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# E-Leadership for SMEs



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20<sup>TH</sup> NOVEMBER 2014



# Agenda

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- Personal Intro
  - Background
- Company Intro
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  - What we do
  - Partners
- Manufacturing Sector
  - Recent changes in engagement
  - Our experiences
- Resourcing
- Training



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# Personal Intro

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- Matt Flanagan
  - Managing Director
    - Not Technical!
    - 3 years as an SME Owner
    - 12 Years Project/Programme Management Experience at Enterprise Level
      - EDS
      - Hewlett Packard
      - British Telecom
      - Cap Gemini



# Business Intro

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- Based in West Midlands (40 miles north of Birmingham) in the UK
  - 4 Technical - No graduates but 1 apprentice
  - 2 Support – 1 graduate (2014) and 1 employed elsewhere previously
- 5 Areas of expertise
  - Software Development – Microsoft Shop
  - Software/Data Integration
    - BlueIntegrator
    - BlueSSIS
  - Business Process Consultancy
  - Microsoft Consultancy
  - Cloud Computing
    - Assisting Starter & Micro Businesses



# Business Intro

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- Sectors
  - Traditional
    - Engineering
    - Manufacturing
    - Freight Forwarding
    - Distribution & Logistics
  - Partners/Affiliations
    - University of Wolverhampton
    - UKITA
    - ERDF
    - BIS – Growth Vouchers



# Manufacturing Sector

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- Engagement -Changes in recent times?
  - 3 years ago we dealt with IT Managers
  - Currently we deal with Operations Director and/or MD/FD primarily
  - Initial conversations are not technical
  - Much more time in the Business Process Review stage
  - Much more time spent opening the mind of the client and key stakeholders
  - With more knowledge being transferred, longer time for approval of projects as there more to understand



# Manufacturing Sector

- Our Experiences – Case Study
  - Electronics Manufacturer in the UK
    - 50+ Staff
    - £5m+ turnover
    - Engaging with Operations and Managing Director
      - Father and Son - old school versus new school internal to the client
  - Initial Engagement through ERDF Funded 'Agile Office Project'
    - Business Process Review including some academic assistance regarding Research
      - Initial Discussions were around integrating Sage 50 Accounts Package with Timesheets
    - Discovered they had 2 failed Software Implementations within last 5 years to a cost of £50k (OTS)
    - Neither implementation had any detailed Business Process Review or Requirements Phase which were considered main factors in failure of the previously tried software implementations
    - Once Business Process Review completed we quoted for building the complete end to end system integrating with their existing CRM and Accounts system.



# Manufacturing Sector

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- Timeline for the Project
  - Initial Engagement – August 2013
  - Business Process Review – September 2013
  - Client Internal Review Completion – February 2014 (4 months)
  - Project Sign-Off – March 2014
  - Implementation – November 2014
- Content of Project
  - Heavily Spreadsheet based process – evolved over 25 years with little automation improvements in that time
  - Integration requirement to keep fundamental and already efficient areas of the process in place – not re-invent the wheel





# Manufacturing Sector

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- Summary of the Project
  - Successes
    - Happy Customer
    - Client now understands latest technologies – specifically integration options
    - Delivered a system where others couldn't
    - System can evolve with the business needs
  - Challenges
    - Keeping the client at a walking pace – prone to running before they can walk
      - Scope Management
    - Client employee culture change
    - Client Stakeholder Management
      - Are senior management making process decisions without consulting the employees who actually follow the processes?



# The Future - BlueHub

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- Resource
  - Requirements is a Package!
    - Initiative
      - Due to size of business we need 'hit the ground running' personnel
    - Communication
      - Internal – Team Player
      - External – Handle potential and existing customers (Pub)
    - Business Analysis
      - Many scenarios we know more than the business owner especially in traditional sectors and frequently plant seeds of improvement – this is becoming more obvious the bigger the company we are working with as less process review has happened as they have grown quickly
    - Technical Skills – Up to date
      - .NET/C#
      - SQL



# The Future - BlueHub

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- Resource Sources
  - 2<sup>nd</sup> Job Employees
    - Not from enterprise IT consultancies
  - Graduate
    - Poor pipeline of applicants – 6 in 6 months (2014)
    - Technical skills are always behind
  - Apprenticeship
    - Poor pipeline of applicants
    - Poorly prepared for the interviews
    - Extremely poor frameworks of technical delivery – some technology not even available
  - Recruitment Agencies
    - Bums on seats mentality
    - No filtering process



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# The Future - BlueHub

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- Current Training
  - Job Training
    - 90% on the job
    - Shadowing other team members
    - Senior team member regular reviews
  - Professional Certification
    - Microsoft



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# The Future - BlueHub

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- Apprenticeships
  - We won't use established colleges – its about getting students through the apprenticeship as oppose to the individual being fit for work and being employed post apprenticeship.
  - Currently looking at building our own Apprenticeship course and maybe even becoming a training centre of our own.



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Thanks

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# Questions?

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