



BUSINESS FOUNDATIONS

# Competing with the Chains – Quote

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Karratha & Districts Chamber of Commerce  
and Industry

December 2025



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# Our Proposal

The retail landscape in Karratha is about to undergo a significant transformation with the opening of a new large-scale retail complex. Tenants such as Bunnings Warehouse, BCF, Supercheap Auto, and the relocation of Repco will introduce substantial new competition into the local market, creating potential challenges for existing small, independent retailers operating in hardware, automotive, outdoor, and associated retail sectors.

This proposal outlines a targeted support program to help local small businesses adapt, differentiate, and compete effectively in the face of this change. The program will combine a collaborative workshop with tailored one-on-one business strategy sessions, equipping participating businesses with practical tools and strategies to respond to increased competition and sustain their long-term viability.

The objectives of the project are to:

- Support small and medium-sized retailers in understanding the likely impacts of large national retailers entering the market.
- Identify strategies for differentiation, customer retention, and business model adaptation.
- Build the capacity of local businesses to innovate and respond to changing consumer expectations.
- Strengthen the resilience and sustainability of the town's small business ecosystem.

## About Business Foundations

Business Foundations Ltd is one of Western Australia's most experienced enterprise development organisations, with over 30 years of experience supporting small and medium-sized businesses to start, grow, and thrive.

As a not-for-profit organisation, we specialise in delivering practical, hands-on advice, training, and strategic support tailored to the needs of business owners across metropolitan, regional, and remote Australia. Our work spans a wide range of sectors and communities — from emerging entrepreneurs to established businesses navigating change — and we are known for our ability to translate complex business challenges into practical solutions.

Business Foundations has delivered hundreds of successful programs focused on business growth, resilience, innovation, and economic diversification, and we bring a deep understanding of the unique challenges and opportunities facing regional businesses.

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# Program Structure

The proposed support program will consist of two key components:

## Half-Day Group Workshop – “Competing with the Chains”

A facilitated, interactive workshop designed for all local retailers likely to be affected.

### **Key topics include:**

- Understanding the competitive landscape and customer expectations
- How consumer behaviour changes when major chains arrive
- Leveraging local strengths: service, expertise, convenience, community
- Strategies for niche positioning and value-add services
- Collaborative marketing and local loyalty initiatives
- Opportunities for product diversification and partnerships

### **Outcomes:**

Participants will leave the workshop with a clearer understanding of the market shift, practical tools for strategic planning, and initial ideas for how to reposition their business.

## One-on-One Strategy Sessions

Following the workshop, participating businesses will be invited to book individual sessions with the Business Foundations team.

### **Each session will:**

- Assess the specific risks and opportunities for the individual business
- Review current operations, marketing, pricing, and customer engagement
- Develop a tailored action plan with practical next steps
- Identify any further support, training, or advisory services needed

### **Outcomes:**

Each business will receive a documented, customised competitive response plan designed to strengthen their market position and improve long-term sustainability.

# Project Timeline

Activity	Duration	Timeline
Promotion and Recruitment of Participants	4 weeks	January/February 2026
Delivery of Half-Day Workshop	1 day	February 2026
Delivery of One-on-One Strategy Sessions (2 x 2 hour sessions with each business, first to be delivered in person in days after workshop, then online in the following weeks)	2–3 weeks	March 2026
Reporting and Recommendations	1 week	March 2026

## Deliverables

- One half-day group workshop for affected local businesses
- Individual advisory sessions for up to 10 businesses
- A customised action plan for each participating business
- Final project report summarising outcomes, key findings, and recommendations for future support

# Pricing

Our fee encompasses desktop research and preparatory meetings with KDCCI team members with Phillip Kemp and Susan O'Byrne, one half-day workshop and up to 20 (10 businesses x two sessions) one to one advisory sessions

Item	Description	Cost (inc GST)
Workshop Delivery	Planning, facilitation, materials.	\$5,500
One-on-One Advisory Sessions	Individual sessions (up to 10 businesses)	\$11,000
Project Coordination & Reporting	Communications, coordination, evaluation	\$3,300
Total		\$19,800 (inc GST)

Any further work beyond the hours outlined above will be charged at \$300 per hour plus GST. All travel expenses (flights, accommodation and meals) will be at cost and charged separately to the quoted price.

# Your Advisors



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# Your Business Foundations Team



## Susan O'Byrne

Susan O'Byrne is a corporate affairs and business management professional with experience across multiple countries and industries. She has spent many years in leadership roles as part of senior leadership teams in the investment, aviation, media and resources industries. She is the joint lead business advisor working with Rio Tinto

Iron Ore to develop their Economic Roadmaps Initiative, supporting regional economic development particularly of Registered Native Title Body Corporates on whose country RTIO operates. She has also led scope development work for regional economic development approaches and local supply chain development for Rio Tinto Aluminium, and subsequently delivered both a Local Procurement Strategy and Approach to Regional Economic Development to Rio Tinto Aluminium in Weipa.

Susan was the lead business advisor working with the Djarindjin Aboriginal Corporation supporting them as they took over management of their existing airport. She is the Project Manager of the Choosing Your Way adult literacy, numeracy and digital skills program which is a participant-led, one-to-one training approach targeted at helping individuals on the Dampier Peninsula to achieve their personal goals.

Other clients include Judumul Aboriginal Corporation and Mingarwee Aboriginal Corporation in Coolgardie. She has also worked on supporting businesses to join large supply chains in Karratha, Onslow and the Perth Metropolitan Area.

In 2023 Susan led the project with City of Canning that led a project on behalf of the City of Canning to identify ways to facilitate the transition to net-zero greenhouse gas emissions for businesses operating within the long-established Canning Vale and Welshpool industrial areas.

Prior to joining Business Foundations, Susan worked for CHC Helicopters and led their local content development in Australia and Timor-Leste as part of the supply chain for multi-national oil and gas companies with offshore operations. She also led the creation of their Reconciliation Action Plan in Australia and advised on engagement with First Nations people for their Canadian activities.

She has a Bachelor of Arts (History and Political Science) from the University of Western Australia, a Master of Arts (Public Relations) from Murdoch University, an Investment Management Certificate from the UK Society of Investment Professionals, is an Australian Certified Economic Developer (ACECd) and a Member of the Australian Institute of Company Directors. She was also a Board Director of One Tree Community Services, a national provider of childcare, crisis care and after school care from September 2019 to December 2023. She is currently a Director of textile circularity business ThreadUp Pty Ltd.



### Phillip Kemp

Phillip is an industry expert in the field of small business development, had has held a number of key positions on national boards and associations regarding business incubation. He has been published widely on SME and micro-business development, and has conducted research on the provision of SME and micro-enterprise advisory and support services. Phillip has a passion for working with people who are starting a business, growing their company, being innovative, looking to export, changing the status quo, or making the world a better place.

Phillip has been the Chief Executive for Business Foundations for over twenty years, and has grown the organisation from a team of two into the largest organisation of its type in Australia. Throughout his tenure, Phillip has embedded Business Foundations firmly into the business development community by identifying opportunities and building relationships with key stakeholders.

Phillip is a senior consultant on the Rio Tinto Economic Roadmaps project and the Rio Tinto Aluminium Economic Development Project.

Phillip was a consultant working with Djarindjin Aboriginal Corporation on the airport project, he is a consultant working with Judumul Aboriginal Corporation and Mingarwee Aboriginal Corporation in Coolgardie and was the lead consultant working to support companies joining and participating in heavy industry supply chains in Onslow and the Pilbara.

He is passionate about implementing decarbonisation strategies, and has worked with small-to-medium business owners in the City of Canning to create a pathway to net-zero in the industrial estates of Welshpool and Canning Vale. This involved collaboration across supply chains to alleviate the pain points when transitioning to net-zero – such as energy consumption, procurement, and contract management.

He has a Masters in Management from Edith Cowan University, a Graduate Certificate in Small Business Facilitation from Curtin University and a Bachelor of Science (Agriculture) from the University of Western Australia.

Phillip has also completed his Corporate Value Chain (Scope 3) Accounting and Reporting Standard training, as well as Impact Measurement and Management training for the United Nations Sustainable Development Goals training.

He is currently a Board Member of the Electricity and Water Ombudsman of Western Australia.





## BUSINESS FOUNDATIONS

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### QUEENSLAND

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