



Transforming Manufacturing in the SME sector

Mandy Ridyard

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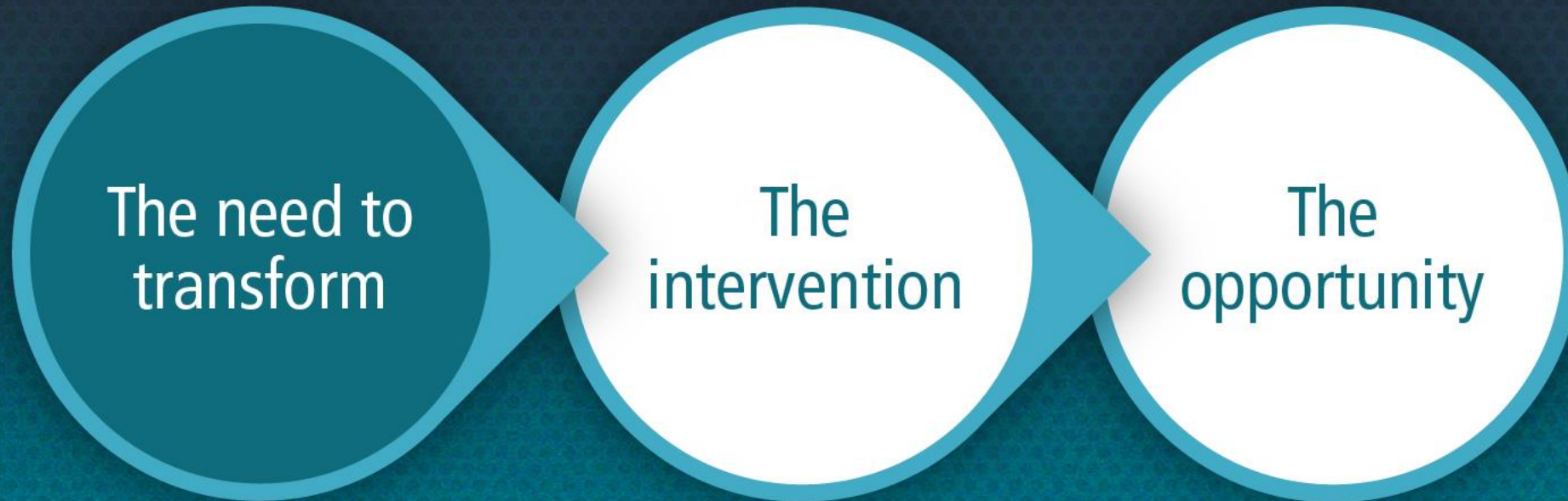


Global experts in flight control
components & assemblies

Things we make...

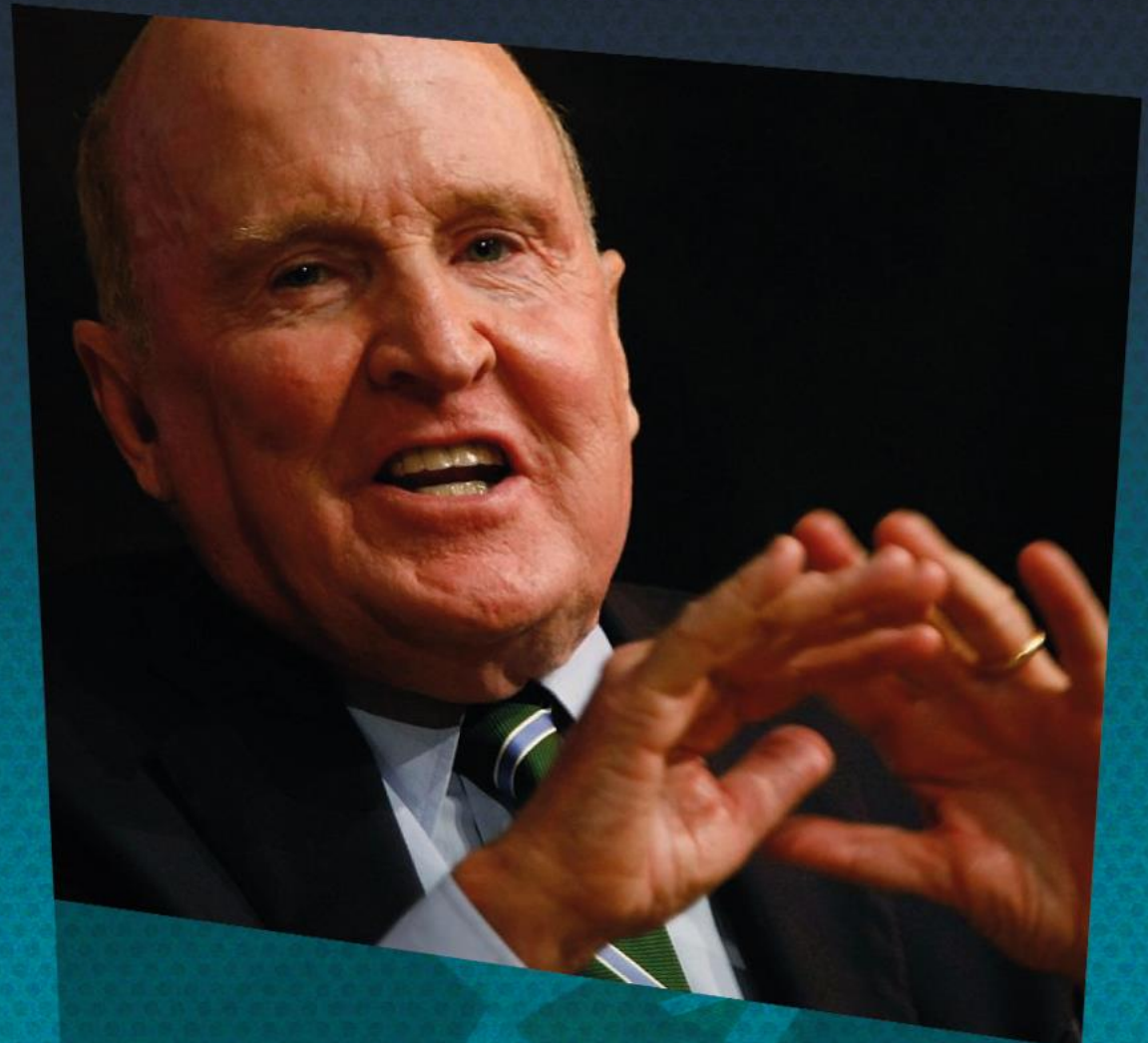
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precision engineering





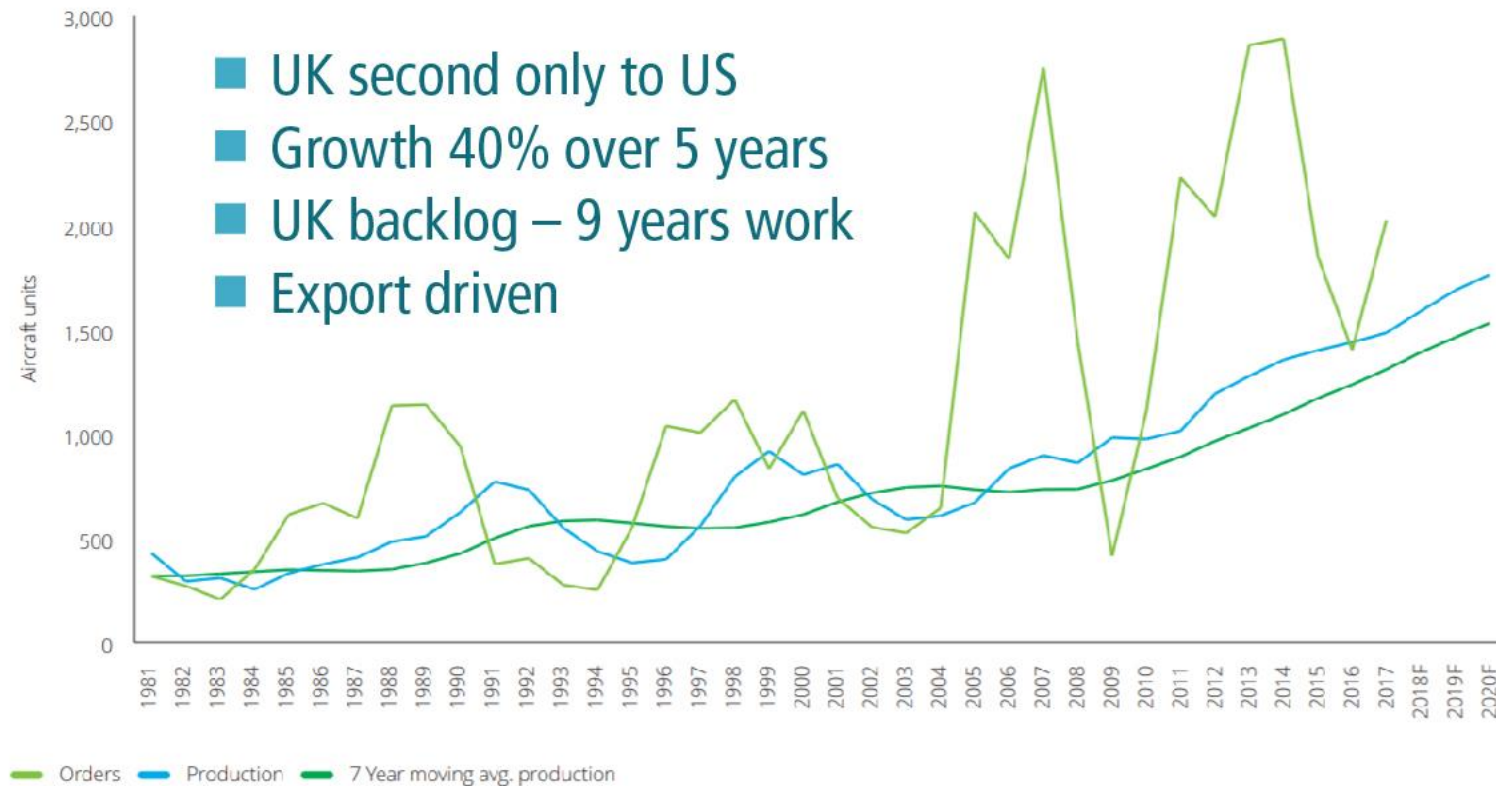
“If the rate of change on the outside exceeds the rate of change on the inside, then the end is near.”

Jack Welch



Aerospace market - opportunity for growth

Figure 3. History and forecast for large commercial aircraft orders and production (1981 to 2020F)



The need to transform

The intervention

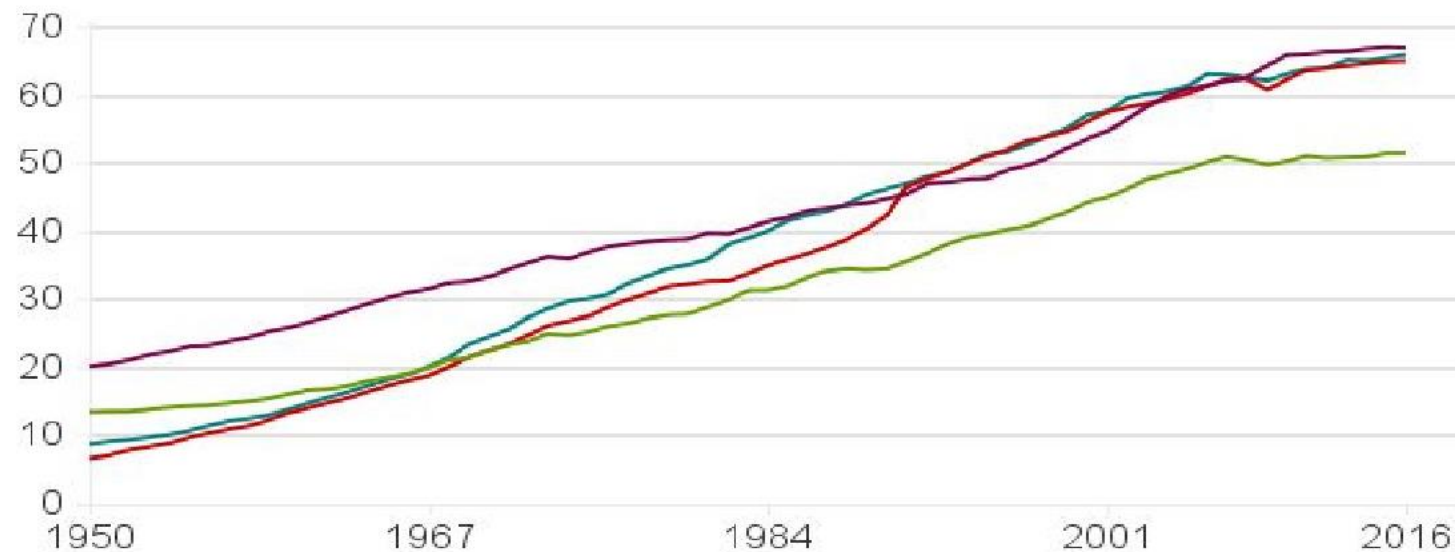
The opportunity

Productivity – opportunity for growth

How does the UK's productivity compare?

GDP per hour worked, US dollars

France Germany UK US



Source: The Conference Board's Total Economy Database

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Burning Platform

- \$50m Dreamliner contract
- Onshored from China
- No capacity
- Risk to business
- Opportunity to build new factory

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Sharing in Growth – transformation programme



2013 – aerospace initiative backed by government & industry



4 year fully integrated intervention with ambitious SMEs



Delivered by specialists in leadership, culture & operational excellence

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Sharing in Growth – transformation programme



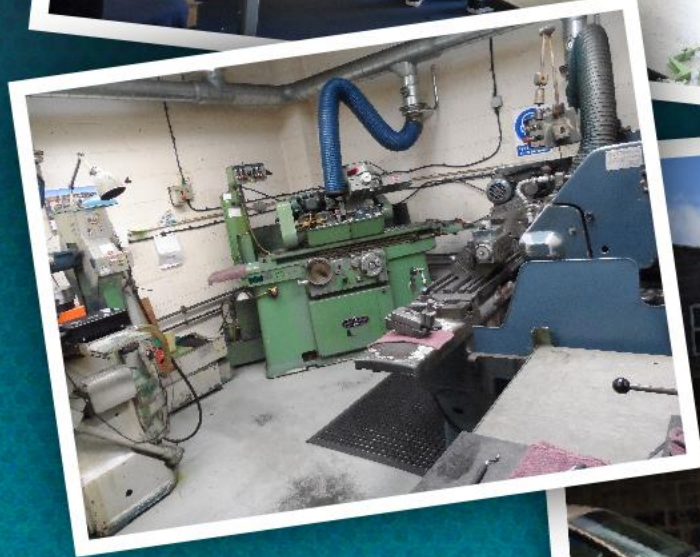
Ambitious
Diagnostic
Benchmarking
Future targets
Metrics
Governance

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Physical change



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Gut feel to data driven

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The Cogs of Productivity

Leadership



Technology

Engagement

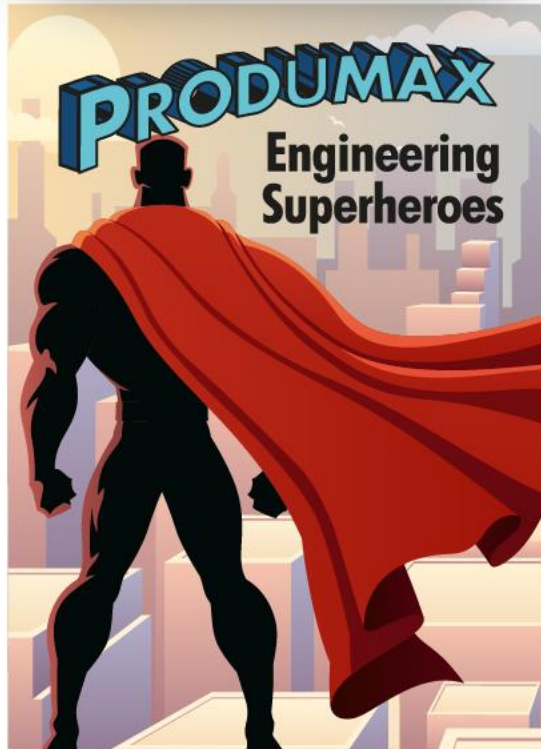
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Transforming leadership

VISION



MISSION

By 2025
To have a
turnover of
£15m plus
with a net
profit of
10% min

VALUES

PASSION
RELIABLE
DYNAMIC
FREEDOM
UBUNTU

Transforming engagement

GROUNDWORK

COMMUNICATION

IMPROVEMENT

RECRUITMENT

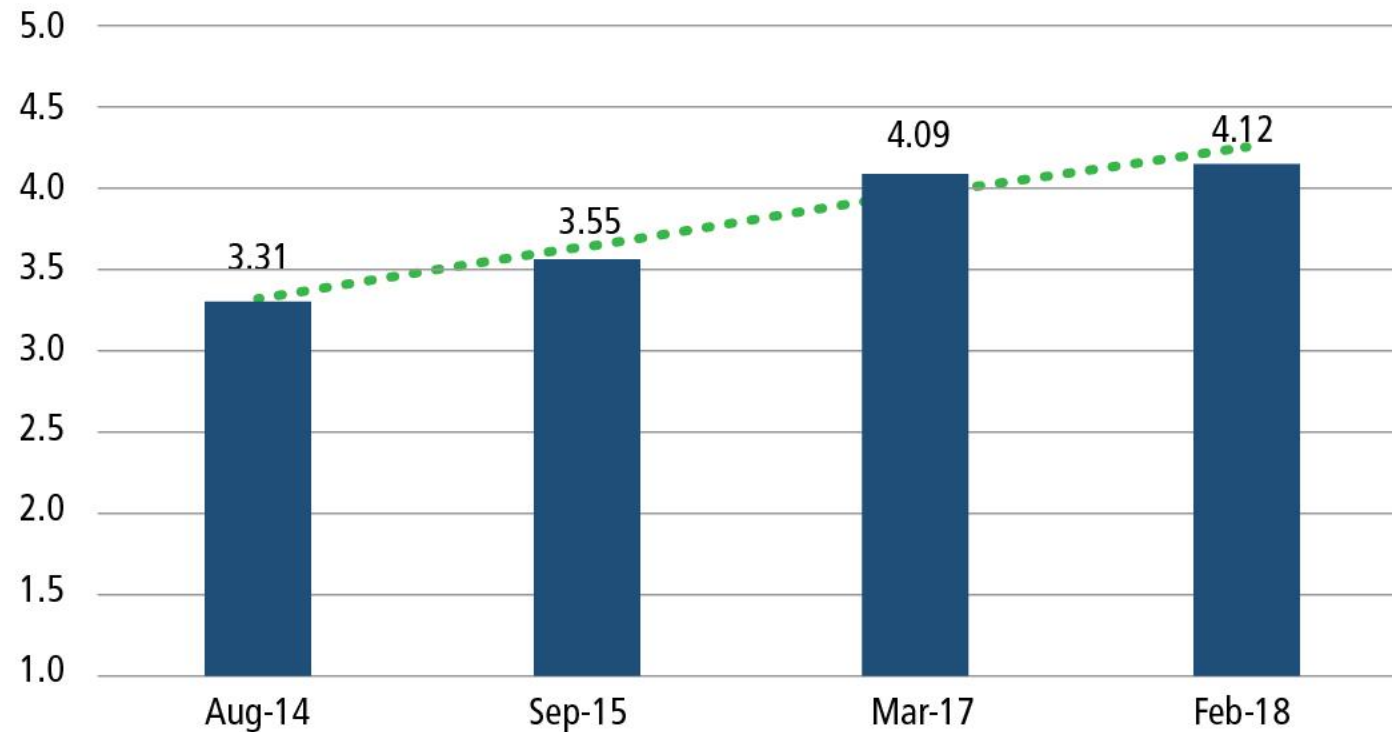
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Employee Engagement Survey

Whole Company EES - Overall Mean Scores



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World class employee engagement

Transforming technology

Automation

Retrofitted automation

New automated machinery



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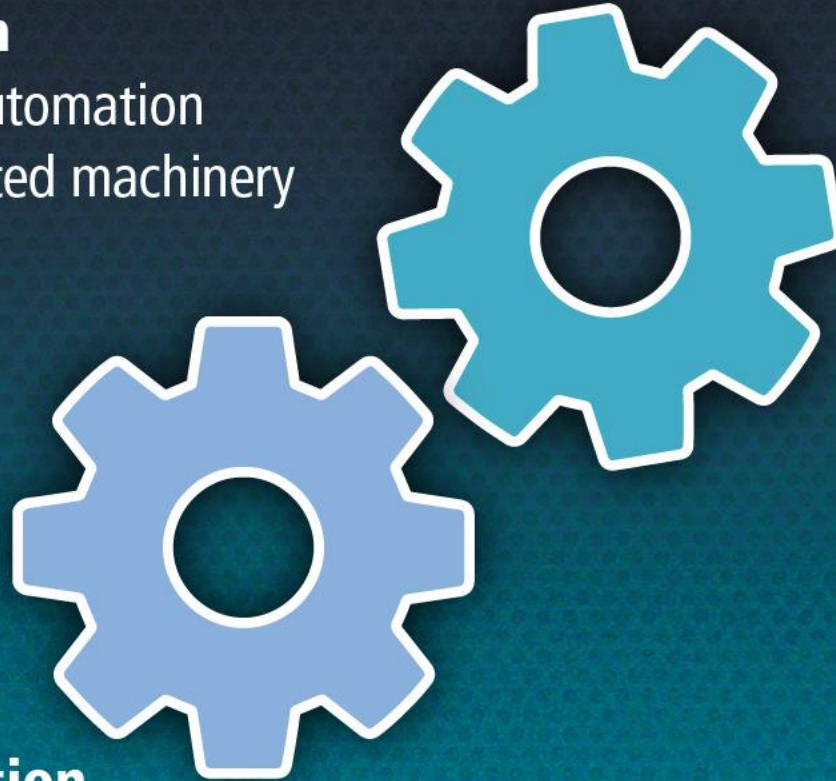
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Transforming technology

Automation

Retrofitted automation

New automated machinery



Digitisation

Production

Back office

The need to
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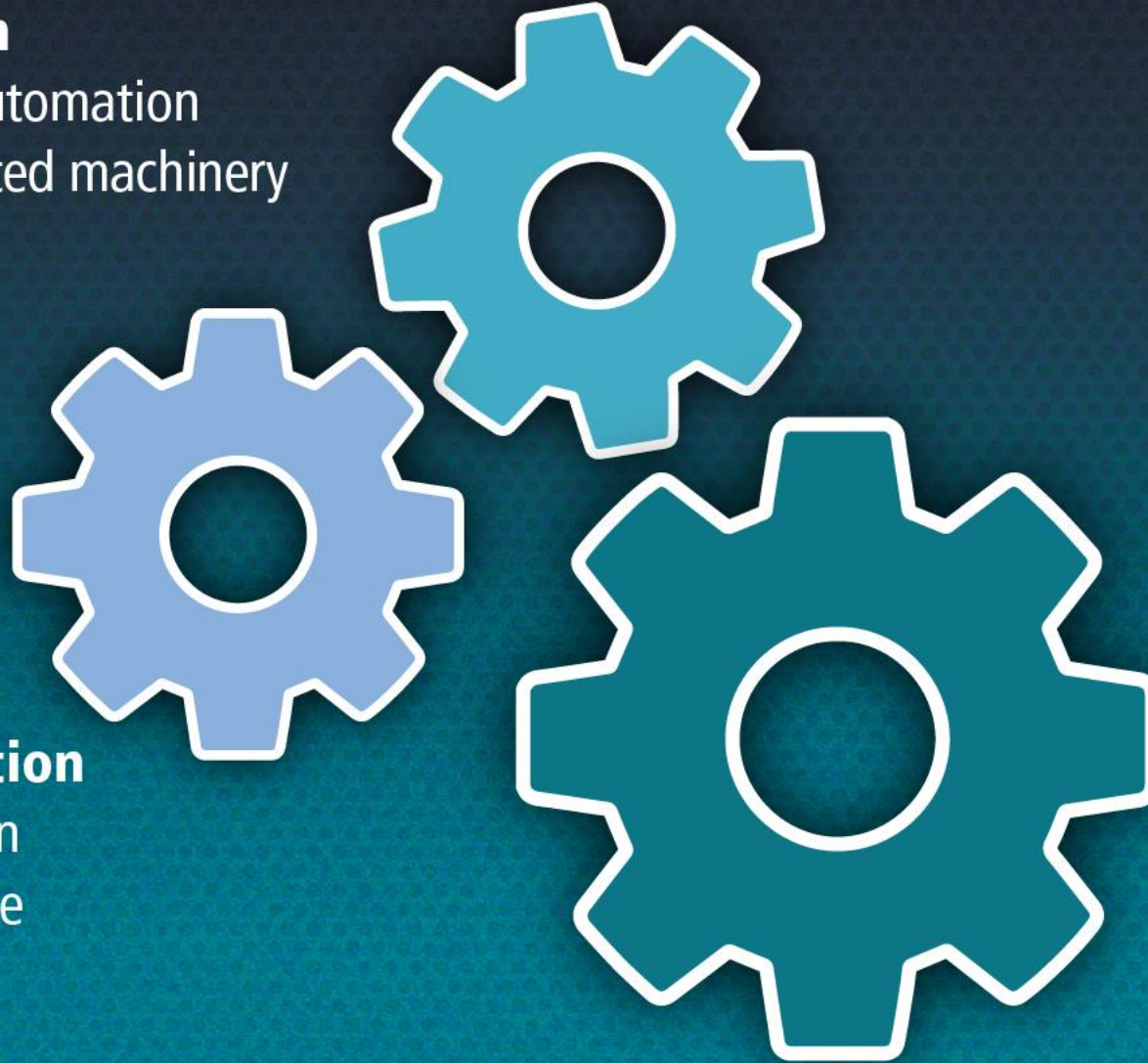
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Transforming technology

Automation

Retrofitted automation
New automated machinery



People Development

Lifelong learning
Apprentice/Degree
STEM events

Digitisation

Production
Back office

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Transforming Produmax

**£53m contracts
won/retained**

**Turnover up
by 55%**

**Headcount up
by 60%**

**Leadtime down
31 days to 27hrs**

**Set up times
Down by 75%**

**World class
engagement**

**GVA (per head)
up by 36%**

**ROTA
doubled**

**Another brand new
facility**

SiG results across 63 beneficiaries

**£2.4 billion contracts
won / retained**

**Turnover up by
12% mean**

**Over 4,000 jobs
secured**

**Private sector
investment over
£80m**

**£2m + Training hours
delivered**

**2018 Innovation
award – Semta Skills**

60:1 ROI

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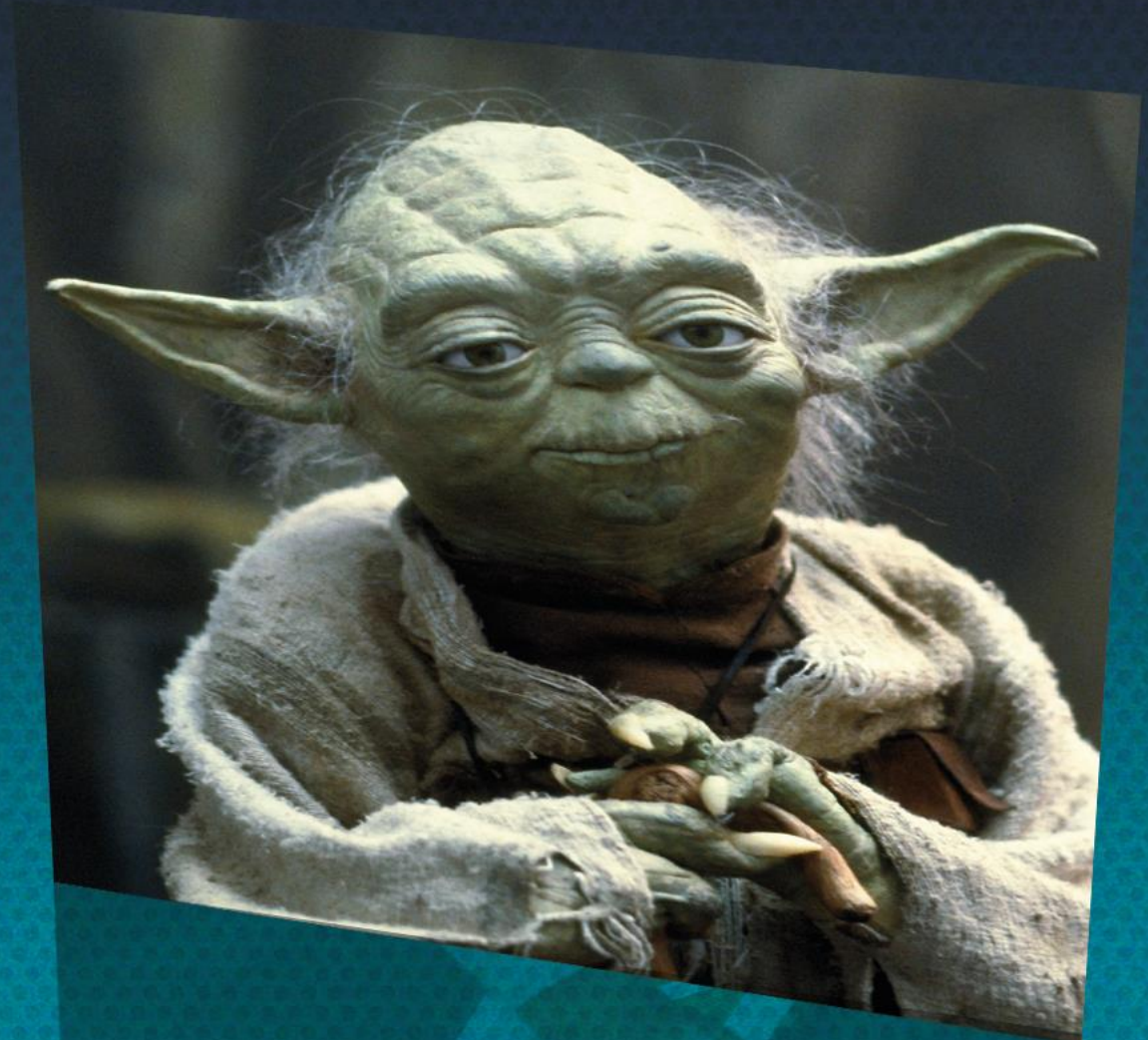
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“ Always
remember your
focus
determines
your reality ”

George Lucas



Manufacturing SME sector deal



Sector-wide intervention in ambitious SMEs

Create lighthouses of best practice

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Which SMEs for intervention?

Companies with...

"Real" ambition

Willingness to change

Honest benchmarking

Potential

Best practice sharing

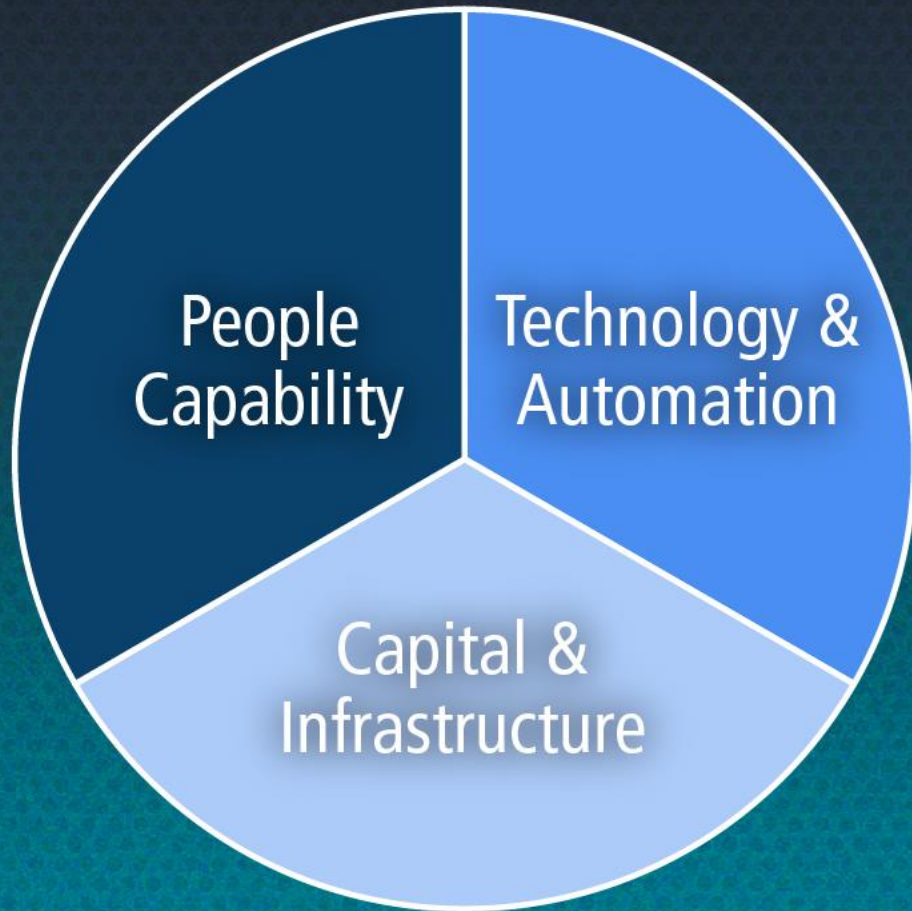
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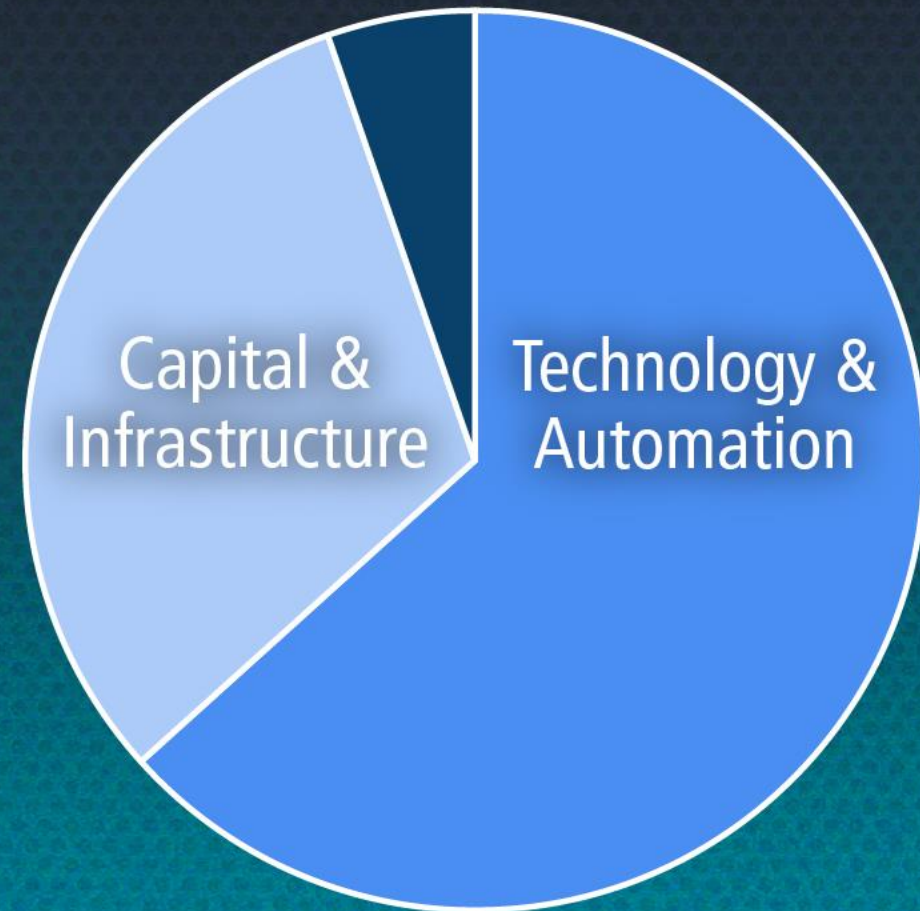
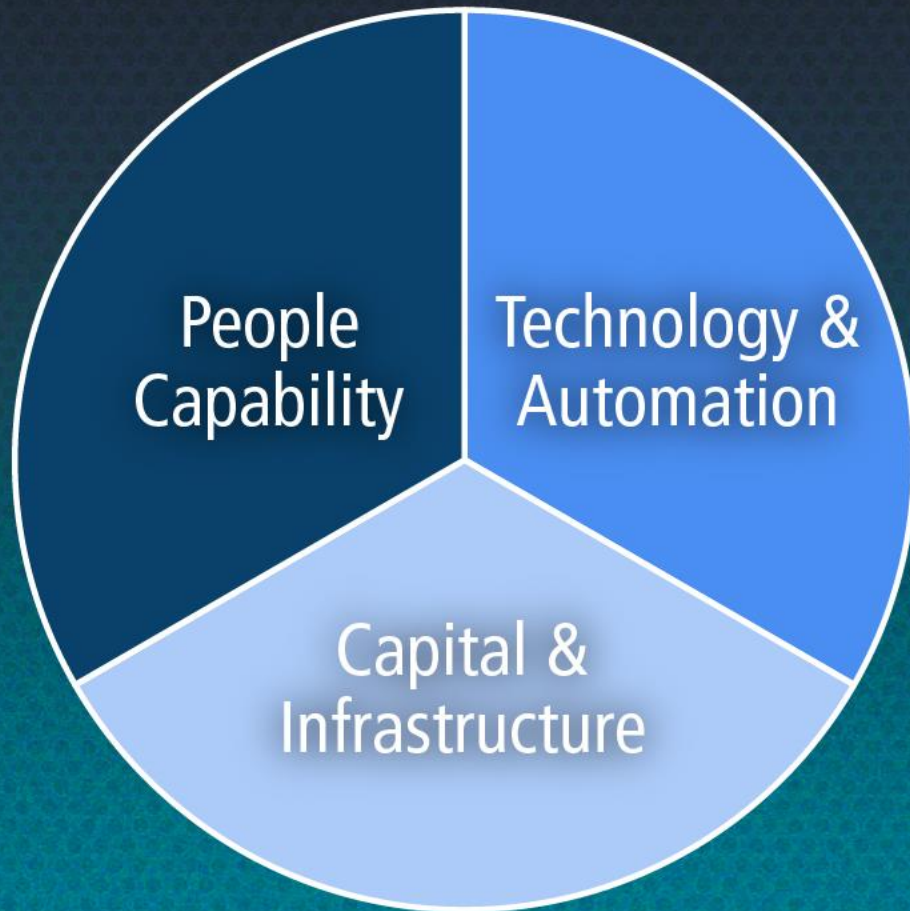
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People are critical to transformation



People are critical to transformation



**Industrial Strategy
White Paper Commitments**

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“ Success in business
is all about people,
people, people.
Whatever industry
a company is in, its
employees are its
biggest competitive
advantage ”

Richard Branson

