

# NCMEP Operating Plan 2020-2025

## Element I: Center Client Level Activities by Type of Company

### *a) Client Activity levels with a Focus on small, rural, and emerging small and mid-sized enterprises (SMEs)*

Identify specific numeric goals planned for the next two years in terms of serving the following:

(1) Very Small Manufacturers (establishments with fewer than 20 employees).

***Based on program results from years 1-5, NCMEP has set a new goal of 230 unique very small companies served for years 6-10***

(2) Rural Manufacturers (establishments located in a county not defined as part of a metropolitan area).

***Based on program results from years 1-5 and full understanding of designated rural counties in NC, NCMEP has set a new goal of 205 unique rural companies served for years 6-10.***

(3) Start-up/Emerging Manufacturers (an establishment that has been in operation for five years or less).

***Based on program results from years 1-5 and better understanding of our work with start-up's in NC, NCMEP has set a new goal of 100 unique start-up companies served for years 6-10.***

(4) Other manufacturers not counted elsewhere that the Center expects to serve.

***Based on program results from years 1-5, NCMEP has set a new goal of 500 unique other companies served for years 6-10.***

### *b) Transformational Clients*

***Based on program results from years 1-5, NCMEP has set a new goal of 275 unique transformational companies served for years 6-10. We anticipate to meet or exceed this number more easily than in the prior 5 years due to our enhanced understanding of the definition of a transformational client as well as bringing on new partners.***

#### Table 1: Five-Year Goals (Element 1)

Our Five Year Goals are the following: Small Establishments 230; Rural Establishments 205; Start-Up Establishments 100; Transformational Clients 275; Other Manufacturers 500; Unique Manufacturers Served 1000.

## Element II: Top and Bottom Line Growth

### *a) Engagement in Top Line Growth*

*NCMEP continues to target “Top Line Growth” via strategic programs, Growth and Innovation solutions, new product development opportunities, strategic solutions, Technology Acceleration, and focused sales and marketing strategies. NCMEP expects to maintain a balance between “Top Line” and “Bottom Line” services and outcomes as research indicates that our clients require both of these types of services.*

### *b) Engagement in “Bottom Line Growth”*

*The Center will continue to engage clients with bottom line growth projects in ways that balance with top line activities.*

#### **Table 2: Five-Year Goals (Element II)**

Goal - Top-Line Growth/ Bottom-Line Growth /Total Direct Client Effort

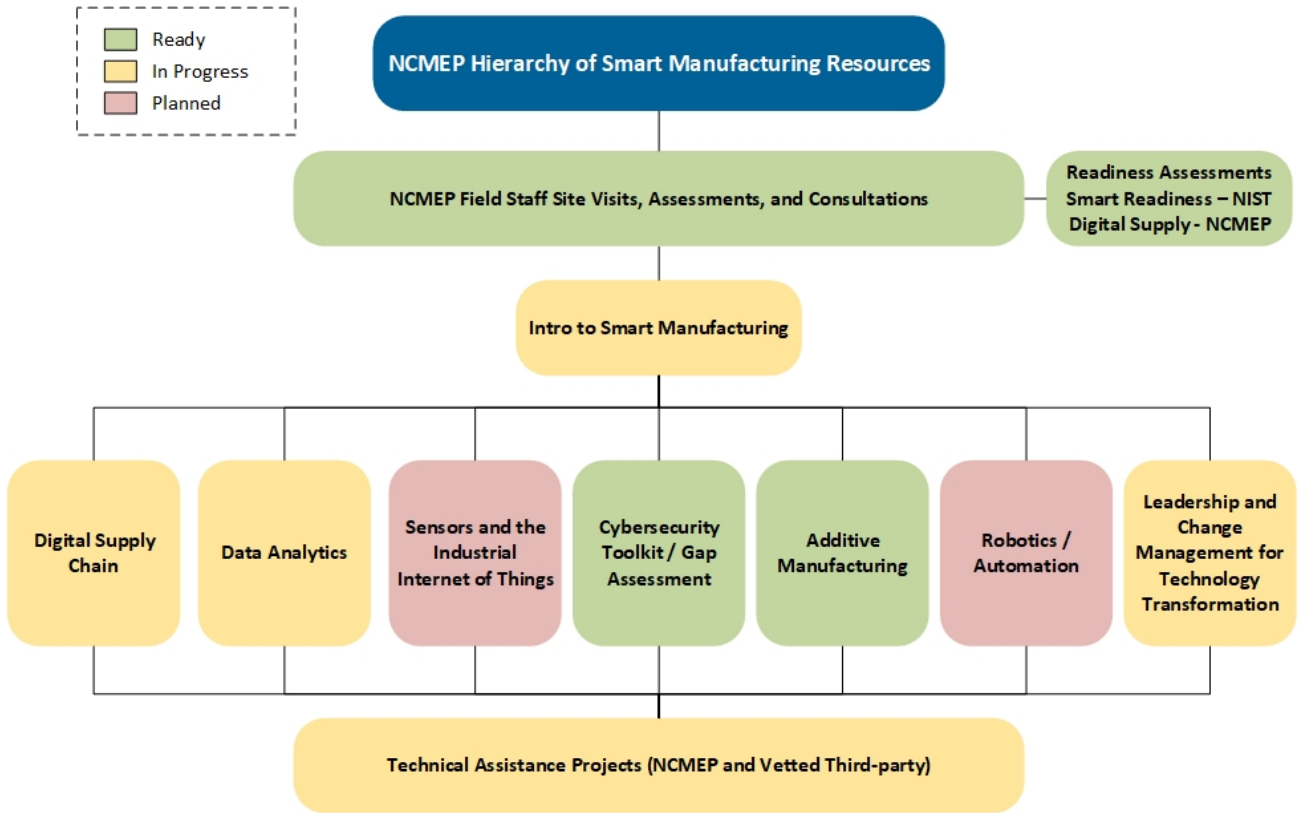
Over Two Years - 50% /50% /100%

### *c) Making New Technologies Available*

*NCMEP has a mature program in place for helping manufacturers with developing and testing new or improved technologies and products. Consistent with the description outlined in the FFO response (NCMEP Developing and Enhancing - Concepts, Ideas, and Products), Center partners at the Polymers Center of Excellence and the Manufacturing Solutions Center maintain ongoing, transformation relationships with clients leading to the development of new products that enhance long term business growth. Additionally, we are pursuing formal partnerships with organizations providing additive manufacturing and other advanced manufacturing services. We will be refocusing our Industry 4.0 efforts around Smart Manufacturing. See Figure 1 below for our approach, including status of each component.*

*Beyond providing awareness and learning materials for SMMs, we are also planning to provide technical assistance around product development for additive manufacturing in partnership with the FFVC Hangar 6 (~5-10 / year), and will continue to deploy cybersecurity assessments (~12 in depth assessments / year). We will use a suite of assessment tools to determine where a SMM is at on the journey of technology transformation, and along with building additional learning materials (e.g. robotics, sensors) we will also create or refer SMMs to on-site consultation and technical assistance solutions for these areas (~12 on site consultations / year).*

**Figure 1. NCMEP Smart Manufacturing Approach and Overall Status**



*Our model will be to build awareness through internal staff training on how to engage a SMM in conversations about technology, provide learning resources via our online modules, and then further engage them in consultations and referrals that will have broader economic impacts. By the end of 2020, we hope to have assessments and consultations with 12 companies completed on site that lead to technical assistance projects.*

**d) Key Initiatives**

Summarize key initiatives including a description of the Center’s measurable, defined objectives for the two operating years.

***NCMEP minimum goals for day-to-day management***

***These numbers represent the Center’s minimum performance goals as defined by our program award amount. Manufacturing Clients Served at least 230; New manufacturing Clients Served at least 91; Client New Sales of at least \$47 million; Client Retained Sales of at least \$110 million; Client New Jobs of at least 1575; Client New Investment of at least \$47 million; Client Cost Savings of at least \$22 million; Survey Completion Rate of at least 70%; Percent Quantified Impact of at least 80%; Net Promoter Score of at least 75.***

### ***NCMEP Annual Economic Impact targets by Partner***

***NCMEP has also defined metrics around the numbers of Clients Served (via completed MEP survey and reporting more than zero dollars) and Economic Impact for each NCMEP partner. EDPNC has a goal of at least 40 clients served and at least \$100 million in economic impact; NCCCS has a goal of at least 60 clients served and at least \$125 million in economic impact. NCAT has a goal of at least 4 clients served and at least \$200,000 in economic impact; MSC has a goal of at least 10 clients served and at least \$15 million in economic impact; PCE has a goal of at least 35 clients served and at least \$40 million in economic impact; IES has a goal of at least 81 clients served and at least \$100 million in economic impact.***

Describe proposed actions the Center will take to achieve its goals during the two operating years.

- **Nurture all NCMEP subrecipients in order to optimize additional client engagement and number of clients served.**
  - Educate all subrecipients on how the clients served numbers are calculated.
  - Retrain and enhance survey preparation activities
  - Ensure proper reporting of projects into Salesforce
  
- **Continue growth of NC manufacturing business peer-to-peer sharing network. Continue to offer a new annual manufacturing conference and regional engagement events. Become the leading advocate and comprehensive source for manufacturing interest.**
  - Annual mfgCON manufacturing conference continues through year 6-10
  - mfgNC Connections member network continuing to schedule events of interest based on voice of the customer and Center priorities
  
- **Enhance training and deploy standardized client assessment activities**
  - Embrace “Trusted Advisor” model and complete training with NCMEP internal field staff
  - Continue to deploy Core Values assessment tool as a platform for evaluating business opportunities with appropriate clients
    - Implement quality assurance measures
  - Continue to deploy Competitiveness Review Assessments
  - Implement learning from value proposition and sales training conducted recently in order to better work with clients
    - Conduct one-on-one training with field staff on techniques to better engage and develop clients
  
- **Develop process to improve clients served and new clients served numbers with the NCMEP Technical Assistance Services program**
  - Contact FloridaMakes
  - Bringing on new SRAs to meet client needs in additive manufacturing, underserved regions and provide student projects.
  
- **Analyze projects and client survey prep methodology to make sure we are helping clients understanding new sales and any other lagging metrics**

- Continue to push the survey prep document at the end of the project as a memory jogger at survey time
- **Succession planning**
  - Finalize the DRAFT plan and launch the documented training and development opportunities identified
- **Continue to develop the Center's Salesforce implementation for enhanced performance management**

Describe resources necessary to support service delivery including staff and third party partners.

**NCMEP continues to use third-party resources in support of client activities as appropriate.**

**NCMEP continues to train partners on the client survey process and survey best practices in order to ensure that partners and clients understand the impact categories and how project outcomes align NCMEP hosts regular communication and learning sessions on performance management and works with partners to study survey results, identify key gaps and propose solutions.**

- ***New Product Development***
  - Continue to support and enhance work underway via the CAP grant
  - Finalize a business plan for Organizational Development (to include Leadership and Succession Planning)

#### ***e) Board Development***

**The NCMEP Advisory Board is in the process of redevelopment with 3 new members added (a manufacturer, a manufacturing advocate/former employee of NAM and the executive director of business services for the NC Department of Commerce Division of Workforce Solutions) and a renewed focus on member support of applying the NCMEP strategic plan. NCMEP held an Advisory Board meeting that included the new members on November 5, 2019, and Center leadership is enthusiastic about the contributions the new members will add to the direction of the Center. NCMEP still intends to deploy better-managed policies around attendance and contribution from members of the board.**

### **Part III. Financials**

*Please see attached Budget Tables and Justifications*