

Manufacturing SME Toolkit

Supporting the sustainable SME

- EU FP7 NMP funded project
- €8m budget
- 8 EU states
- UoS led, 29 partners, 19 SME's
- Ran from 2009 – 2013



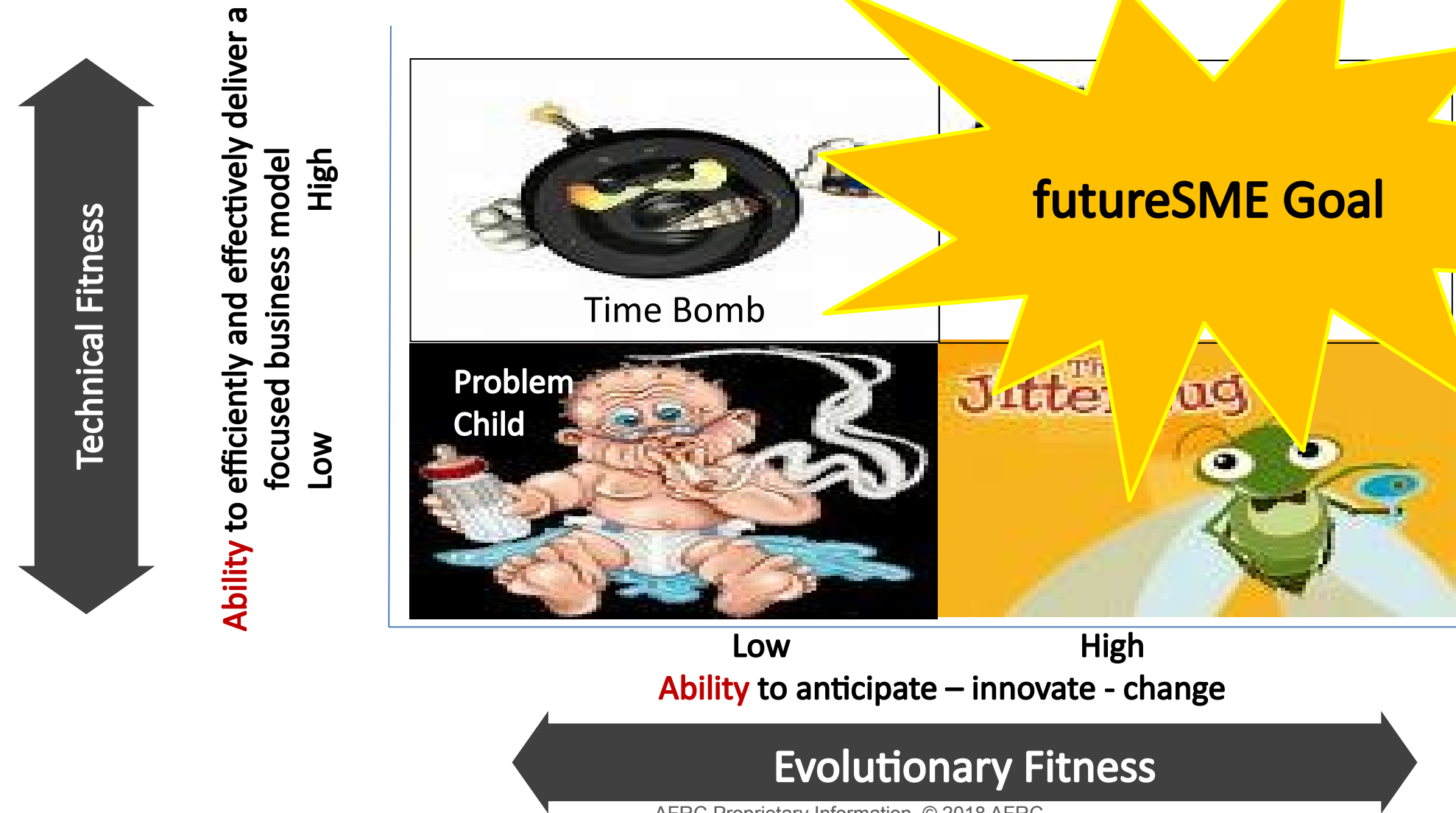
‘To develop new manufacturing / business models to improve the competitive capabilities of European manufacturing SMEs’

Key Early Findings

- All SME's are different
 - Owner-managed / external ownership
 - Long history / short history
 - High tech content / low tech content
 - Common feature: they are small
- Winning strategies v. winning strategy process
 - Short term or long term?
 - Losers become winners & back
 - SME strategy MUST be different

Lets think in a different way...!

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Sustainable SME

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The 'Sustainable SME of the future' is an Adaptive organisation able to anticipate change in its environment and develop and deliver innovative responses quicker than the competition.

Sustainable enterprises are mature in 4 capability areas:

Operational capability: Ability to align critical resources, processes and technologies according to strategy and customer value proposition.

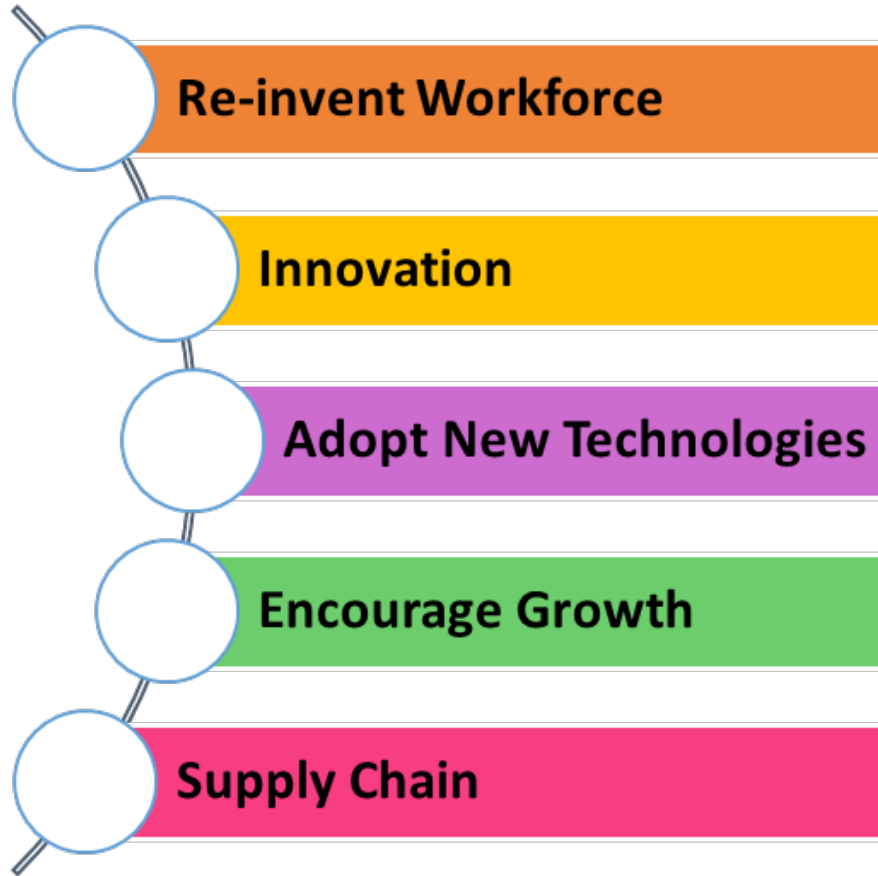
Adaptive capability: The ability to identify and capitalize on emerging market opportunities, as well as change the organisation to adapt to new external environment conditions.

Managerial capability: The ability of managers in a business to lead employees with respect, humility and knowledge in order to maximise productivity and ensure employee wellbeing.

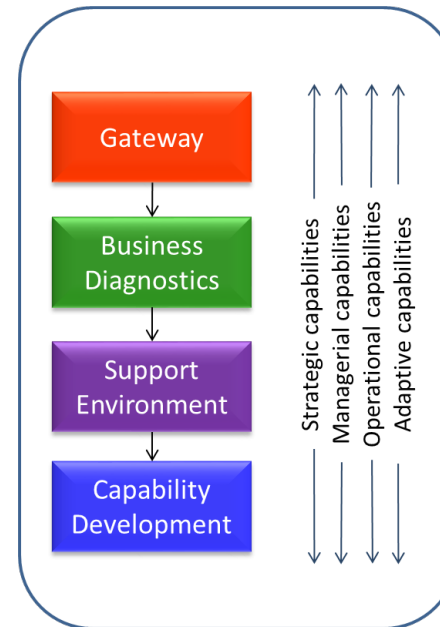
Strategic capability: Moving away from opportunistic, reactive, short-term focused working to a more considered and long-term oriented working.

Manufacturing SME Toolkit: Aims & Objectives

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Diagnostic tool focuses on capability and identifies gaps
Support environment points them towards development
Ultimately resulting in capability development, informed and more resilient manufacturing SMEs



Capability diagnostic – what it assesses

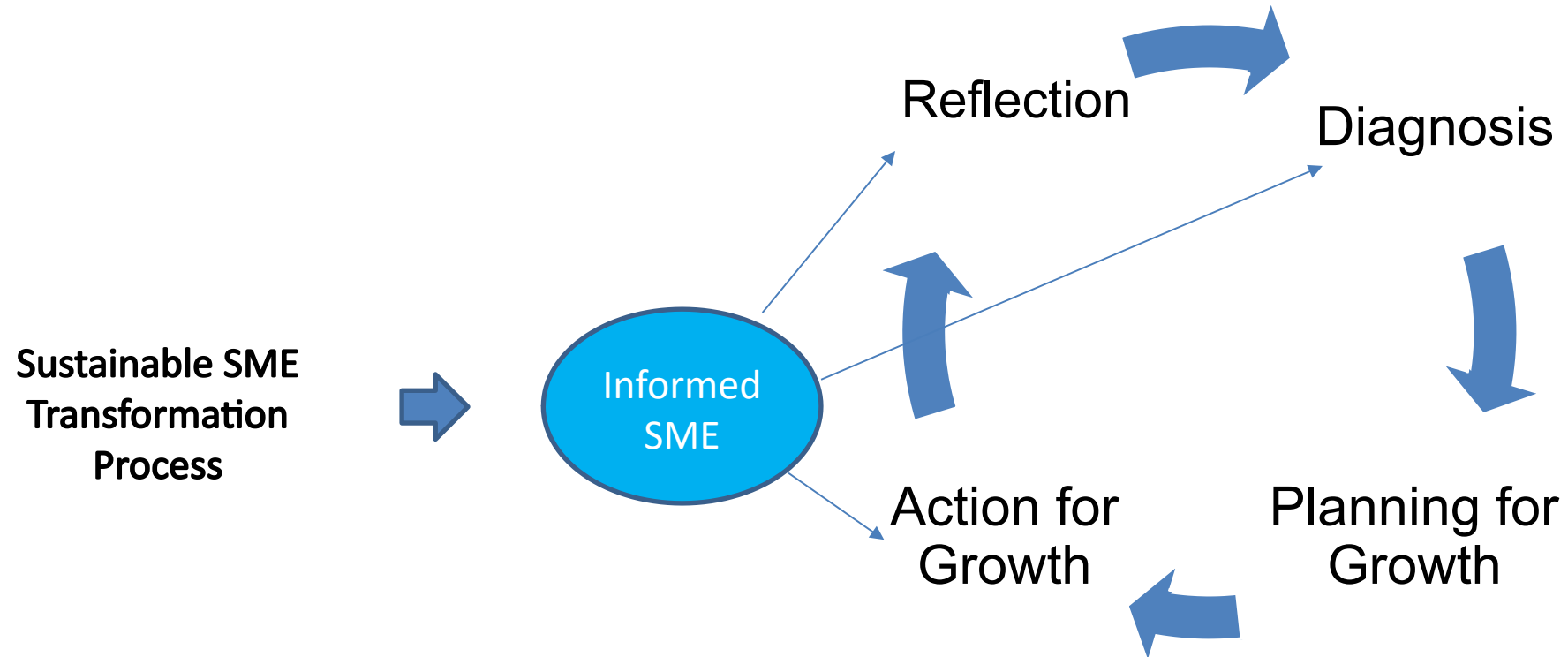
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- FutureSME is built on the foundation of 4 capabilities; strategic – operational – managerial – adaptive.
- Business diagnostic assesses these capabilities by asking questions that span 8 business areas.
- The outputs are organised around the 8 business areas.
- It also asks ‘contextual’ questions to provide background information to the facilitator and potentially for future benchmark analysis.

Capability	Business area	Includes...
Strategic	Strategy	Guiding vision, customer focus, core competencies, strategy development, implementation and review
	Operating model	Finance, outsourcing model, resource allocation, business sustainability (environment)
Operational	Process management	Process understanding and management
	Performance management	Key performance indicator selection, measurement and alignment with strategy
Managerial	Leadership	Management culture and approach, skills development
	Governance	Succession planning, decision making
Adaptive	Agility	Horizon scanning, change management, flexibility, organisational learning
	Innovation	Idea generation, innovation management process

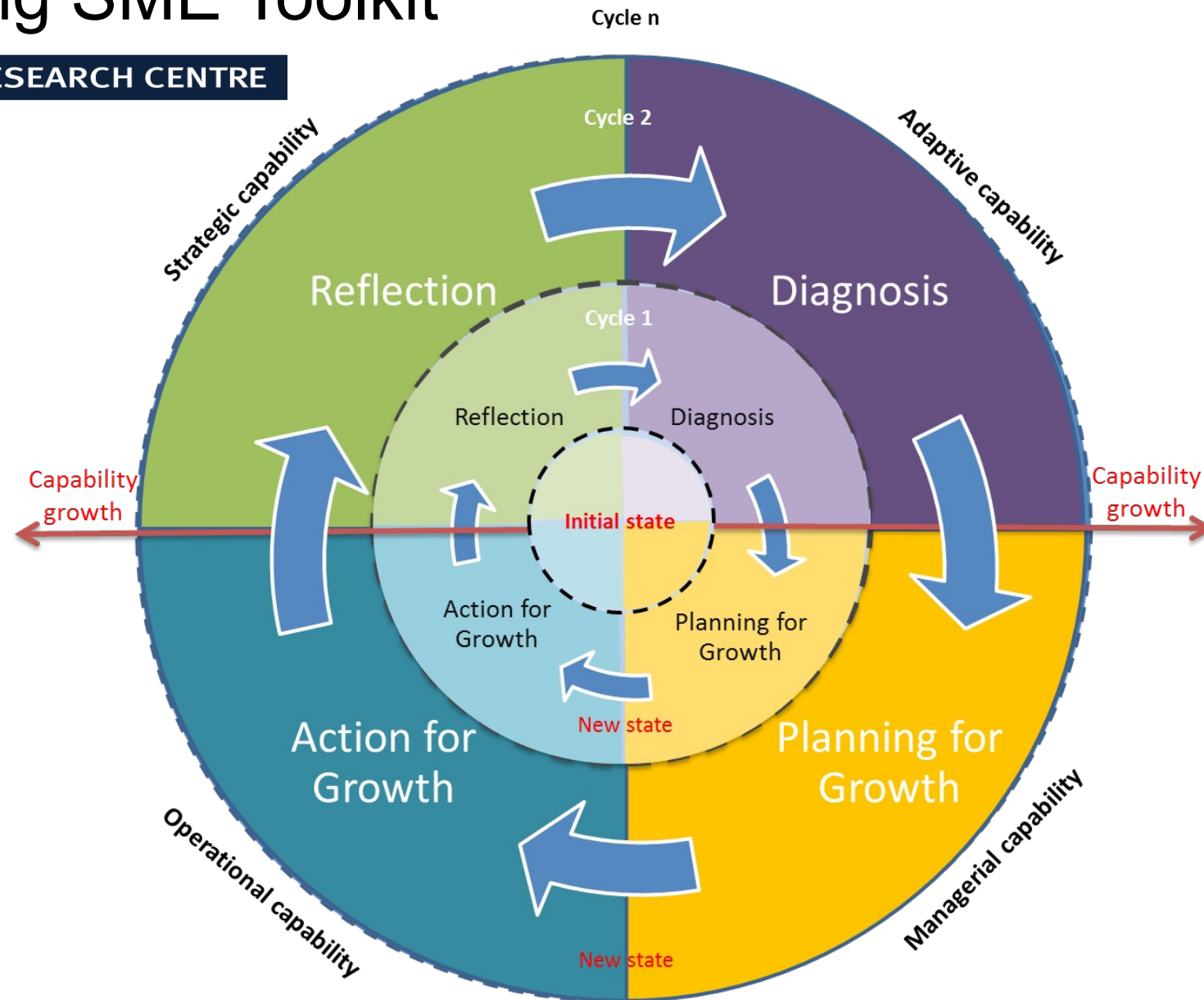
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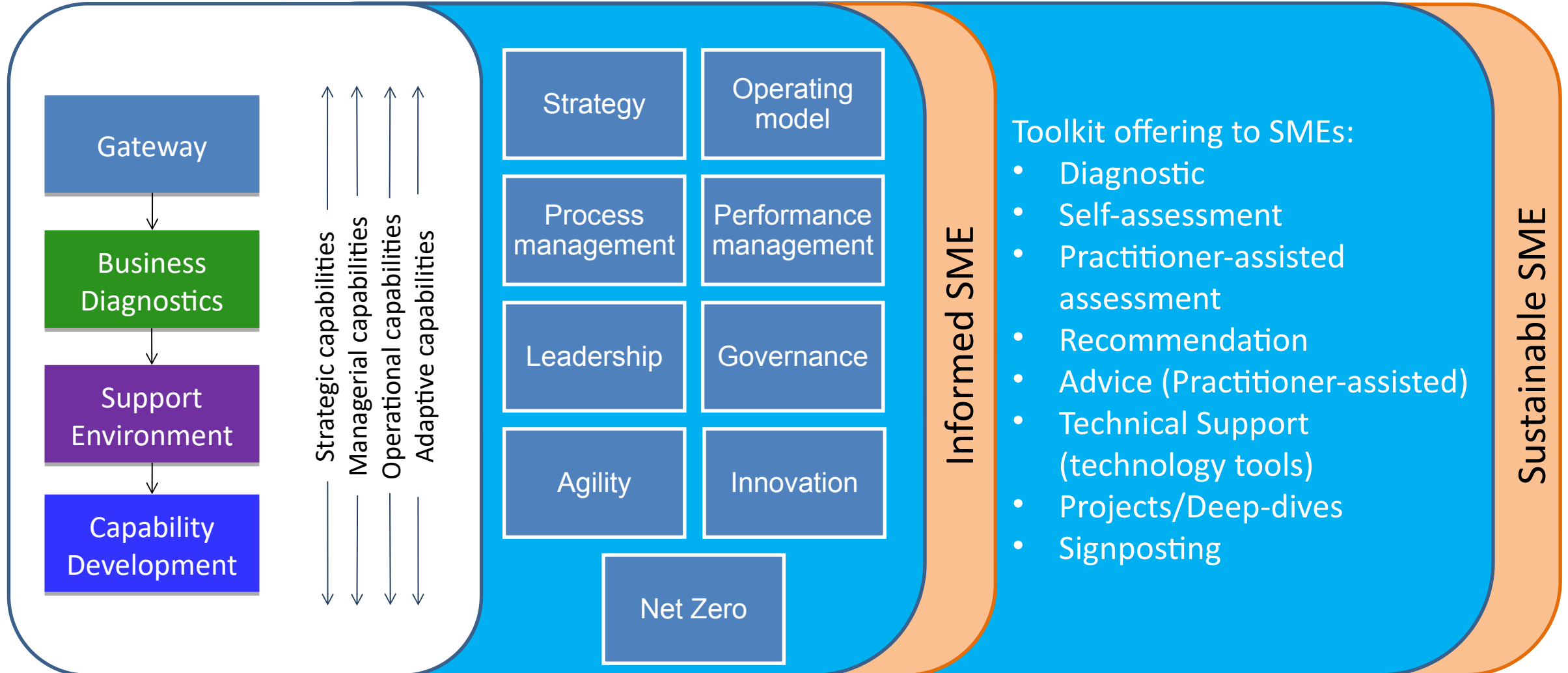
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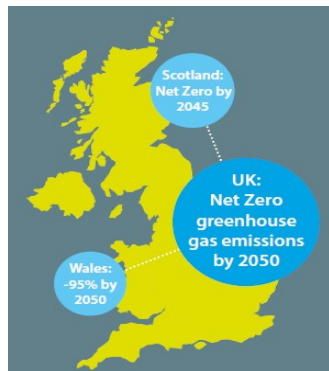
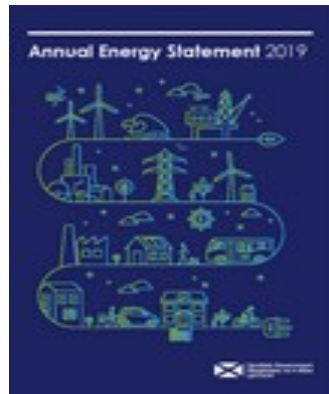
Market Demand

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Scottish Government Initiatives:



Scottish Manufacturing Strategy



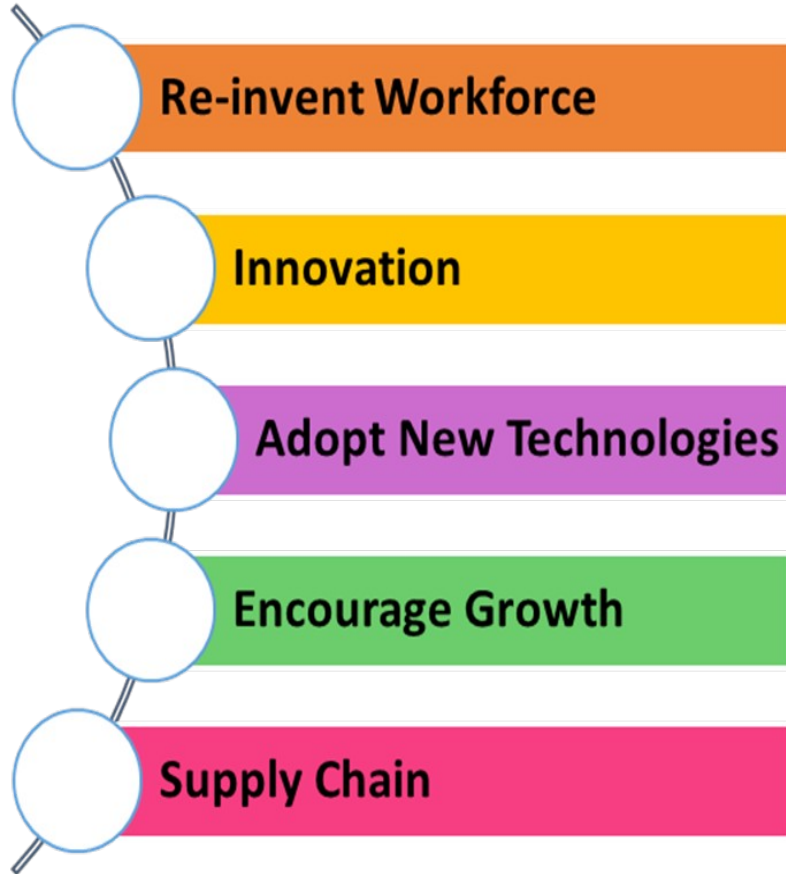
Energy Mix

Net Zero



Closing Remarks

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- Free portal
- Diagnostic focused on SME own needs
- Supportive environment in both technical and managerial skills
- Aim to develop agile resilient manufacturing SMEs