



Centre for Competitiveness Business Newsletter

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BUILDING SUPPLY-CHAIN RESILIENCE

Why is it now time to “stress test” your supply chain for vulnerabilities and capability? The short answer is BREXIT, COVID-19 and geo-political uncertainties. Supply chain resilience has particular relevance to what happened during the COVID-19 pandemic. At the height of COVID-19, we experienced bare supermarket shelves and worldwide shortages of critical personal protective equipment which made supply chains headline news. Across industries, companies had little time to address logistics disruptions, shortages of parts and materials, and sudden swings in demand. That required many organizations to rewire their supply chains at short notice—all while keeping their people safe and complying with government policies designed to slow the spread of the virus.

According to a recent McKinsey surveys before and after the COVID-19 pandemic, the percentage of executives saying they expected to increase their organisation’s resilience by rebalancing their supply chains has risen from 70% to 93%. The impending BREXIT situation only adds to these difficulties facing suppliers on the island of Ireland. Measuring the balance between supply chains’ cost and risk means that companies must always be vigilant. They need to understand the risks facing their supply chains as well as the mitigation strategies available to minimise those risks.

In another survey by McKinsey & Company they record that as businesses embark on the journey to recovery, supply-chain leaders are telling them that they have no intention of returning to the status quo ante. In the second quarter of 2020, companies can often choose from a number of risk-mitigation options. The time therefore to assess supply chains and introduce enhanced capabilities is NOW, as there are more opportunities now for companies continue to capture first-mover advantage. A resilience stress test provides a key first step in monitoring risk and helping business develop a blueprint.

For assisting local business address supply chain resilience the Centre for Competitiveness has partnered in the development of a new **Supply Chain Resilience Assessment Tool** with the Manufacturing Technology Centre, England www.the-mtc.org. with a commission to help build manufacturing resilience in the Midlands. The assessment tool is already being used widely by UK industries including SME’s, Manufacturing, Logistics, Network Rail operations etc as well as banks such as Lloyds. Assessments are led at the customer site by the Centre while MTC and academia will provide background support through the issuing of confidential feedback reports to client companies.

Resilience is at the heart of current supply chain management thinking, and understanding the concept, and where to invest in resilience, can lead to supply chains that quickly respond to and recover from costly disruptions. For further information and support for measuring supply chain resilience assessments, please contact william.ussher@cforc.org

Innovation Lens



“**Innovation** – the practical translation of ideas into new or existing products, services and solutions, processes, systems, organisational structures or social interactions”

The European Innovation Lens focuses on the activities, processes and culture that combine to stimulate innovation and encourage it to flourish. It represents a broad view of innovation and aims to measure tangible business impact (Results), in relation to an organisation’s Direction and the degree of success in Execution. In 21st Century competitive economies you can choose to INNOVATE or DIE. For more insights on what this

means for your organization contact: George.wilson@cforc.org or info@compete.org

What is the New Normal?

We hear a lot these days in the media about the new normal, but most really don’t know what this means apart from the fact that things are certainly changing. We do know that Covid-19 has emptied the highways, closed schools, turned homes into offices and pulled the shutters down on small businesses, large corporations, airlines, restaurants and for some reason, the availability of toilet paper. Our “normal” way of life has been turned upside down overnight with parents becoming part-time teachers and leaving many asking the question; “when will my normal return?”. There is however no perpetual state of normal. Life around us is ever changing. For many this phase of life or “normal” revolves around families and work and while this is unlikely to change, the way we go about it will change. Our normal has been what we have been used to over the past thirty to fifty years or more, growing up in what seemed a fairly-static although changing world.

Yet, while the world was changing around us, albeit at a slower rate, or so it seemed, technology has been moving forward in leaps and bounds. For example, our communication now is through text messaging or social media. Communication has transformed the way we live and it will continue to impact every part of our lives in the years ahead. There are many other examples of what used to be normal but over time we navigate through lots of normal. However, this new normal whatever that means for your business, is a step change.

Sometimes we welcome such changes with enthusiasm and sometimes we don’t notice change has happened until one day we realise that we are not connected anymore to the real normal that exists and our business or way of life becomes antiquated. I know none of us asked for Coronavirus which triggered an historical event that has simultaneously changed everyone’s normal, but the truth is that if you are waiting for the normal to return, you may be setting yourself up for a major let down. Nothing remains normal for long.

No-one knows the future extent of the fallout from Covid-19 or how this pandemic will change our lives and that is OKAY, because our normal is never constant. We do know however that unless traditional businesses adopt new ways of working aided by new technologies creating and capturing new value, these businesses will eventually slide backwards. Business innovation has never been more important, yet it is becoming evident that many of the traditional businesses throughout Ireland have not considered this culture shift necessary or an important part of their evolving business strategy. The Centre for



Competitiveness is assisting companies through the EFQM European innovation network across Europe and the middle east, but it has yet to attract the interest from many companies in our home turf. If we want to become competitive in the new normal and compete effectively within Europe at least, it's time to act and be ready for the new demands coming on your business by adopting a new way of working, creating and capturing new value, assisted by harnessing and using new innovation tools and techniques

Smart Grid Ireland Energy Cluster

Centre for Competitiveness is the Cluster Secretariat



Purpose & Direction

Contribute to the deployment of a highly decarbonised electricity grid on the island of Ireland by 2030 that meets the national policy targets

Who we are & What we do:

Smart Grid Ireland is an independent industry led networking cluster influencing government and regulation, promoting good corporate citizenship and actively driving technology solutions that accelerates the cultural and societal changes needed to achieve a digitalized, decentralized and decarbonised electricity network and improve the Island of Ireland's international competitiveness.

Guiding Principles that Shaped Smart Grid Ireland.

1. All Ireland Representation and Engagement in Smart Grid & Grid Edge Development
2. Establish an Industry / Grid Transformation Forum to engage with Utilities, System Operators, Regulators and both Governments
3. Support the EU Directive on Energy Security & Sustainability
4. Take a Long-Term, Stakeholder Centric View of the System in Transition
5. The Potential for Demonstration Project opportunities

Cluster Membership

Open to companies seeking to decarbonize their business or those who provide enabling technologies that can offer leading edge technical solutions in digitalization, decarbonization and decentralization through renewable energy supply. For membership contact: bob.barbour@cforc.org or bob.barbour@smartgridireland.org

Smart Grid Ireland Networking Meetings

Bi-Monthly SGI Grid-Edge Technology Update Meetings

April	July	Sept	Nov	Jan 2021	March 2021
Transport	Digitalization	District Heating & Cooling	Storage	Microgrids	Cyber Security



Members Share, Learn and Collaborate

Decarbonise your business – avoid the coming Carbon Tax

Contact bob.barbour@smartgridireland.org at the Centre for advice and self-help tools in reducing your energy costs and waste by applying the Centre's circular economy toolkit.

SUPPLYCHAIN RESILIENCE ASSESSMENT PARTNERSHIP

The Centre for Competitiveness has signed an exclusive Non-Disclosure Agreement with the Manufacturing Technology Centre in the UK. This agreement will enable the Centre to utilize the newly developed UK supply chain resilience assessment tool on the island of Ireland. The MTC was set up by the UK government to commission manufacturing resilience.



MTC members include global manufacturing companies from multiple sectors. Research partners include the University of Birmingham, University of Nottingham, Loughborough University and TWI Ltd. The MTC is part of the High Value Manufacturing Catapult, supported by Innovate UK.

During the coming weeks the Centre will be approaching companies to engage in a confidential assessment with regards to their supply chain resilience. This will address issues arising from BREXIT, Covid-19 and potential geo-political uncertainties and a number of other critical success measures. Each assessment will be confidential and will consist of a report reviewed by academia for their input before being returned to individual Businesses for discussion following their assessment.

CforC increasing its Online Support for Clients

Centre for Competitiveness (CforC) places the needs of its clients as its top priority. With the restrictions of Covid-19, the Centre has increasingly been moving to online support for its clients, across all of its operations.

After trialling various platforms, CforC has selected Adobe Connect and Zoom as its two primary platforms, ensuring also that participants benefit from engaging in highly interactive breakout sessions which serve to embed the learning. CforC's online operations include not only its broad portfolio of company support programmes, but also its EFQM activity and the Supply Chain 21 (SC21) operations. Importantly, CforC has also been trialling automatic registration, payment and activation of eLearning courses and these will be launched in the near future.

An important new digital addition for all organisations is the Innovation Lens (see above), developed in partnership with the European Foundation for Quality Management (EFQM) in Brussels. The Lens provides a digital platform which allows organisations to easily engage their staff in building a culture of innovation, a trait which all companies must grow rapidly if they are to remain competitive in this new post Covid-19 world."



21st Century Suppliers to the Aerospace, Defence,



Security and Space Sectors

CONGRATULATIONS



Farnborough 2020 Winners

Northern Ireland companies who were awarded the ADS SC21 supplier awards. These awards are the result of a relentless commitment to continuous improvement with stringent measures across a range of results in cost, quality and on-time delivery to their total customer base.

COMPANY	LEVEL OF RECOGNITION
Denroy	GOLD – Year 3
Moyola Precision Engineering	GOLD – Year 3
IPC	GOLD – Year 2
Boyce Engineering	Silver – Year 1
Technical Metals	Silver – Year 4
Springco	Silver = Year 4
RTA Int'l	Silver – Year 4
Bradfor	Silver – Year 4
Exact Group NI	Silver – Year 1
Copas Technologies	Silver - Renewal
Doran Precision Engineering	Silver - Renewal
Thyssenkrupp Aerospace	Silver - Renewal
Dontaur Engineering Ltd	Silver - Renewal
RW Coatings	Bronze

John Irwin, Managing Director of Denroy – Gold Award

Maintaining SC21 Gold for the third year has really cemented Denroy's position as a consistently high performing supplier to the UK and international aerospace industry. The resulting company profile, efficiencies and opportunities we are seeing are absolute justification for being on the programme.

Mark Semple, Managing Director, Moyola Precision Engineering – Gold Award.

Holding the SC21 Gold Award for 3 years and silver for 7 years prior to gold has been instrumental in demonstrating operational excellence to our current and future customers; enabling Moyola to both attain new business due to the reputation of holding such a hard won award and helping us internally with new technical challenges and productivity improvements.

Linda Walker, Quality Manager - Technical Metals – Silver Award

We have managed to become leaner and reduce customer rejections. Prior to engaging on SC21 programme our OTIF was 68.14% and is now 99.62%, our Quality performance was 94.62 % and is now 99.96 %. We have extended our range of services to include XRF material analysing and have secured a contract with a leading aerospace prime to carry out their material verification. We have engaged 3 new employees since Feb 2017, all 3 are being developed by senior members of our team.

SC21 Competitiveness & Growth Programme



As an approved SC21 C&G provider, the Centre for Competitiveness continues to be a valuable contributor to the Aerospace industry in Ireland by supporting both the Primes and their Supply base in their quest of improving productivity and increasing competitiveness in the regional, national and global aerospace industry.

The SC21 Competitiveness & Growth (C&G) programme has been allocated with £10m Government funding, matched by industry, as part of the Aerospace Sector Deal. Developed jointly by ADS and SMMT (Society of Motor Manufacturers and Traders) it is specifically designed to focus on increasing competitiveness and improving organisational capability in the eyes of the customer.

It utilises the National Manufacturing Competitiveness Level (NMCL) System which is a set of processes, tools and techniques that not only assesses a company's competitiveness and indicates how they are performing, but also highlights areas where improvement can and should be made.

The first part of the programme develops a proposed implementation plan, underpinned by a financial business case. Companies can then access funding to use sector approved, quality assured providers to support the implementation of their plans. Implementation support will combine training, coaching and mentoring activity.

SC21 C&G Deployment Framework:

Capability Assessment: The assessment uses a series of structured questions led by an industry expert that examine the company's capabilities. A numerical scoring is used to analyse the views of the company's customers and also looks at the rate of the company's growth and how far through that growth cycle it currently is. This is assessed against six dimensions: - Quality, Delivery, Cost, Flexibility, Technology & Product, and Customer Experience.

The output of the assessment is combined with the company's financial reports, to build a business case for the improvements to be undertaken, linked directly to improved performance. The resultant improvement activity is designed to boost their performance, which is both strategically important to the company and focussed on their customer's key needs.

- **Programme of Improvement – Improvement Modules (IM):** Directly coupled to the Capability Assessment and business case is a syllabus of 122 Improvement Modules which are aligned to four key business themes:
 - Competitive Strategy & Management Systems
 - New Product Introduction
 - Manufacturing Operations
 - Supply Chain

These Improvement Modules, delivered by approved providers, detail specific areas of focus within the company, and will only be recommended if they can be financially justified, and increase the competitiveness and productivity of the company.

- **Capability Re-Assessment:** Once the programme of improvements has been completed, the assessor will perform a re-evaluation of the company's assessment to understand if the anticipated improvements have been achieved, whether there has been the expected enhancement to the company's financial performance, and to determine if the company has become more competitive against their peers. This will generate a National Manufacturing Competitiveness Level (NMCL) score which can be used to benchmark the company's competitiveness.

For more insights on how the C&G programme can help your organization contact:
George.wilson@cforc.org or info@compete.org

[Lean Six Sigma On-line Training](#)



Since 2001, the Centre for Competitiveness has been one of the lead providers of Lean Six Sigma training and project development in Ireland. We have recently launched our Virtual 'Classroom' Training option, using Adobe Connect, to provide interactive instructor-led live sessions, on fixed dates agreed with our clients. The live sessions allow our Lean Six Sigma trainer to deliver in real time the content of the program, live demonstration of Minitab

exercises, and it also includes breakout sessions which allows small groups of trainees to interact among themselves and with the trainer and get involved with the interactive sessions and exercises. It also allows our Lean Six Sigma trainer to evaluate the progress of each trainee regarding the content of the program and the execution of their project.



We pride ourselves in offering one of the most complete syllabus available, and all of our Six Sigma training programmes include a workplace-based project as part of our certification process. While many training organizations now certify based on the results from an exam and/or a simulated project woven into the training, we have our trainees do an actual project as it is the best way to embed the knowledge shared, making it relevant by applying it to known processes or problems. It also leaves a real, measurable financial benefit for the organization involved. We usually aim to have each participant select a project that will provide a benefit that is equal or greater than the training cost incurred.

We offer Lean Six Sigma Yellow Belt, Green Belt, and Black Belt training with a variety of delivery options, both in-house/open training, and a virtual on-line offering, each of them flexible to suit our client's needs. Certification is available upon completion of the training programme plus one project in which the targeted savings have been achieved.

For more information please contact william.ussher@cforc.org or info@cforc.org

MEMBERSHIP

The Centre for Competitiveness was set up by industry in partnership with government as a not for profit, non-partisan, independent membership organisation to provide best in class business improvement services to the public, private and voluntary sectors by experienced industry professionals. To enable the Centre to deliver its mission it has developed very significant partnerships worldwide from where it obtains the best insights, information, technology trends and training as appropriate to deliver a comprehensive and professional service to members and clients, essential for companies to be ahead of the curve.

By becoming a member of the Centre at affordable rates, companies recognize and support the need for the organisation to be successful and are kept informed of competitive challenges and market opportunities locally and world-wide. If you support the Centre and its mission you should join the network by contacting the Centre info@compete.org or member services Lorraine.Branagh@cforc.org

Centre for Competitiveness Mission

“To actively support the development of an internationally competitive economy through Innovation, Productivity and Quality Excellence in the public, private and voluntary sectors. “

A shift in economic power is currently underway as organizations look towards new ways of doing business. Given this scenario, it is imperative for stakeholders to keep pace with the dramatically evolving competitive international landscape, anticipate new avenues of growth and competition, create smart business models, and capitalize on these advancements taking over the global market.



Competency Based Leadership Team

- Bob Barbour – Director & CEO Ex Digital Corp, USA
- Dr Paul Madden – Director & Digital Lead Ex Rolls Royce
- Dr Alan Blair – Associate (Aerospace & Innovation) Lead Ex Bombardier
- Dr Tony Lenehan – Associate (EFQM & COTRI) Lead Ex Failte Ireland
- George Wilson MSc – EFQM, Innovation and Recognition Ex University Ulster
- William Ussher Bsc – Manufacturing Systems Lead Ex Ford Motor Company

Partners: Accredited Consultants, Global Federation of Competitiveness Councils, European Foundation for Quality Management, Universities and other international partner organisations.

Board of Directors

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Claire McAlinden (Queens University)	Operations Director NITC
Damian Duffy (Belfast Met College)	Operations Director
Richard Holmes	Causeway Coast & Glens Councillor

Dear Business Colleagues

If you would like that our newsletter included other aspects of specific interest, please do not hesitate to get in touch with us by email on compete@cforc.org