-contract job. The learning curve on compliance is Craig's problem if he appoints them.</i>                                               |
| <i>They've got their CQMS Raize profile up to date and their documentation folder ready to go — Craig doesn't need to guide them through basic compliance.</i>            | <i>They quote low to win the job and then come back with variations the moment conditions differ slightly. Craig sees this pattern constantly and it's career-ending for a subcontractor's panel status.</i> |

## 8. HOW THEY PREFER TO BE APPROACHED

**Channel:** Email first, then a follow-up call. Craig doesn't want a cold call from someone he's never heard of — a short, professional email with a capability statement attached gets him to open the conversation.

**Timing:** Before the project is awarded, not after. Craig builds his subcontractor shortlist during tender. By the time he's on site, the panel is set. Reaching out when a project hits the news is already too late.

**Tone:** Direct and factual. Craig is not interested in marketing language or vision statements. Tell him what you do, where you've done it, what plant you run, and what your safety system looks like. One page. No fluff.

**LinkedIn:** A growing channel. Craig's connected to project managers and procurement teams across NQ. A subcontractor who posts real project photos and site updates is already building credibility before a conversation starts.

## 9. REPRESENTATIVE QUOTE

*"They showed up when they said they would, their paperwork was clean, and I never had to chase them for an update — that's the whole game for a sub."*