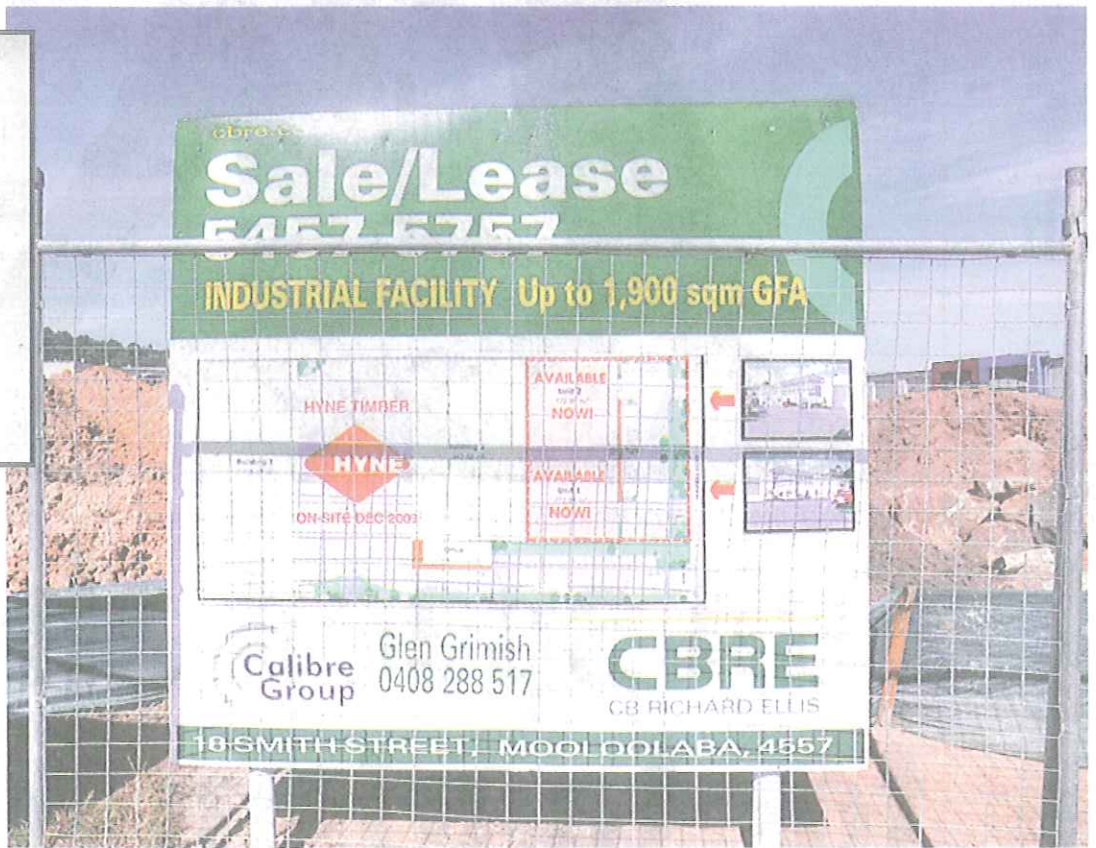


Quality staff ensures Hyne is a cut above



MAKING THE CUT: The Kunda Park site of Hyne's new premises and managing director John McNamara (inset).

JOHN McNamara has no ambition to overtake Australia's number one timber wholesale and sawmilling company in Australia, Carter Holt Harvey.

"I would prefer to be number one in performance, not number one in size," the managing director of Hyne said.

Indeed, the company website states: "Being successful is not about our size or our market share."

His company has a history dating back to 1882, when Richard Hyne started a sawmill at Maryborough, before a further three generations of Hynes stepped in to run the ever-expanding business.

Mr McNamara is the first "non-Hyne" to hold such a senior management position within the company, but you get the sense the family would have no hesitation inviting him to Christmas dinner, given the stunning expansion he has overseen since he joined in 1994.

He has orchestrated the acquisition, upgrade and construction of sawmills in the eastern states, the expansion of the number of wholesale outlets to 12, the sale of its hardwood businesses to the Queensland government to focus on more sustainable softwood plantations and the creation of international markets in Asia, the

SECRETS OF OUR SUCCESS

Hyne

Middle East and New Zealand.

Hyne has been operating out of the Sunshine Coast for 30 years and is set to move from Caloundra into an \$8million, 8500sq m premises on Hoopers Road at Kunda Park in a few months.

"The Sunshine Coast is a good performer for us," he said.

"I think (moving to the new premises) was good timing. We've been in business over 100 years and we've gone through a lot of glitches in the market - there's one every five to seven years - it's

THE DETAILS

ESTABLISHED: 1882

STAFF: 850 permanent, 400 contractors

SECRETS: High calibre staff, consistently review and upgrade long-term strategies

usually a good time to make sure your business is set up for the upturns as well.

"We prefer to set our business up for the long term. (Now) is a time to consolidate and prepare your business for growth."

Mr McNamara said the business, which supplies truss frames to the building industry, has certainly suffered under the downturn.

"From October last year it started to reduce in volume and it bottomed out around March," he said. "But it has been slowly improving since then."

"We have never worn losses but we have had to reduce the production volumes we put through our operations by 20 - 25%."

"We have been increasing those volumes since June and improving on a month by month basis. Elsewhere we reduced the costs of running the business in line with our reduced production volumes so we were able to survive."

Mr McNamara said after 127 years in business, Hyne as a company had realised the importance of employing "high calibre" people and working hard on long-term strategy.

The three signs that your business is a thirder