SME ENGAGEMENT FOR SKILLS & GROWTH

23rd October 2018, Enterprise Ireland East Point

- Engagement
- Collaboration
- Communication
- To Support Skills
- Development

#SMEngage
Eoghan Hanrahan

Regional Director, Dublin Region and Regional Development

Eoghan has over 20 years’ experience working in Enterprise Ireland, in a number of Divisions, and is currently responsible for the Dublin Region and Regional Development, as part of the Regional Division.
Siobhan is Client Services Director for Cpl, Ireland’s largest recruitment company. She is a frequent speaker and brand ambassador for Cpl’s Future of Work Institute thought leadership on trends and the future workplace. Siobhan is an elected member of the Dublin Chamber of Commerce Council, involved in their Skills & Talent taskforce. She is also a member of the Department of Business, Enterprise and Innovation Future of ICT Skills and HEA Springboard expert groups.

Newly appointed Chair Dublin Regional Skills
EVENT SCHEDULE

8:30 Light Breakfast & Networking
9:00 Welcome address: EI/DRSF – Natasha Kinsella
9:30 Key Note: Niall Saul – Symbio – Executive Chairman
10:00 Patricia Conlon – Propylon – Head of People & Talent
10:15 Tea & Coffee
10:45 Shane Lyons – GNS Fitness – Founder & Owner
10:55 Jean Marten – Applegreen – Talent & Development Coordinator
11:05 Padraig Leamy (BEng) – Connexicon – Founder & CEO
11:15 Case Study Speakers form Panel Discussion and Q&A
11:45 Structured Networking with Tea & Coffee
12:00 CLOSE
Natasha Kinsella – Manager
Dublin Regional Skills Forum

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Dublin Regional Skills Forum

Educational Providers
- City of Dublin Education and Training Board
- Dublin Dun Laoghaire Education and Training Board
- Dublin City University
- National College of Ireland
- Trinity College Dublin
- University College Dublin
- Institute of Technology Blanchardstown
- Institute of Technology Tallaght
- Dublin Institute of Technology
- Dun Laoghaire Institute of Art, Design and Technology
- National College of Art and Design (NCAD) Skillnets

Other Industry Bodies
- ILK-Ireland
- Enterprise Ireland
- Dublin Chamber
- ISME
- Fingal County Council
- Local Enterprise Office South Dublin
- DLR & FDM
- National Disability Authority

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Dublin Regional Skills Forum

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Enterprise Engagement
Information & Analysis
HE/FE Collaboration
Communication
Niall has over 30 year’s experience at Senior Executive or Director level, leading projects and initiatives in the areas of HRM, Organisation Development, Industrial Relations, Restructuring and Change Management. He has worked domestically and internationally for a range of major companies, both unionised and non-unionised in a variety of industries, including Banking and Financial Services, European Automotive, Construction, Luxury Branded Goods, Retail and Electronics. Prior to joining Symbio, Niall spent three years as the Group HR Director of the McNamara Construction Group. Before that, he was Group Head of HR and Organisation Development with Irish Life and Permanent. Niall was a member of the SkillNet board for over 10 years. Niall is currently part of the Executive Coaching team on a number of Enterprise Ireland sponsored Leadership for Growth Programmes (L4G), in conjunction with the Business Schools at Duke and Stanford USA.
Key Elements in Building an Effective & Successful Organisation

Niall Saul
Chairman
Agenda

- Strategy - Standing in the Future
- Effective Execution
Two Key Issues in Building a Successful Organisation

1. **Strategy** (Standing in the Future)

2. **Effective Execution** - Understanding and Addressing the key levers in building genuine Organisation Capability

1. Clarity
2. Focus
3. Disciplined Measurement
4. Cultural Alignment

Increased Predictability of Success
Core Messages

- You are not Alone
- There is help and support out there that really works no matter what level of development you are at today
- Sourcing and using that Support will help and accelerate your journey to success
Standing in the Future

Mid level of abstraction - Clear enough to understand what is meant... but short enough to be interesting/engaging - i.e. not WAR and PEACE

2019:
Strategy Systems

Structure
Staff
Skills
Shared Values
Style

FUTURE 2021:
Strategy Systems

Structure
Staff
Skills
Shared Values
Style
# Key issues in Strategy & Change

<table>
<thead>
<tr>
<th>Customer Selection</th>
<th>What customer segments do we choose to serve (and not to serve)?</th>
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<tbody>
<tr>
<td>Value Proposition</td>
<td>What will we offer our customers and how will we be differentiated from our competitors?</td>
</tr>
<tr>
<td>Value Capture</td>
<td>How will we make money?/How will our progress be measured?</td>
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<tr>
<td>Scope of Activities</td>
<td>What activities will we perform, and what activities will we rely on partners?</td>
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<tr>
<td>Strategic Control</td>
<td>How will we defend our profitability/effectiveness?</td>
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Strategy and Execution

**Strategy/Vision**
- What business are we in?
- How will we compete?
- What's our vision?

**Executive Leadership**
- Behaviour
- Information
- Symbolic action

**Key Success Factors**
- What specific tasks have to get done to implement the strategy?

**Human Resources**
- Do people have the necessary competencies?
- Are they motivated?

**Culture**
- What are the norms, values, attitudes and behaviours needed?

**Formal Organisation**
- Structure?
- Controls?
- Rewards?
- Careers?

How do we need people to behave in order to successfully execute our strategy?

Fit ➔ Performance
Strategy Implementation

• Sensible strategy that is well executed is far better than a super strategy that is poorly executed
• Building predictability of effective execution
• Culture eats strategy for breakfast
Planning a Strategy

Strategic Positioning
- Product / Service
- Markets
- Pricing
- Annual Operational Plans
- Communicating
- Engagement
- Achievable
- Stretch

Gap (Now to 3 Years)
- Base Camp 1
- Base Camp 2
- Base Camp 3

Growth
- Leaders Challenges
  - Working “On the Business” not “In the Business”
  - Contextualising the Change / Growth Agenda
  - Communicating → Getting real Engagement

Refinement
- Rate of Progress
- Changing Market Environment, Regulatory / Technical etc.
4 Key elements of Effective Execution

- Designing / Aligning Culture to Strategy
- Organisational Capability
- Operational Excellence
- Disciplined Measurement / Feedback
Designing / Aligning Culture to Strategy

Deliberate / Not Accidental Culture
• How things are done around here
• Culture eats strategy for breakfast

Norms (Pro/Sac)

Relentless Communication & Engagement

Consequences

Compliance Deviation
Dilemma of high growth / innovation and changing market environment .. the people who got you from A to B may not be the same as those who can get you from B to C to D or to E. Without deliberate investment in developing their skill sets ... the likelihood of a good number of your key people having the capability to grow with the business is reduced.
Training & Development

- Develop a clear / comprehensive Training Needs Analysis for the business (prioritise each need – Leadership / Management / Technical / Team)
- Pick the most effective medium / media
- Match with learning style
- Identify / Select most relevant educational / training partner – be clear on the outcomes you want
- Identify and source funding and other supports
- Critically assess outcomes / refine as needed to maximise these

Academic
  - MBA
  - MSc

Executive Education
  - Cranfield
  - Harvard

Internal Development Programmes

Mentoring
  - Internal
  - External

Project Work

New Role
Operational Excellence & Disciplined Measurement & Feedback

- Operational Excellence
  - Processes
  - Continuous Improvement Orientation
- Disciplined Measurement / Feedback
Recap on Core Messages (Priorities are Clear)

- You are not Alone
- There is help and support out there that really works no matter what level of development you are at today
- Sourcing and using that Support will help and accelerate your journey to success
Thank You

Niall Saul
Chairman
CASE STUDY – BUSINESS EXPERTS

Engagement?
Process?
Outputs?
Added value?
Reflection?

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Patricia Conlon
Head of People and Talent
Propylon

Patricia is a HR Professional and Talent Strategist experienced in Tech and Financial sectors.

She builds High Performance Teams through Coaching, Leadership Development and Conscious Leadership, working with people leaders to create and maintain a learning environment for all.

She works with Senior Teams to support them during the start-up phase of their new venture and while they balance the tensions of maintaining a start-up mindset as they scale and reach organisational maturity.
Starting the Process

Case Study: Propylon

Background

Current Focus

Future Focus

Engaging with Regional Skills

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Case Study:

Engaging

- SME Skills Analysis Workshop - 2017
- Identify capabilities gaps enable allow Propylon to scale
- Technology switch – 2018
- Full skill reassessment required – utilizing 2017 process
- Audit/Assessment of current skill levels
- Assess Training Required to Change Skills/Upskill

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What we gain

Case Study:

• Access to SME within Regional who can advise on how and where to access resources.

• Direct access to colleges where we can give feedback on our experiences and to discuss business needs.

• Access to final year students and graduates to present opportunities within Propylon – as part of an organised process rather than “just another company”.

• Ability to offer internships/work placements to students
Case Study:

Added value?

• Utilizing Skills assessment to identify key insights into skill required to scale
• Critical gaps identified
• Increased alignment - Business need, Recruitment, Training & Development
• Access to cost effective training for new and existing personnel.
• Re-engagement with colleges to re-establish Propylon’s graduate program
• Cohesive approach to our talent management
Opportunity

Case Study:

Engagement with Regional Skills is an opportunity to:

- Reflect & Assess – current and future growth
- Strategic – v – doing mindset to talent development
- Source relevant training
- Give feedback to education system & community

Beginning of ongoing relationship with Regional Skills.
NETWORKING BREAK
Shane Lyons set up GNS Fitness to bring high quality, affordable personal training to the general public. Founded in 2010, Shane has steadily grown the business and his team and now operates 4 training studios across Dublin.

A former inter-county GAA Star, having played for 9 season with Fermanagh, Shane has a lifelong passion for fitness and a deep understanding of what it takes to get results. Shane is a qualified personal trainer, has a degree in sports science from the University of Leeds plus numerous diplomas in nutrition and training.

Through participating on the Skillnet Ireland Business Growth and Business Leadership Programmes, Shane has invested in his personal management development and that of his management team, which has resulted in sustainable business growth.
Engagement?

Business Leadership Programme

Business Growth Programme

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Process?

GNS Fitness – Skillnet Ireland Management Development

Workshops
Small Groups
One-to-One Coaching

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Outputs?

GNS Fitness – Skillnet Ireland Management Development

Increase Capabilities

- Increase Sales
- Increase Profits
- Better Systems

Better Business

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Added value?

Time to grow

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Reflection?

Work on the business,

Not always in the business

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I have been the Talent & Development Coordinator in Applegreen since Jan 2017 supporting 2,500 colleagues in over 127 locations around the estate of ROI. I have spent 17 years in the retail sector and started my time in Superquinn gaining a foundation for colleague engagement and the importance of a culture of learning and continuous development for everyone. I have also worked with the Scandinavian Retailer Plantagen for 12 years and consulted for many organisations and training companies.

All educational training must be aligned with company strategy and I believe this is how to ensure a growth mind set is fostered at all levels in any organisation. Applegreen is a fast paced, rapidly expanding forecourt & food retailer and our teams are our USP. I conclude Talent & Development is the core of our future pipeline we endeavour to support our colleagues to reach their potential through tailored development plans.
About Applegreen

Key elements:

• A “low fuel prices, always” price promise to drive footfall to the stores

• A “Better Value Always” tailored retail offer

• A strong food and beverage focus aiming to offer premium products and service to the customer.

Applegreen has a number of strategic partnerships with international brands. Applegreen is the number one Motorway Service Area operator in the Republic of Ireland.
Established in 1992, over 25 years old and is expanding rapidly.

Today, Applegreen is the number one Motorway Service Area operator in the Republic of Ireland.

Over 368 stations in 4 countries with over 3,000 employees – ROI, UK Inc. NI, US.

As of 30 June 2018, Applegreen employs c5,300 people.

Irish founded, owned and run

August 2015 Applegreen plc successfully floated its shares on AIM in the London Stock Exchange and the ESM in the Dublin market.
Engagement

• Process began in 2017 after initial contact from DDLETB. Explored options and chose to develop inclusive upskilling plan to include both entry level and supervisory level staff.
• Training delivery began in 2018 and all training took place in Baldoyle Training Centre.
• Buy in from Applegreen Management who were very supportive of innovation and investing in their staff?
Process for delivery

Barista Skills

Certification QQI City & Guilds

Supervisory Management

Customer Service

1 day per week over 6 weeks

Staff from all locations

On Site Off Site

Graduation Ceremony

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Return on Training

- Improved Retention
- Increased Productivity
- Certified Staff

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Workplace Awards Ceremony with ‘Minister for Education & Skills Richard Bruton TD’
Testimonials From Colleagues

This training helped me to improve my skills, I found the skills demonstration practice was though challenge, but very interesting. Especially employee evaluation face-to-face. But now, I'll be more comfortable at my work place. Thanks very much for You and Applegreen that you gave me chance to participate in supervisory management training.

Vytautas Deriunas – Clondalkin

The Course in Supervisory Management was an amazing experience and I would high recommend it to anyone seeking development and a new challenge. I found the course format gave me the confidence to implement new knowledge and techniques within my position in Applegreen. It was not only professional and engaging, but was also significant in creating new connections with people from other Sites.

Chris Murtagh – Lusk North
I loved the last six weeks whilst on the course and I really feel it has been beneficial to me. One thing I never done before was PowerPoint presentations and it scared me beyond belief when I found out we had to do it, but Mike was an expert at his job and made this so easy to get up and do. We covered a lot in the short six weeks, but I honestly feel course like these make us not only better in our roles at work but as people also. I cannot thank yourself and David enough for giving me this great opportunity and I appreciate how lucky I am to be on it. Thanks a million.

Hugh O Brien - Mountmellick
Added Value

- Shared Knowledge
- Teamwork and Camaraderie
- Improved Morale and Motivation
- Succession Pipeline

Applegreen Learning Culture

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Reflection

Applegreen & Baldyole Training Centre Successful Partnership

Future Plans include Traineeship Development

APPLEGREEN CUSTOMER SERVICE - BARISTA TRAINEESHIP BLENDED LEARNING PROGRAMME - 26 WEEKS
Thank you for Listening
Padraig has over twenty years experience in Medical Device manufacture of Tissue adhesives.

He leads a team of highly experienced experts who deliver innovative products that are optimal for the Medical professional and improve the patients’ hospital experience and recovery.

Padraig’s ambition is to see Connexicon Medical develop and grow in the market and to build Trusted Partnerships with all customers. In doing so, Connexicon Medical will support customers in the provision of creative and quality product solutions.
Wet Lab Facility
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- Key Skills and Expertise
- Blind Focus Groups
- Support & Engagement from Synergy Mgmt
- Research Collaboration
- Graduates & Under Graduates
PANEL Q&A

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