



Principles of Strategic Management

Short reminder of elements of the first workshop

Beograd, 12 and 13 March 2015

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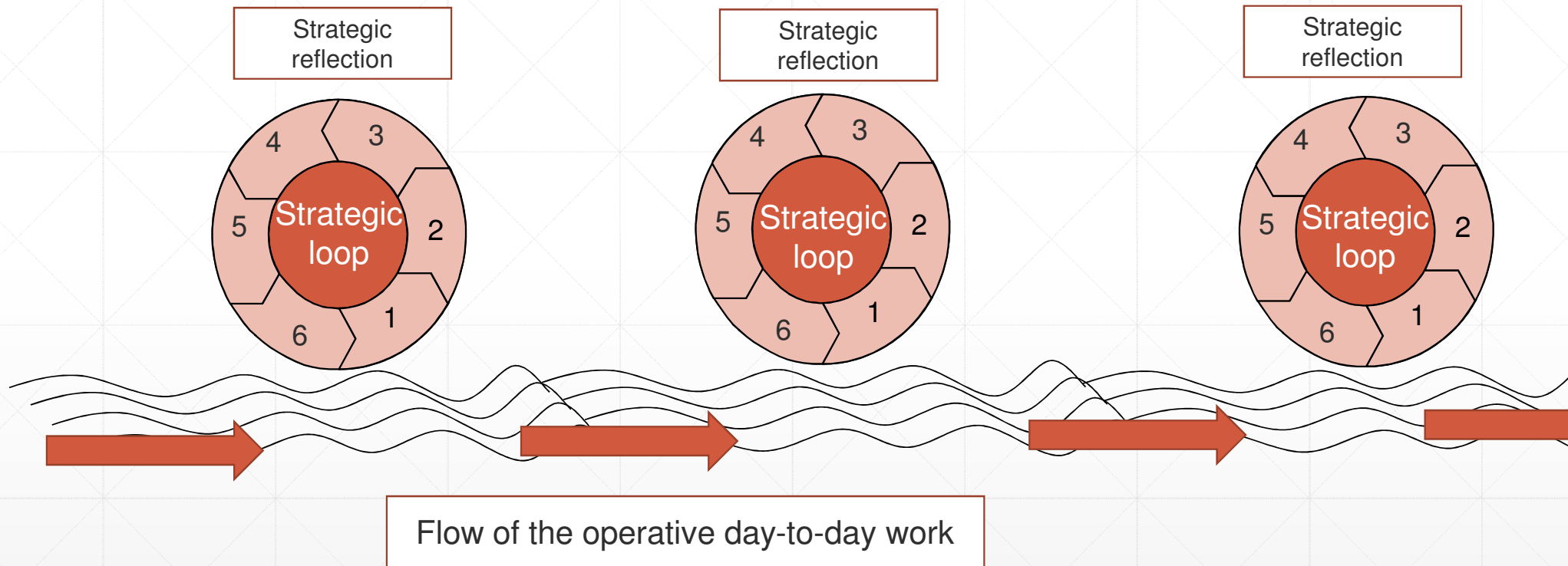
Management and strategy

- **Intuitive decision making:** Limitation: depending on individual capacities, no learning within the organisation, limited participation
 - **Explicit reflection about potentials, threats, risks** of the uncertain future and requirements for organisational development and changes
 - Good practise: Joint reflection process, participation of key-stakeholders, with some distance from the day-to-day perspective
 - **Every NMI has a different answer**, every NMI answer is different in different periods
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The strategic loop



Strategic management



Areas of strategy development

1 Relations within the national metrology infrastructure / system

- Relation between the NMI and the responsible ministry / agency
 - Relation between NMI and (potential) Designate Institutes (DI)
 - Relation between NMI and secondary laboratories (incl. MiC)
 - Relation between NMI, Regulators and QI components
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2 NMI services and relations to clients (metrology users)

- Products and services, relation between NMI and Industry
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3 Public relations

- Diffusion, Education, Marketing
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4 Regional and international cooperation

- Regional cooperation and international relations of the NMI
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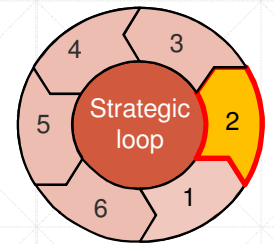
5 NMI internal management, operation and organisational development

- Efficient and effective management and leadership
 - Appropriate organisational structures and processes
 - Capacities of staff and competence of NMI
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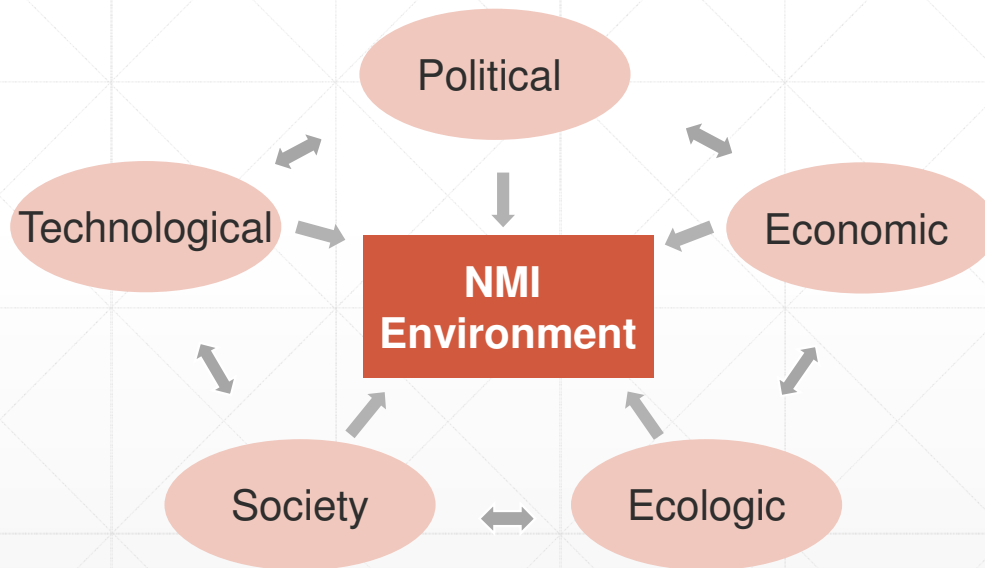
NMI self-assessment



2 Inventing the future - Trends and factors



- Important **social, economic and technological trends**



- How could the situation look like **in 5 / 10 years?**
 - Demands
 - Existing and new potential users
 - Recognition, political and economic support

Case studies, trends, factors, demands

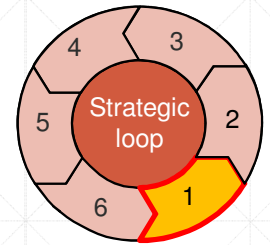
- **Institute of Metrology of Bosnia and Herzegovina** - on its way of development...
 - **UME**: The National Metrology Institute of Turkey
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Case studies on NMI Internal aspects

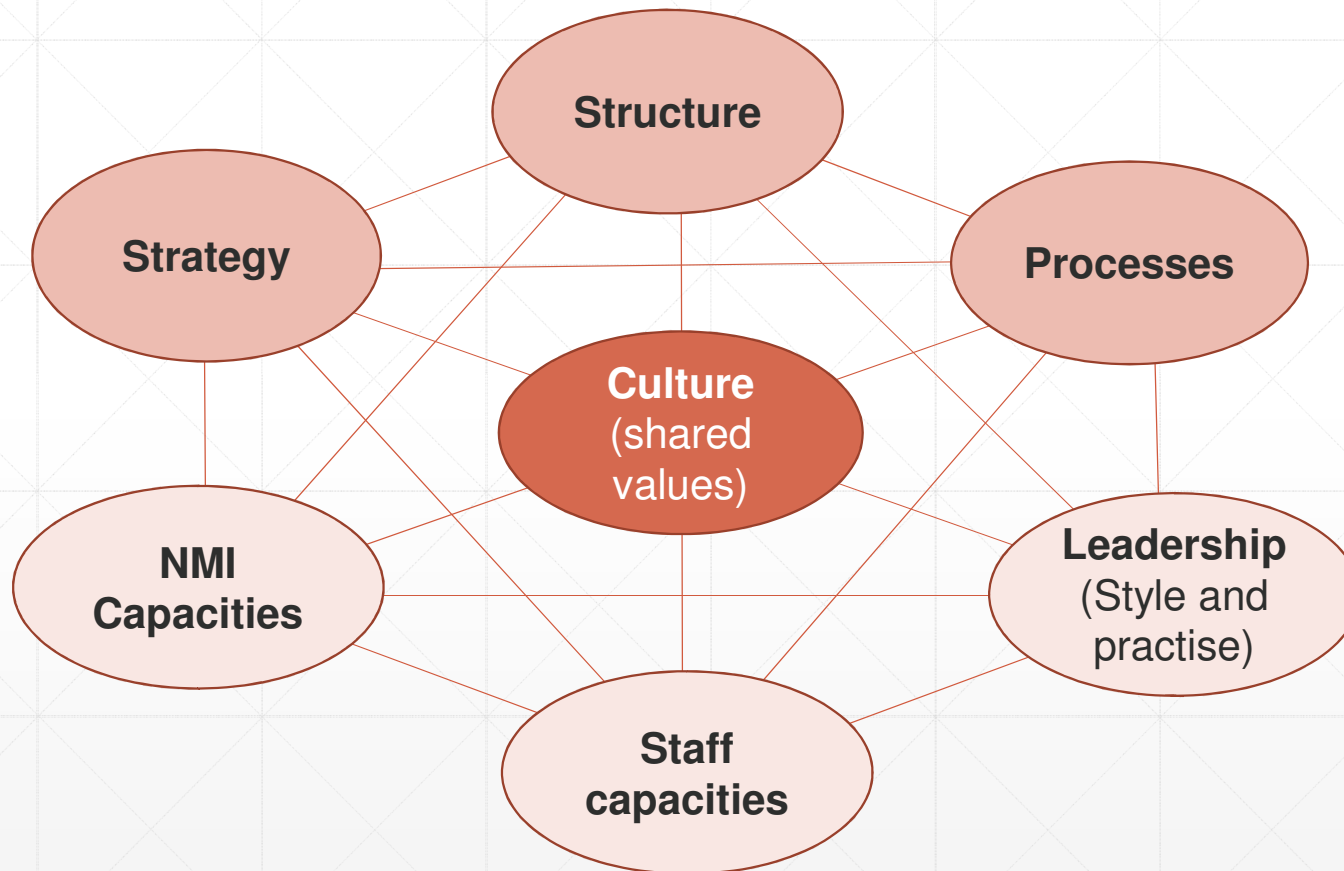
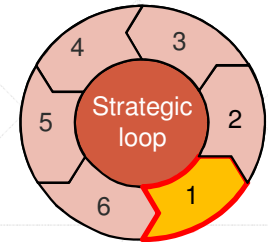
- Strategy/Business Planning & Monitoring National Metrology Laboratory - **NSAI**, IE
 - Strategic management in the environment of frequent changes and difficult economic conditions. Restructuring of the NMI services by outsourcing. **DMDM** Serbia
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1 NMI Internal aspects

Analysis of the current situation – SWOT Analysis



Self-assessment of NMI - NMI internal management and operation



Topics to be addressed

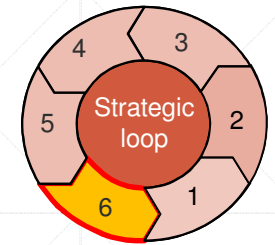
- Establishing vision & mission
 - How to evaluate customer needs. Suitable tools for collection the inputs from stakeholders and analysis of the situation especially in the field of research and innovation
 - Incorporating increased research into NMI strategy
 - How do NMIs determine when to establish new measurement area or facility
 - Preparation of efficient strategic plans for providing new services for existing and new clients.
 - Outsourcing
 - Request for access to an example SWOT analysis developed specifically for the NMI.
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Topics to be addressed

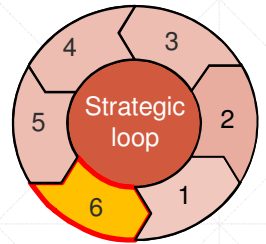
- How to deal with strategic management in the case of economic crisis when conditions change often and extremely
 - How to convince Government and decision makers to support and finance adequately Metrology Infrastructure
 - Workshop on MIC (measurement in chemistry) needs and how to find what those needs are. FG could help here.
 - Determination of the concrete fields of regional cooperation.
 - Participation of Kosovo Metrology Agency on interlaboratories comparison (increase of capabilities and confirmations of such)
 - Possibilities of KMA involvement in RPOTs
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6 Integration into management

- Provide resources
- Provide support
- Mobilise support system and co-operation, e.g. peer groups
 - Internal capacity development
 - Exchanges with regional NMI
- Linking systems and the mechanisms of stimulation incentives to strategic objectives



6 Implementation: Important leadership tasks



Preparation

- Ensure participation
- Obtain feed-back
- ..

Clarification

- Information
- Ensure understanding of objectives
- Coordination
- Clarify roles, responsibilities and tasks

Support

- Support cooperation
- Ensure required technical support
- Favour capacity development

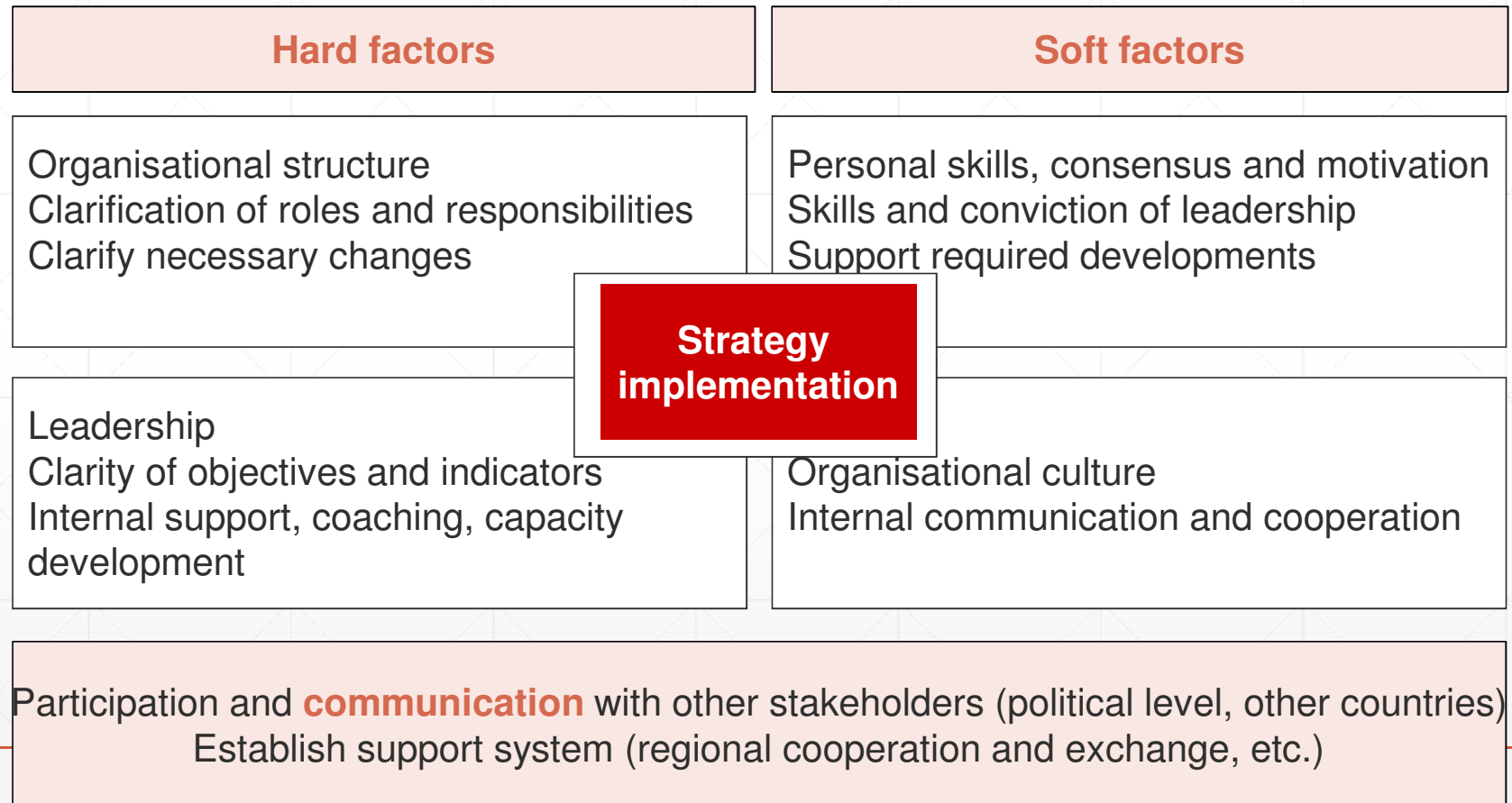
Follow-up

- Develop and discuss indicators
- Establish monitoring system of objectives and indicators
- Support critical assessment and reflection (atmosphere, learning culture)

Review

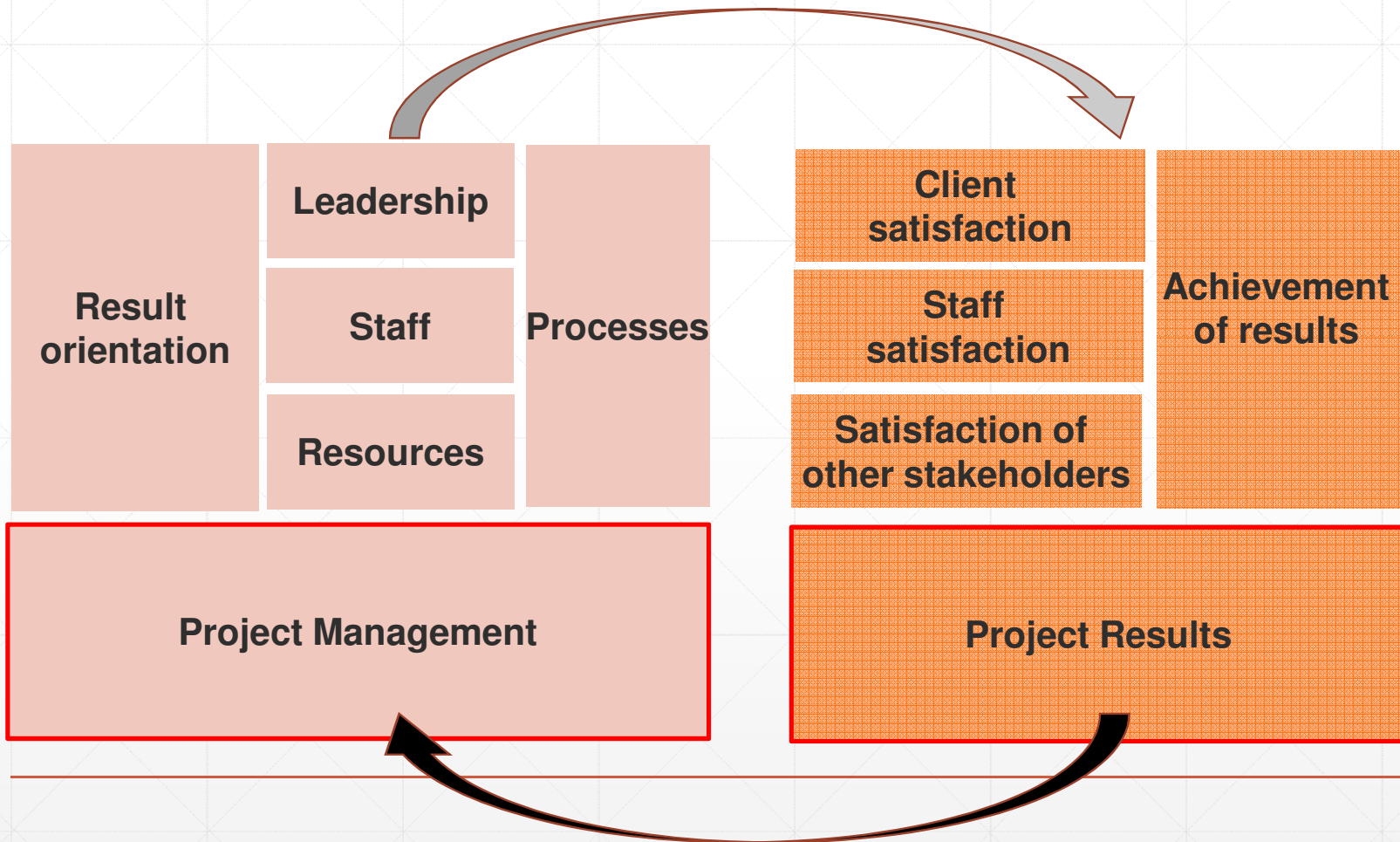
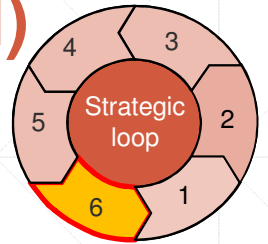
- Facilitate exchange of (intermediary) results
- Establish platform to adapt and further develop the strategy

6 Implementation of the strategy – Success factors



**Strategy
implementation**

Project management (Excellence model, EFQM)



Service development – some experiences

- The service has to be based on a **profound knowledge of the reality of the client**.
 - **Surveys** might help to get an overview but are usually not effective as a single tool for demand analysis. Direct contacts are needed (e.g. low rate of feedback of questionnaires, difficulty to interpret results without direct communication, accompanying visits, phone calls or discussions)
 - Develop **new services on a small scale** and in a process of first tests with verification and improvement according to the experiences and joint evaluations.
 - Maintain **constant relations with clients** even after the service is a very useful approach to develop knowledge within the NMI about clients needs and to be able to contact clients for other services. Data management systems!
 - Develop **relations with other NMI** to share experiences!
 - Very useful is also the clarification whether new services are to be developed or existing services are to be improved and whether new clients or existing clients are addressed.
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Development of NMI services and clients

		Clients	
		<u>Existing</u>	<u>New</u>
NMI Services	<u>Existing</u>	Existing Services for existing clients: Improvement, consolidation, CMC's	Existing services for new clients: Scale factor, improved services
	<u>New</u>	New services for existing clients: confidence supports service development	New services for new clients: higher risk, look for alliances

Enhance reputation and recognition of the NMI – to enhance support to the NMI

- Maintain close **relations** to Ministry, **communication** of impacts, marketing
 - Present and communicate not only the **services** but the **impacts** for the industry, and the effects for the **economy** and the development of the **country**.
 - E.g. calibration service → reduced costs and saved time → enhanced productivity
→ enhanced competitiveness → more jobs, more taxes, more development
 - Ensure consistency with **national development plans and objectives**
 - **Networking, Relations**
 - Develop **partnerships** e.g. with universities (MOA) (medium term)
 - Long term: Train the trainer University curricula (vertical education), Integrated in the curriculum; Metrology topics discussed in all levels of education
 - General and **public awareness** of metrology and its effects in the economy: Use **media and social networking** sites, ensure easy access to information on metrology, metrology day, open house, etc.
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- Use **current important topics**

Cooperation at regional level

Process of strategy development: peer groups

- What are potential cooperation partners including other NMI which might help the NMI in developing and providing new or improved services?
- Close exchange and cooperation between countries for strategy development

Process of service improvement and development

- Close exchange and cooperation between countries for service development (individual services, joint services)

Regional / bilateral division of tasks / services

- strategic alliances at regional level!!!
 - “Smart specialisation” – regional approach of development of services.
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