



Developing a Smart Manufacturing Business Growth Plan

In Person or Virtual – 5 Days, 8 Hours/Day – Optimum Class Size: 5-8 Participants

Training Description

This training provides a comprehensive understanding of how to develop a business growth plan by leveraging the new opportunities afforded by Smart Manufacturing. Participants will learn that Smart Manufacturing isn't just about investing in new technology and tools to improve manufacturing efficiency but that it's about revolutionizing the way that their entire businesses operate and grow. Participants will explore what Smart Manufacturing means, including IIoT, AI, and Analytics, and how it can be incorporated to their businesses leading to valuable new insights and actionable strategies to develop entirely new sources of revenue. They will learn this in the context of the Spinnaker Integrated Growth Framework which will be used to explore their current business and then to identify and evaluate a series of Smart Manufacturing growth concepts leveraging manufacturing in the connected economy. At the conclusion of this training, participants will have developed a portfolio of Smart Manufacturing Growth Initiatives for their company. Developing a Smart Manufacturing Business Growth Plan is delivered in person or virtually for all levels of the company.

Training Objective

This training will answer key questions of growth planning and execution in this exciting arena.

- What is Smart Manufacturing?
- How should we respond to the opportunities that it brings?
- What capabilities do we need to create new business value leveraging the connected economy?
- What new market segments (product, channel, geography) have potential for new revenue growth in this arena?
- How can we better leverage the capabilities we already have?
- What new capabilities and technologies do we need to invest in and what is the best way to acquire them?

Skill Attainment

The participants will learn a disciplined, methodical approach and how to apply the supporting tools, to identify, plan and drive growth in the connected economy. Participants will utilize these new skills and the tools as preparation for the next training. Specifically, they will gain the skills to:

- Understand the basics of Smart Manufacturing to move their businesses in the connected economy
- Use the Sources of Revenue to understand their revenue performance with similar clarity to how they understand their cost performance
- Develop Fields of Play to see a Smart Manufacturing growth picture for their companies
- Market Research to inform their decision making
- Develop a portfolio of Smart Manufacturing Investable Growth Initiatives to plan, guide and execute further growth
- Understand how to activate capacity in their company that can be applied to realize this growth

These skills are transferable within the company and are highly desirable across the market.



Training Agenda

Day 1 – Smart Manufacturing and what it can mean for your business

In this training, participants will explore the basic principles behind Smart Manufacturing and the rapidly increasing emphasis on digital technology with the help of interconnectivity through the Internet of Things (IoT), access to real-time data, leveraging of cyber-physical systems and the introduction of Artificial Intelligence. We will examine how Smart Manufacturing offers a more comprehensive, interlinked, and holistic approach to manufacturing and the interconnection of the physical with digital, allowing for better collaboration and access across departments, partners, vendors, products, and people. Participants will come to understand how Smart Manufacturing empowers businesses to better control and understand all aspects of their operations, allowing them to leverage near real-time data to boost productivity, improve processes, and drive growth.

Topics will include:

- Basic IIoT concepts and terminology
- Who is Smart Manufacturing right for?
- Benefits of adopting a Smart Manufacturing model
- Fundamental Smart Manufacturing use cases
- Challenges to consider and overcome

The Sources of Revenue Growth Framework

To identify opportunities for revenue growth, companies first need to have a much more granular understanding of their revenues in much the same way that they do their costs. Further they must be able to identify how their resources are currently being deployed so that they can redirect them to growth opportunities. This training will introduce the participants to the Sources of Revenue Framework (SRS) and the Growth Resource Framework (GRF). In this session, the participants will learn how to recast their historic revenues into the 5 sources of revenue and how to understand their resource utilization. They will also develop a SCQ analysis of their business. They will leave this day with new Sources of Revenue tools and knowledge of how to apply these tools to analyze the past performance of their businesses. Topics will include:

- The Sources of Revenue, why they are so revealing and how to develop them
- Why the Sources of Revenue should be incorporated in all aspects of growth strategy development and execution
- How to develop the key questions about the current business situation
- How to identify current resource utilization

Day 2 – Baseline the Current Business

In order to identify opportunities for growth, companies first need to have a much more granular understanding of their revenues in much the same way that they do their costs. Further they must be able to identify how their resources are currently being deployed so that they can redirect them to potential Smart Manufacturing growth opportunities. In this workshop we will introduce the participants to the Sources of Revenue Framework (SRS) and the Growth Resource Framework (GRF) as a means by which to understand their revenue performance. They will also learn how to build Revenue Bridges and how to apply these bridges to develop new growth insights based on the leanings from day 1. The participants will be guided to reflect these new insights in a Fields of Play (FoP) map to identify specific use cases and areas where potential Smart Manufacturing growth opportunities may exist. Lastly, they will be taught how to quickly and inexpensively inform the FoP with external market



research. Topics discussed will be:

- What new insights do the SRS bridges reveal about their current business?
- How do we collect these insights into a simple yet powerful visual tool (FoP) to identify potential Smart Manufacturing use cases and growth areas?
- How does market research enrich the growth picture?

Day 3 – Developing Smart Manufacturing Growth Concepts

The 3rd day of training is focused on showing the company to how turn the broad areas for growth identified in the FoP into specific Smart Manufacturing Growth Concepts (initial ideas). Participants will be guided on how to apply the market research that they have developed since day 2 into a series of Growth Concepts. They will then learn how to reflect these Growth Concepts into a preliminary Pro-forma SRS Growth Bridge.

Participants will learn:

- What is a Growth Concept?
- How does market research and growth insights turn into actionable Growth Concepts reflected in a Growth Opportunity Map?
- How to select which Growth Opportunities should become Growth Concepts.
- How to develop an initial SRS Growth Bridge?

Day 4 – Investable Smart Manufacturing Growth Initiatives

Not all Growth Concepts should be incorporated into the final Smart Manufacturing growth plan. Companies need a formal way to determine which concepts are the best and can go ahead in the context of their traditional businesses. This is where Investable Growth Initiatives are important. Participants will understand what the investment is, what kind of return it will have and how they will resource it in the most efficient way.

Companies will learn how to select the Smart Manufacturing Growth Initiatives, resource them using the Growth Resource Framework and to understand the pro-forma revenue from the resulting Portfolio of Investable Growth Initiatives. Participants will learn:

- How to select the best growth opportunities and reflect them in the Investable Growth Initiatives Framework
- How to identify resources utilizing the Growth Resource Framework
- How to roll all this up into a Final SRS Revenue Bridge

Day 5 – The Final Smart Manufacturing Growth Plan

Day 5 is focused on how to finalize the Smart Manufacturing growth plan and make it actionable. Participants will be guided through how to take the capacity that they have identified utilizing the Growth Resource Framework and to develop the Integrated Actionable Growth Plan for their company.

The topics will include:

- How to apply identify the Activated Capacity identified through the Growth Resource Framework to resource the Growth Initiatives
- How to develop a simple to understand and communicate Integrated Actionable Growth Plan
- How to incorporate the Sources of Revenue to the operations to help drive future results