



On Tour with Tim and Raymond

In this conversation with Tim, Raymond shares his story of refreshing his brand and his business over the past 18 months, through a global pandemic and recession.

Having spent the last year working on the culture of his business, along with a total rebrand, Raymond is now getting his message out into his community, with a focus on manufacturing and Australian made. In the process Raymond has reconnected with his passion for encouraging young people into the trades.

Along with a new logo and website, Raymond presents and narrates a vision video that reaches up a layer beyond his business to industry and connects with a community of Australian manufacturers.

If you're interested in learning more about bringing passion for your business or your industry out into the world, you'll find this conversation inspiring. Raymond's passion comes through loud and clear and is now beautifully represented by his new brand assets and an engaged community.



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Start	<p>Tim: Well, welcome, everyone. I thought we'd take the opportunity to share a case study today. We have Raymond Bertazzo from <u>BERTAZZO ENGINEERING</u>. Raymond's just finished quite a significant project, and so what I thought we'd do today is go on a bit of a tour.</p> <p>So, it's a tour or an adventure, and we're going to hear Raymond's story: where he's come from and where he's going to when it comes to his brand-led strategy.</p> <p>We're going to talk about what it means to him and his business, as well as the culture and the community that he's attached to, and creating, and then we're going to get a few words of wisdom for Raymond, pearls of wisdom. When you are going on a journey to flip your business model from what we call a 20th century 21st century what that actually means and what you need to look out for, seeing he's been on the journey for the last two years now.</p>
01:19	<p>Raymond: It is easy coming on 2 years now.</p>
01:22	<p>Tim: So, Raymond, do you want to start out with a bit of the story. Where were you, where are you now, and where is this actually going: a bit of history, and then we can show people the reality behind it.</p>
01:36	<p>Raymond: Well yeah, obviously for us, we were, and to a certain extent still are pretty much a manufacturing company, where we do outside work for other companies, you know, steel fabrication, steel cutting and everything else. I was fortunate enough to catch up with you Tim, and through the AI Group and Findex where you did the introduction with Growth Metrics before BoB really sort of kicked right in. We recognized straight away from that that, okay, everything you were saying was making sense. So we could kick off our journey, where we were up to at that stage. We were about to redo our web page and we sat there and viewed it in front of the whole class what our website was, and went, no that's wrong, that's wrong, that's wrong. It's all about product and all about sell, sell, sell and, really, we needed to be lifting ourselves out of there.</p> <p>So, at that stage, we had put the whole development and web page on hold, and I said, 'Well, this all rings true to me what Tim was saying', and I really needed to think about what Trudy and me were doing. And at that same stage, I was fortunate enough to have well and truly recognized one of my staff members as being a lot more capable than what he was doing. And he attended that course with us as well, and then I elevated him to general manager of the plant. And then, of course, over the next two years, basically, which was from March last year when we did our DNA course, and that was quite confronting for me, not so much for Trudy because most women, they are really that 'L' side and feel rather than I think. I just think rather than feel, and I found it very difficult to relate to that side of the teachings and everything else, like that, but from there, I tried to understand how that was going to transcribe into the business and then as the BoB group sort of grew through that pandemic and those webinars I still struggled a lot with how we could pivot the business online. For a bricks and mortar type business, we couldn't really work from there. But what I did take out from that was part of what Darren was really teaching was, and apart from all that commercial side, there really was a culture side, and that was something that we had been lacking for quite some time, my fault.</p>
04:25	<p>Tim: Nothing wrong, yeah.</p>
04:26	<p>Raymond: No, nothing wrong with that, but the people that I had in charge really weren't strong enough to be doing that, so we spent most of 2020 working on the culture of our business, the internal culture of what we were. We had some fantastic things that we did there's a company called trademark where we have their trademark shirts. Fantastic organization, which we'll get to later and that sort of brought a few things together. With simple things like we had so many welders smoking. We put them on a non-smoking course which was fantastic rather than think, 'Oh, bloody smokers, how do we get rid of that!'. And then we did some financial stuff with them as well. You know, because during that pandemic, people had access to this super. 'What does that mean to you do, you understand what your super is?', just some simple things like that. And apart from lifting the whole group and the feeling in the factory, and what our management was doing, the other thing was that people were starting to knock on our doors looking for work. You know, can people coming in saying I've spoken to a few other people here and saying your company is the place to come and work!. Which was, I've got to be proud of that! That was just absolutely fantastic. And what we did find as well with that whole lift was that, as the industry sort of picked up, the first part last year was really quite scary, and we spoke to Tim. Then from there, it's just going up and up and up. Part of that new part of the management was that they are looking after the factory so much better and better understanding. So we're really going from that point. That gave me the opportunity really to have an understanding of the whole story about BoB and what we were hearing, so that I could concentrate more on that.</p>
06:24	<p>Tim: So, if I summarize so where you were you, was basically what we call a thinking-based business, so it was very much data-driven end it engineering-driven. I think the terminology you used to talk to me about was this touchy-feely stuff. What's all this touchy-feely stuff?</p>
06:47	<p>Raymond: All the fluffy stuff.</p>
06:48	<p>Tim: Someone that's hasn't been used to the fluffy, it does take a little while to actually get used to it. Trudy saw because she comes from that space, which is bit more on the creative side as opposed to the engineering hard facts side. But the thing is it's the two sides of the</p>

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	coin and both are important and what you've seen is where, as you integrate both, the creative as well as the numbers side of things. What you've also done is you've elevated management in the business that actually knew what they were doing in the first place. Which then gave you the opportunity to jump out of the business and start seeing it from up from a higher perspective.
07:38	Raymond: And that's true, and because I've involved them all the way through that journey, they've been right on board with all of it.
07:47	Tim: Yeah, perfect, so what I thought I might do now is why don't we give people a bit of a visual and show them what you've developed and what's been created in partnership with a number of people. And we can give a visual and talk through what's the difference and what this means. So, I'm going to share my screen now and I'll go to your website first.
08:19	Tim: So, this is a new website, we just go to Bertazzo, so this is just launched this week, is that right?
08:29	Raymond: Yeah, late last week. So, we've got actually got it fully working this week because they're all the technicalities of diverting the old one and everything else and making sure it's all there. From your advice and where we are we've gone from - in our old website, it was just pictures of things we make and pictures of machines and everything else - now the only mention of the equipment that we have is in some of the conversations. It is really all about the purpose of what we are heading for, and that is to elevate Australian manufacturing and elevate the people working in it.
09:13	Tim: Yeah, perfect, and then the key thing around this one here is, for people that don't know what we do, being DNA is a process where we actually get to the heart and the soul of an organization about what it's really about. This is an incredibly important process because what came out of that was Raymond's passion for the art of engineering and the passion for Australian-made. So, when you get to the core of what the DNA is, you can then put that into the marketplace with authenticity. If someone puts a purpose or something out into the marketplace and it's unauthentic, then people feel it, and they see it. They feel it, and it misses the mark. So, it's important to take the time to actually do this right before you put it down into automated forms, such as videos and websites, etc. Before I play the video, is any anything more on that?
10:16	Raymond: Prior to this, we were always going to go for a rebrand, and I was very rigid in what I was going to keep and what was going to go. And then it came back that I was re-educated, or I had to unlearn and relearn, and as we get taught from someone who knows stuff about this is, is this is what you need to do. Fortunately, I was flexible enough to say okay, let's go with it, obviously with the blessing of the other team members that we have here. And that's exactly what we've done. We've run with it, with the new brand, a whole new feel to where it is. And it's just been received so fantastically. At our own level in the factory and also from comments we get from people outside.
11:10	Tim: Yeah, I liken it to, that it's not just a lick of paint, it's actually a renovation of a house, you know, in many ways, sometimes we get comfortable in our environment and day we don't want this change, I want this room to be like this because it's comfortable. And then a designer comes in and goes yeah, but if you just put another chair there, and you put the TV from over there to over here, you'll just change the look and feel and then as soon as you change the room to how the design puts it, and you go! 'Oh, why didn't we do it this way in the first place!'. This is because we do get stuck in our comfort zone.
11:47	Raymond: Yeah, everybody is so flexible to change, aren't we (<i>sarcasm, chuckles</i>).
11:54	Tim: We let the experts, do it and Martin did such a great job on this one. So then let's play the video, and then we can do a little bit of a run-through about where this comes from, where it's going to and then I'd love to talk to you about what's next. So let's play the vision video, and then we'll talk about what the other videos are, and people can look at them in their own time.
12:18	Raymond: If you play it from YouTube, you'll get the full screen.
12:22	Tim: Right, that's a good tip. Okay, so if we go over here, to your YouTube channel .
12:29	Raymond: yep.
12:34	Tim: Okay.
12:49	<i>Vision Video</i> (Raymond narrating): <i>We make products here, and we invent things here in this country that goes all over the world, and we can make whatever we need to do. We have the ability, we have the agility to change it, and we have the will to make it happen, but we've got to convince the general public that manufacturing is not dead. They don't see that; they don't understand that you already have that high level of technology, that higher level of output. For me, Australian manufacturing and Australian made means to celebrate the art of engineering. What does that mean to you? Is it pride, is it innovation? Is it excellence? Australia has always been a resourceful nation. Perhaps it's our resilience? Perhaps it's our extremes of climate? Perhaps it's our isolation? Across our own wide land and out to the rest of the world, when we manufacture here, our products are built for Australia's unique demands; they stand up to our conditions. Somewhere along the way, we've lost our purpose. Now the limitations of</i>

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	<i>globalization call for a new mindset. What if Australian manufacturers united on a common purpose? What if we came together to support our industries collectively, to work collaboratively throughout the whole supply chain? Let's evolve a sustainable Australia made. We have the design skills and a technical capacity to solve so many problems on home soil. In mining, in agriculture and defence, in power generation, food production, transportation and infrastructure. Let's celebrate a tradition of innovation. Let's believe in the trades and the capabilities. Let's drive our availability to find solutions. Let's inspire our passion for manufacturing to be the best that we can be. Let's create the next generation of Australian made together.</i>
14:42	Tim: Okay, so this is your own YouTube channel here. So, and how many videos have you got loaded up to this one now.
14:53	Raymond: Well, there are 12 in total. And originally, it was going to be that standard you advised, the three-video series that you guys have been teaching us: awareness, the reason to believe, and then a reason to engage. What happened out of that was because we took the advice of our spending good money or as much money that we could afford to spend on it. When we went through the video, particularly the second one, which ended up being 12 minutes, there's was so much information in that, that was beyond what we originally thought. So wasn't only about elevating manufacturing here in Australia; it ended up being a personal story of how people got into manufacturing and how they did that. Individual videos and now that's connected us with. So, we really saw the value in you know spending another amount of money again to make individual videos. That's connected with the schools and the businesses that interact with the schools on how they get to trades and how they can go forward. So, it's taken us in another direction as well, which is fantastic, which is my passion. About encouraging and teaching children how to get to become tradespeople as a by-product of that.
16:22	Tim: yeah, perfect, and I mean what we deployed there was basically an advocacy strategy. And what we've got there is your client being fellow manufacturers of products in Australia in almost every sector isn't it. So, you've got mining, you've got defence. All those people are your clients, and the beautiful thing is it was a documentary-style video production that gets to the heart of what they're all about. Which is all about sharing and creating a movement with your customers as your community, which is just brilliant, and it comes across perfectly.
17:05	Raymond: And it came at a timing that was virtually perfect because what COVID did for us here in Australia was awaken our own passion and our own patriotic thing for Australian made that we'd lost. We had lost it because it was just too simple to get from overseas and limitations on imports and everything else, like that. We've gone well, and you know what, we can do it here, and we are clever people.
17:38	Tim: Yeah, so the timing for that was good, and so now, the videos have just been put up now on YouTube, so they've had a few hits already, I'm guessing.
17:50	Raymond: A couple of thousand.
17:52	Tim: A couple of thousand, right. Which is nice, and the good thing around those is they'll sit in the market now for quite some time. They're not going to have to be redone. What will happen out of the back of that is you'll just be able to build off more and more people's stories as they come to present.
18:11	Raymond: It's all relevant, so there were no specifics in bits and pieces; it was all relevant to where we were heading to. As you say, because it became documentary-style originally, we had a whole pile of questions, and people were all very nervous. We're rehearsing what the answers were going to be, and we sat down and just had a conversation. Like I said, that's why we ended up doing the other ones because the answers we got out of people were just brilliant. You know they really brought out what they were about and why they're in it.
18:44	Tim: Yeah, it's it is truly authentic, and it's a pleasure to watch. So, I've been enjoying watching how it all unfolds. So, tell me something about how's this changed relationships. I mean prior to doing the videos and probably even doing the website, the whole language of the business had started to change and change into more what we call purpose led, as opposed to profit lead. What's this whole process meant around relationships? How have they changed for yourself, for your family? Give us the full rundown.
19:19	Raymond: Well, it's made a huge difference. Like I said, it's really united us in not only our upper management, but even the middle management and the guys on the floor. To understand, you know, what we're doing here is more than just about us or about me and my wife and what money we make. You know, I mean people that have worked for us for quite a few years, and you know that most of the money we make goes back into the business has it's always been that way anyway. We haven't focused so much on the P&L We've really focused on getting our systems right and getting our culture right, and then the dollars come with it. It even changed our own attitude; you know I wrote something down great about that today. Because you know, a particular customer is driven by that, and we haven't been brave enough to stand up to it and really say, well, I don't think we need to practice. Somebody says, well, you can just do it for us anyway. Well, no, because it doesn't fit with what we're doing. And then even to the point that I've got a job that I've done recently for someone. I've gone to the price I gave them was what I thought the value they'll get out of rather than putting a dollar

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	value on it. Yeah, that's exactly what she said. 'Can you break that down?', 'No, I can't because I think that's what it's worth to you guys.' So, when I explained to them why and how, they went, 'Okay, well that's fair enough.' Either you believe I can do it, or you don't.
21:02	Tim: If you're charging the right margins and you're in relationship around that margin, and they know that - in one of the videos one of your clients they're saying, well look if you get another one of those machines, it means I don't have to get it. Which means I can actually get more from you. So, it means that if everyone understands that the reinvestment back into the industry is a collection of all the reinvestment of all the businesses reinvesting back into their business, then the whole industry would start to shift a lot quicker.
21:32	Raymond: Absolutely and that's really what it is and that's where we are heading, which we'll talk about later, is trying to get that Community together. To say well, why do we all invest in the same thing? Why don't we get something different? If you can do that, I can give you that work, and if I get this, we can get that work. We keep it all here, and we can then approach the bigger project together or a bigger problem together.
00:21:56.670	Tim: Yeah, perfect. So let's stay on relationships. How else has it helped you with your culture, your internal relationships with your management and your team, and they understand where this is going. They see that it's not about the money it's about what it actually means. What other relationship shifts have you seen?
22:12	Raymond: So particularly with those customers that we involved in those videos. They've been so thankful that they've been a part of that. We never asked them for any contributions or anything else, of course. And that's really changed their relationship with us as well understanding that that we are there together to do something together and we mean it. Rather than, you know, walk the walk and talk the talk.
22:40	Tim: So yeah.
22:41	Raymond: That's been a really, really good thing for us and even just personally for me, I think it's you know, like I said, I'm a stubborn old wog. And I am pretty set in my ways. It really has changed the way I feel about stuff, not so much what I think about stuff. Now I can't believe I actually say that, but that's what it is.
23:09	Tim: Well, the whole thing about it is, it's when you get connected to authenticity. I mean you've always been authentic. But it's when you can actually then put that authenticity into a visual format that people can hear or they can listen to the story, or they can connect with it. Then it gives them permission to be their authentic selves, and when everyone's their authentic self, and they bring their authentic asset to the table, and everyone starts collectively coming together around that, there's nothing that we can't change.
23:41	Raymond: That's exactly right and as I was speaking to you earlier, is that the end of that second video, which is, you know how important Australian manufacturing, it's a long video: 12 minutes. As you advised us, we needed to make it three, but it was so good, we couldn't do it. But at the end I've put a summary in there, and when I watch it myself, if I had of been saying two years ago, I would be saying what I did, like I said to him, I still can't believe some of the words that come out of my mouth. That is really what I feel and what seems to be what other people feeling. And that's really sort of one of the challenges is expressing that and leading with that is the other point. Leading with those feelings for what we're trying to achieve.
24:28	Tim: yeah perfect. So, where you come from is very engineer, very think, into now more creative, more a representation of what it is that you and your business stands for, but where it's also moving towards. So, where are you moving this to now, where's this going? What's the next thing for you.?
24:52	Raymond: The next step for us is to develop a community of doing that. And making that happen, making that happen, where we get some people that we start thinking, like-minded type people that are prepared to take that step away from where I was two years ago. Say okay let's just make this happen, and if we sit there together, we should be able to convince the people who are going to engage us to say, well, okay, we have the confidence that you guys are going to do it correctly, for what it is. And you know particularly when we talk about for engineering those upper-level projects and we're currently you know, the only people to look at them are the primes and they are in there for nothing else, but to make profit. That's it that's all they're there for not to get that bigger picture understanding of where we are headed.
25:51	Tim: yeah, and the knock-on effect of profit, profit, profit, all the way along in a supply chain means that everything gets squeezed. And so, it's all tight margins tight margins, tight margins. Then what happens is people get hurt or businesses get stressed. What happens is all the knock-on effects of that is not all positive. And so, therefore, if we're able to flip it all to purpose and have reinvestment of money back into the industry and back into everyone's individual businesses, what's the outcome of that going to be?
26:28	Raymond: I think that one, we will lift the standard of what everyone's doing and, we will end up with an end deal where people are getting a product for and valued for what they are doing. That's that be the biggest point, I think. They are actually valued for what they're doing. There will still always be the people that are fighting for the dollars at the bottom and everything else, like that, yes, but it's amazing it's a matter of by doing what we're doing we are bringing

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	people into the fro as well and in addressing a lot of issues that have to be solved, you know by joining together that we can't do individually.
27:12	Tim: It was so many of those projects have a lot of problems associated with them in the first place, that if they actually bring a group of people together to collectively solve the problem that would mean that they would probably get it for a better outcome for a better price ultimately and for a much longer result.
27:33	Raymond: Particularly when we're talking about infrastructure and defence, that always happens. It goes out to people that aren't asking the right questions to start with. To just get a number and get a result they put it out there. And then the finished product doesn't end up that way and, like you said, someone at the end of the game who's had to make it for the minimum they have to, ends up with something that's not fit for purpose and not there. And you need that community of people to be able to convince that next level away from that procurement level to say that's what we really want to do. We want to achieve what you want, so what is it that you want?. So yeah, that that's the problem. That's where we want to head to try and solve that level of problem together.
28:24	Tim: Yeah, perfect awesome, okay. So, you're on the pathway for that, and the key thing there is bringing the collective together and shifting and industry. So, this is what we call an industry play. Taking an industry away from being a price driven tender driven environment to one where there's a lot of value that can be reinvested to create the new Australian made is the key messaging around that. So, with those new relationships and if you could bring all the leaders together and all the influences together, then you will shift the way business is done over the next 5-10 years, which is the journey that you're on your way to.
29:12	Raymond: Oh, absolutely, and that's what's going to happen. There's just too much talk of it, even the conversation, the hints that you pick up on those videos that we have done. People are thinking the same way but don't know how to get there.
29:31	Tim: Yeah, now to get there, this is all about getting to everyone's DNA, which is all about who they are, their purpose and, most importantly, what's the asset that sits underneath that they bring to the table. When businesses know those layers, they can then collectively come together to solve much, much bigger problems. To get there, though, it's a bit of a journey. So, get from where you were to where you are today. Can you give some words of advice or some pearls of wisdom, as you call it? If you were talking to yourself two years ago, what would you be saying to yourself now, just at the beginning of the journey?
30:19	Raymond: Well, firstly, is that it doesn't happen straight away. You know. There's a whole mountain of information to try and digest, and for someone like myself that takes a while to digest it, and that thought process. Take the steps you can take as you go along the way. And then definitely have a think about it and invest what you can afford to invest in it. Invest in it well. So, if you can't do all of it, do the bits you can do and do the best you can. The best rebrand, great. Do that. Don't skimp on it if you can afford to. The vision videos, we had an understanding of what that was going to cost. Right, we haven't spent anything on advertising for years, this is going to be great. We can pull those bits out, the bits will come into our website, but we're already getting prepared to spend money on anyway. We ended up spending quite an amount of money because we had to redo vehicles. We had to do everything else. But we've done it right so that it can last us for a good amount of years. That's really important for us.
31:38	Tim: I want you to give an example of what happened with your ERP system as well.
31:44	Raymond: The simple analogy is if I buy a new laser cutting machine, I spend a million dollars on it. And every year, I have to service it, and it cost me this amount of money, and we have to do some big learnings on how to run it to make sure it runs right. So, we went and bought an ERP system, you know, which was reasonable at the time, it was a major investment for us, 50 grand. But we didn't spend the extra \$10,000 to get somebody here for the first section of it to make sure we put the correct input in. It'd be like us buying a laser machine and no one teaching us how to use it. Yeah, so you know, 15 years later, after using this ERP system, we're finally getting some of the information in and having to go back to all the historical and change it, because we didn't put the correct stuff first. So you really have to do that and invest. I've got the same dye grinder that I bought when I first went into business, it was a piece of rubbish, and I've still got it as a reminder. Take a little bit longer and buy the better gear and make a better investment. It will last longer, and you won't be frustrated with it. So yes, that's what happened with that. A perfect example of that. If we put that into what our vision is, yes, you know, when we come to the end of it, you're going to spend another large chunk to make these other videos out of it. Will it was just too much gold in there not to mine it. So that's going to be part of our channels now and each couple of weeks, we can put those individual ones in to the companies and they'll now promote themselves through their LinkedIn which continues our story and allows them to connect from their web out to more people for more awareness about what we're trying to achieve.
33:35	Tim: yeah, so the key message is, in put the input in first. Get it right at the front end in terms of the design and what it is that you actually wanted to do it before you invest in the product itself and the system, whatever it might be.
33:53	Raymond: Tim its basically "Shit in, Shit out" (<i>chuckles</i>)

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33:59	Tim: So, to finish the tour of Bertazzo, how are you feeling about your business now, from where you were when you first started the process to how you are feeling about the business now, and what's the major shift?
34:16	Raymond: I'm excited. I'm rejuvenated because I was definitely stale. If I say it as a feeling, my heart has been lit again with a passion that I'd let go of. So yeah, it's a huge amount of confidence about where we're heading.
34:45	Tim: Yeah, awesome Thank you, mate. Well, I've got to say it's been an absolute pleasure going on this journey with you over the last couple of years. I'm looking forward to the next few years and bringing the Community side of things together around the manufacturing sector here in Australia and out into the world. I'm looking forward to the next number of years in helping you bring this all to life. Thank you for sharing with us your adventure to date. We only showed you the one video. I highly recommend you watch the 12-minute video and watch as many of those other videos as you can. It's really good to hear what other manufacturers have to say about the industry and what their passions are. I look forward to seeing you on the next episode of the tour, and thanks again, Raymond.
35:48	Raymond: No worries. All good.
35:50	Tim: All right, cheers, mate.

Find out more

BERTAZZO - The Art of Engineering

<https://bertazzo.com.au/>



<https://www.youtube.com/channel/UCVMG7LSe3MAsPL7yqEbmMgQ>

Vision video: https://youtu.be/8a6_iVePj3I

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