

Case Study: Thiess Services – A Collaborative Supply Chain Model

‘The only difference between us and other businesses is that we employ a large number of people with a disability.’

Gary Washfold, General Manager, Marriott Services

BACKGROUND

Thiess is one of Australia’s leading construction, mining and services contractors. Marriott Enviro Services is a social enterprise, specialising in land care management, landscaping, mowing and garden maintenance services. Its primary social driver is to employ adults with an intellectual disability.

With little or no special concessions provided, Marriott and Thiess have established and are now growing their trading relationship. Thiess has helped develop Marriott’s capability and Marriott has helped Thiess to build their commitment to delivering social benefit through procurement.



Marriott Enviro Services is a grounds maintenance and landscaping social enterprise.

APPROACH

Marriott Enviro Services was first invited to work with Thiess based on the combination of its specialisation in landscape operations and social impact. The relationship began in 2003 and over 10 years the relationship has deepened with the range of services provided broadening from landscape operations to include general maintenance, grass and garden maintenance and painting.

From a procurement process perspective, Marriott Enviro Services was integrated into a vendor panel based on consistent performance and business prerogative. There have been no 'short cuts' or concessions granted as Marriott has competed equally with other suppliers. The social enterprise has spent time understanding Thiess' specific requirements, in particular its safety regulations and operational KPIs, and the relationship has flourished.

Marriott Enviro Services has consistently proved capable, always meeting and in some cases exceeding their KPIs. Their dependable staff and quality output has made them very cost competitive when compared to other larger players in the market, their safety performance is exemplary and their staff development has resulted in a number of Marriott staff being on-boarded to Thiess.

Thiess Operations and Marriott Enviro Services have now reached a collaborative working model. One example of this in action is a recent tender where the organisations worked together to develop the tender response, combining a view of capacity, opportunity and constraint down the supply chain. This is a significant positive change from the traditional subcontracting approach.

IMPACT

Since 2009 Thiess services have spent approximately \$1.3 million per annum with Marriott on grounds maintenance works alone. Within their Community and Stakeholder Management Policy (2012), Thiess has now developed a specific procurement policy, which provides a framework for building relationships around social procurement with the goal of expanding the practice. Thiess benefits from being able to demonstrate corporate citizenship using the Marriott Enviro Services example through its supply chain, particularly when completing government tenders.

This relationship is a great example of alignment of business needs with the capability of an individual social enterprise in a competitive market. Thiess is proud that engaging with Marriott Services provides a triple bottom line return to the community.



Marriott Enviro Services