O

Innovation the key to future success

Foreword by the Taoiseach Bertie Ahern TD

Welcoming change

Manufacturing firms that embrace innovation will not only survive, but will also far exceed their competitors

Dr Richard Lester, Director of the Institute of Industrial Per
dure: "The future of manufacturing is now the age of the intelligent machine.

Worldwide, manufacturing is a $15 trillion industry. The world's manufacturing base is moving from West to East, although the West should still maintain its strength in certain sectors.

The benefits of competition and globalization are significant, but it is essential that we focus on innovation to ensure our competitiveness.

Innovation is the key to success in manufacturing. It is the process of transforming ideas and concepts into practical solutions. It is the driving force behind continuous improvement and growth.

In this context, it is crucial for manufacturing firms to embrace innovation and adapt quickly to changing market conditions. This requires a shift in mindset, from a focus on cost reduction to a focus on value creation.

The future of manufacturing is uncertain, but it is clear that innovation will play a crucial role in determining the success of firms. Those that fail to innovate will be left behind, while those that embrace innovation will thrive.

In summary, the future of manufacturing is bright for those that are willing to innovate and adapt. The key to future success is innovation.
New ways of sharing knowledge and embracing innovation are critical if Irish manufacturing companies are to successfully adapt to a changing global economy. NIALL BYRNE reports

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance, says: "We need a partnership approach that prioritises people—ideas, learning, engagement, and, in particular, their creativity and commitment to the process."

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance

Patrick Flood, assistant secretary general, Department of the Taoiseach, and deputy chair of the National Centre for Partnership and Performance
The National Workplace Strategy provides the blueprint for what is arguably the most far-reaching undertaking ever seen by Ireland Inc regarding workplace change and will ensure we are positioned to reach new levels of economic growth.

**Lifelong learning**

In launching the document, the Taoiseach outlined this workplace vision:

> "Lifelong learning. In implementing the document, the Taoiseach outlined this workplace vision:"

\>
> Regardless of whether they are in the public or private sector, lifelong learning, custom-made human resources, empowerment of employees, networks, highly involved and participatory, continuously learning and proactively driven.

\>
> It is a case of adapt or die.

**Strategic goals**

- Access to opportunities
- Capacity for change
- Benefits of change
- Innovation and diversity
- Dynamic and engaged workforce
- High-skilled and educated workforce
- Strong skillsets
- Strong workplaces
- Strong unions
- Work-life balance
- Competitiveness
- Economic growth
- Equality
- Innovation
- Knowledge
details are available at the website link provided.

**The six strategic priorities of the National Workplace Strategy**

1. Competent workplaces: innovation
2. Capacity for change
3. Benefits of change
4. Innovation and diversity
5. Dynamic and engaged workforce
6. High-skilled and educated workforce

**The future of manufacturing in Ireland**

National Centre for Partnership and Performance

> "We need managers and leaders with the ability to inspire and support people to think more creatively and work together in more collaborative ways."

Peter Cassells, chairman, National Centre for Partnership and Performance

---

**On the cusp of innovation**

Dermot McCarthy, secretary general at the Department of the Taoiseach

> "Ireland’s economic future includes the world over as a shining example of how to get it right as global leaders in business continue to re-evaluate and radically redesign their own workplaces. This is a time of great opportunity, but also great challenge."

> "We have to change mindsets to ensure we bring about the much-needed organisational change. Ireland Inc needs a new value proposition — upskilling the workforce and developing the skills, knowledge and motivation of employees, will enhance the strategic capacity for change at company and employee level and at the same time develop the skills, knowledge and motivation of future change — Ireland’s unique advantage in having some of the most innovative companies with progressive knowledge and skills on the ground here.

> "There is a huge level of change taking place in the Irish economy and the workplace. Management need to be in touch with market conditions and continue to identify opportunities, while workers need to be able to seize the opportunities that exist if we are to get the best outcomes.

> "We believe part of the reason for this is companies recognizing the valuable context the NWS create for change. Companies can be empowered to do the right thing, they are properly supported in doing so."

> "The necessary engagement is taking place at a national level, but more needs to be done at local level; it’s the key."

> "It’s well known that Ireland Inc needs to compete at a different space along the value chain. The re-skilling of the workforce is central to this. We need to equip our workforce with the skills they need to compete at this level, but more needs to be done to train the workforce to meet the opportunities that originate here. Innovation in companies, particularly in small to medium-sized companies, is struggling because they don’t have the right knowledge and skillsets on the ground here."

> "We need managers and leaders with the ability to inspire and support people to think more creatively and work together in more collaborative ways."

Peter Cassells, chairman, National Centre for Partnership and Performance

---

**WHAT IS THE FUTURE OF MANUFACTURING IN IRELAND?**

**The manufacturing sector makes, and will continue to make, a significant contribution to employment growth, productivity, innovation, technological change and prosperity.** That said, we know there is very real challenges facing manufacturing companies in Ireland. Their competitive advantage is no longer based on low costs, but on the skills and ingenuity of people. In the past, products manufactured here were designed elsewhere. In the future, companies will have to innovate more and find the ideas, designs, technologies, new products and services will have to originate here. Innovation in companies, however, is no longer a closed activity undertaken by research and development specialists. It is increasingly an open and collaborative set of activities involving all employees, suppliers and customers. We need managers and leaders with the ability to inspire and support people to think more creatively and work together in more collaborative ways. This approach to innovation is not yet widespread among firms and organisations here. Building management and leadership capabilities in this area could be one of the keys to our future success in manufacturing. It is a challenge that must be addressed as part of the National Workplace Strategy and the Workplace Innovation Fund."

> "We need managers and leaders with the ability to inspire and support people to think more creatively and work together in more collaborative ways."

Peter Cassells, chairman, National Centre for Partnership and Performance
The task of transforming Irish workplaces into high-performing, high-quality places of work is no mean feat, but it’s one that has been taken on with gusto by the National Centre for Partnership and Performance through a new public awareness campaign.

‘Open’ campaign winning hearts and minds

Conor Leeson, head of communications, NCPP

The NCPP’s ‘Open’ campaign, which kicked off in June, is designed to persuade employers and employees that embracing an open approach to workplace innovation is key to sustaining competitiveness.

The research findings also show there is a whole host of benefits for the employers who take part, particularly when it comes to rising public awareness and feedback they receive from their employees.

‘It’s about developing inclusive and participative management capabilities’

Conor Leeson, head of communications, NCPP

More than 64pc of Irish employees believe workplace innovation has a stronger influence on the performance of individuals and employee involvement, according to new figures from the NCPP.

The research findings also show there is almost a quarter of employers believe the organisation they work for has changed for the better since the campaign began.

A more positive note, almost half of the employers believe they are good at communicating and responding with their employees.

The results are drawn from a market research commissioned by the National Centre for Partnership and Performance.

The research was conducted by Millward Brown IMS in July and August of this year on a sample of almost 5,000 adult respondents in the workplace, and personal and public sector.

Researchers at the NCPP say that employees are becoming more comfortable and willing to share ideas.

‘The message is finally getting through to employees that employee engagement is the way forward and this is encouraging. What is clear is that much remains to be done to maximise the benefits of partnership, change and innovation in our workplaces.’

The NCPP is currently overseeing a major public awareness campaign in support of the National Workplace Strategy, the Government’s blueprint to transform Irish workplaces into workplaces of the future.

The results of the campaign are encouraging, particularly among employers and employees in the public sector.

The NCPP found more than 96pc of employers in the public sector support the campaign, with 94pc of employees saying they want to be involved.

The NCPP’s ‘Open’ campaign has been running since June, and has received more than 10,000 hits since its launch.

For more information on the NCPP’s ‘Open’ campaign, visit www.ncpp.ie

More about workplace innovation-led projects

To find out more about workplace innovation-led projects, go to www.ncpp.ie
The future of manufacturing

Despite recent setbacks in Irish manufacturing, the sector remains buoyant and output continues to rise as the challenge turns to finding a niche in high-end areas while also upskilling employees.

The National Skills Strategy is set to secure the future competitiveness advantage of businesses in Ireland. Clear long-term objectives have been set for education and training, including a target that by 2020, 40% of 16-34-year-olds will have a fourth-level qualification.

Ireland’s goal to become a leading international player to transform Irish manufacturing is set to secure the future competitiveness advantage. Businesses are being encouraged to develop early-stage entrepreneurs and risk-taking, and the National Centre for Partnership and Performance reports that by 2020, 30% of the Irish economy will be in the knowledge economy.

The government is expected to continue investing in employee training and education, with a focus on upskilling and developing future leaders. The National Centre for Partnership and Performance reports that by 2020, 30% of the Irish economy will be in the knowledge economy.

The Irish Independent • Tuesday, 23 October, 2007
I like manufacturing, which the right skills - to meet the just providing skills - but also...
we continue to invest in and develop this most important asset. LINDA DALY reports

Ireland's world-renowned skills base has been one of the driving forces behind our economic success. The focus now is on ensuring that the workplace, organisations and their employees must share informal learning activities and understanding of the organisational mission.

Employers must work side-by-side with employees, co-operate in workplace management and the creation of an environment of trust within the organisation. Companies who prize themselves on having trusted employees are very good at growing and developing a workforce that is not only effective but also committed.

Dorgan says in order to create a trusted workplace, organisations and their employees must share informal learning activities and understanding of the organisational mission.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.

The future of manufacturing

Investment in skills, education and training have been the key elements in the Republic's economic success, as well as the retraining of the workforce that we've done.

One such example is the increased focus on skills development and investment in education and training. The importance of this investment cannot be overstated, as it is crucial for the future success of the Irish economy.

Trusting and valuing employees is a key element that is not only important for the continued success of a company but also for the development of a workforce that is committed and engaged.

The approach to training and development is fundamental to our growth and the way we have successfully integrated various activities with service activity. The key to success has been to find a comfortable middle ground of change and to find an innovative way to manage the transformation and creating an environment where people are not only engaged but also valued.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.

Irishland's world-renowned skills base has been one of the driving forces behind our economic success. The focus now is on ensuring that the workplace, organisations and their employees must share informal learning activities and understanding of the organisational mission.

Employers must work side-by-side with employees, co-operate in workplace management and the creation of an environment of trust within the organisation. Companies who prize themselves on having trusted employees are very good at growing and developing a workforce that is not only effective but also committed.

Dorgan says in order to create a trusted workplace, organisations and their employees must share informal learning activities and understanding of the organisational mission.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.

The future of manufacturing

Investment in skills, education and training have been the key elements in the Republic's economic success, as well as the retraining of the workforce that we've done.

One such example is the increased focus on skills development and investment in education and training. The importance of this investment cannot be overstated, as it is crucial for the future success of the Irish economy.

Trusting and valuing employees is a key element that is not only important for the continued success of a company but also for the development of a workforce that is committed and engaged.

The approach to training and development is fundamental to our growth and the way we have successfully integrated various activities with service activity. The key to success has been to find a comfortable middle ground of change and to find an innovative way to manage the transformation and creating an environment where people are not only engaged but also valued.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.

The future of manufacturing

Investment in skills, education and training have been the key elements in the Republic's economic success, as well as the retraining of the workforce that we've done.

One such example is the increased focus on skills development and investment in education and training. The importance of this investment cannot be overstated, as it is crucial for the future success of the Irish economy.

Trusting and valuing employees is a key element that is not only important for the continued success of a company but also for the development of a workforce that is committed and engaged.

The approach to training and development is fundamental to our growth and the way we have successfully integrated various activities with service activity. The key to success has been to find a comfortable middle ground of change and to find an innovative way to manage the transformation and creating an environment where people are not only engaged but also valued.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.

The future of manufacturing

Investment in skills, education and training have been the key elements in the Republic's economic success, as well as the retraining of the workforce that we've done.

One such example is the increased focus on skills development and investment in education and training. The importance of this investment cannot be overstated, as it is crucial for the future success of the Irish economy.

Trusting and valuing employees is a key element that is not only important for the continued success of a company but also for the development of a workforce that is committed and engaged.

The approach to training and development is fundamental to our growth and the way we have successfully integrated various activities with service activity. The key to success has been to find a comfortable middle ground of change and to find an innovative way to manage the transformation and creating an environment where people are not only engaged but also valued.

The most valuable part of a company’s operation is its people. It is people who make change, who create value.
innovation and has made continuous improvement an integral part of the way it does business. SORCHA CORCORAN reports

\textit{Research and development are vital to the growth of Dundalk-based Ovelle Pharmaceuticals, but it is also seriously committed to workplace innovation and has made continuous improvement an integral part of the way it does business. SORCHA CORCORAN reports}\n
\textbf{Cementing the case for support}

Manufacturing employment leads to higher levels of economic productivity, writes NIALL BYRNE

More than skin deep

Research and development are vital to the growth of Dundalk-based Ovelle Pharmaceuticals, but it is also seriously committed to workplace innovation and has made continuous improvement an integral part of the way it does business. SORCHA CORCORAN reports

\textbf{CASE STUDY}

\textit{Lean and mean}

John Quirk, process excellence manager, Millipore Ireland

Millipore Ireland shows how an Irish manufacturing operation can successfully compete for international business on a cost basis. NIALL BYRNE reports

\textbf{The future of manufacturing}

Brendan McGinty, director of industrial relations and human resources, IBEC

"The productivity growth Ireland desperately needs will come from innovation at enterprise level!"

\textbf{THE GLOBAL TREND IS FOR MULTINATIONAL COMPANIES TO OUTSOURCE MANUFACTURING OPERATIONS TO LOWER-LABOUR-COST AREAS. IN IRELAND, THE TYPICAL FACTORY EMPLOYED IS A "FIELD FACTORY," WHICH IS CONCEPTIONALLY BASED ON THE "HUMANS PROVIDE SKILL AND MACHINES PROVIDE EFFICIENCY" APPROACH ACROSS THE COMPANY. MILLIPORE IRELAND EXPANDED ON THIS MODEL, WITH THE RESULT THAT THE COMPANY IS NOW A "HUMAN FACTORY." THIS TYPICAL FIELD FACTORY EMPLOYEE IS CONSOLIDATED WITH MILLIPORE-IRELAND'S PRODUCTION LINE TO CREATE A "COMPETITIVE TEAM.""

THE global trend is for multinational companies to outsource manufacturing operations to lower-labour-cost areas. In Ireland, the typical factory employed is a "field factory," which is conceptionally based on the "humans provide skill and machines provide efficiency" approach across the company. Millipore Ireland expanded on this model, with the result that the company is now a "human factory." This typical field factory employee is consolidated with Millipore-Ireland's production line to create a "competitive team."