



Transformation and Implementation Plan

XYZ



TranS4MErs



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1. Executive Summary

Following the completion of the ADMA Trans4MErs scan, the technological maturity of XYZ was discussed with the manager of the company. The results of the scan revealed that the following transformation areas were high and low scoring:

The highest scoring area are:

- 2.00 and above 2.00: T4: End-to-end Customer Focused Engineering; T7: Value Chain Oriented Open Factory] T5: Human Centred Organisation

- Above 1.5 up to 2.00: T3: ECO Factory

The lowest score of the company (below 1.5) is in the following areas: T6: Smart Manufacturing; T1: Advanced Manufacturing Technologies and T2: Digital Factory.

These results were discussed so to identify areas for prioritisation for the digital transformation of XYZ. Based on the business needs and future strategies, the following transformation area(s) were selected: T1: Advanced Manufacturing Technologies and T4: End-to-end Customer Focused Engineering.

In this document, a transformation plan is elaborated based around these transformation area(s).

2. Introduction

The ADMA Trans4MErs initiative aims to assist the transformation of SMEs to Factories of the Future being more competitive, modern and sustainable – through using the Industry 4.0 opportunities.

The first section of this document contains a review of your scan results, this is a summary of the scan(s) completed by members of your organisation. In the second section of the transformation plan, priority area(s) are identified for transformation, and the current situation of your organisation is described with recommendations on areas for transformation. The third section contains the Implementation Journey Guide, which explains the specific steps that need to be taken to implement the transformations, KPIs to measure success and other supports available.

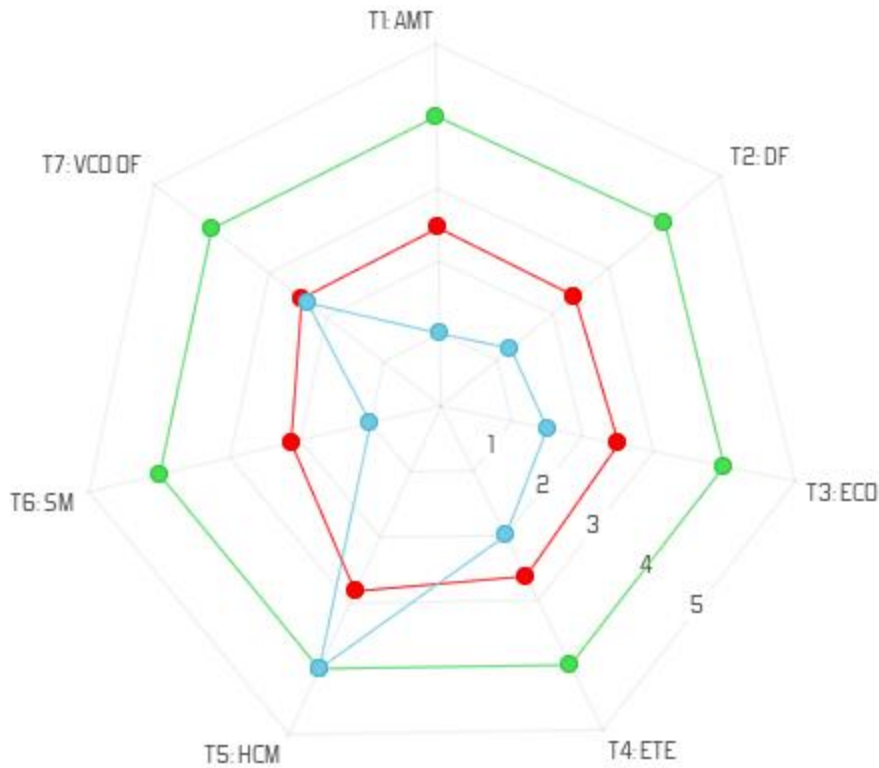


3. ADMA TranS4MErs

Scan Results Summary

The spider diagram and table below provide an overview of the scan results. The scan results are made up of the completion of 116 scans. The benchmark scores for the Factory of the Future are 4 for each maturity level. Your scan report is available through this [link](#).





- Your Company
- ◆ Factory f The Future Benchmark
- Average Scan Responses

	Score	Benchmark	Gap
<i>T1 Advanced Manufacturing Technologies</i>	1.00	4	-3
<i>T2 Digital Factory</i>	1.25	4	-2.75
<i>T3 Eco Factory</i>	1.50	4	-2.5
<i>T4 End-to-end Customer Focused Engineering</i>	2.00	4	-2
<i>T5 Human Centred Organisation</i>	4.00	4	0
<i>T6 Smart Manufacturing</i>	1.00	4	-3
<i>T7 Value Chain Oriented Open Factory</i>	2.33	4	-1.67

For a detailed description of the transformation areas, please see the appendices.

In the next section, the priority areas will be identified and further analysed to identify the exact transformations that will be undertaken.



4. Transformation Plan

4.1. Introduction

This section of the report covers the Transformation Plan.



Figure 1: ADMA Trans4MErs Process Flow

In this section, the priority areas are identified, as well as a detailed transformation plan for each priority area will be described.

4.2. Identification of Priority Areas

During the Scan Review meeting, the following topics were discussed to determine what areas should be prioritised:

XYZ is a company producing organic plant-based superfoods created at the intersection of ancient knowledge and modern science. The main products are vegan and raw and are made with nutritional supplements with sprouted and fermented ingredients. During a meeting with the manager, we discussed all transformation areas (proposed in the ADMA Trans4MErs project). The following conclusions could be drawn:

T1: The level of Advanced Manufacturing Technologies is low.

T2: The priority of this area is average. The digitalization of production is at a low level.

T3: The manufacturing has low carbon emissions and low energy costs.

T4: The priority of the transformation area is high. The company has a very low degree of customer customization.



T5: All safety measures in the production process are considered. The employees are motivated to experiment and be innovative.

T6: The level of smart manufacturing is low.

T7: The company considers itself as a Value Chain Oriented Open Factory. The type of working process and the organization of the production, the used materials, and suppliers are in line with the focus of this area. The company sells abroad through distribution companies.

During several online meetings and phone calls, the results of the scan were raised and discussed as well as the company's strategy and future expectations for development. Being dependent on the subcontractors the manager wants to expand their manufacturing by introducing new and more innovative products which require the main processes not to be outsourced as well as finding new marketing channels. The company targets new strategic investments, expansion of positioning in new markets, and development of new market channels.

From these discussions the selected priority area(s) for transformation are:

- T1: Advanced Manufacturing Technologies
- T4: End-to-end Customer Focused Engineering

4.3. Priority Areas Details

T1: Advanced Manufacturing Technologies

Description of current status in this transformation area

The company's production is based in Bulgaria and Hungary through subcontractors. They develop innovative functional foods with sprouted and fermented ingredients and nutritional supplements together with a microbiologist from Hungary. Unlike competitors' products, these products contain activated, sprouted, and fermented ingredients that make them much more digestible for the human body and beneficial for the intestinal microbiome. The financing of the company is entirely with its own funds. No state-of-the-art manufacturing devices are used. XYZ's products are vegetable, organic certified, Bulgarian, or with origin up to 1000 km to save on emissions during their transportation. Foods are created using a special technology for seed germination.



Transformation Goals

The company wants to buy and use innovative machinery and thus boast machinery that is globally unique for the food sector in Bulgaria they operate in. They want to become more independent from their subcontractors, hence buying their assets without the use of loans. As a young company, they want to produce their products with innovative assets following all needed standards that are required by the specifics of the seed germination process.

Suggested areas for improvement

To further stimulate the digital journey of the company they should identify suitable technologies or cooperation opportunities by acquiring knowledge on different ways of financing its innovation activities through deploying state-of-the-art manufacturing devices.

Recommended actions

The company should focus on building awareness of various options for accessing finance (for example from the European Structural and Investment Fund or private investors), to support their endeavor of becoming an innovating technological company. They should focus on gaining knowledge about the development of a successful crowdfunding campaign as they don't know the ways of stakeholder engagement. As the company uses specific ways of drying and producing the foods, they need to find appropriate funding opportunities that are based on the company's products, business model, clients, revenue, and traction.

T4: End-to-end Customer Focused Engineering

Description of current status in this transformation area

The company distributes its products in physical organic stores and online trade. It does active marketing on social networks such as Facebook and Instagram, as well as via email. Out of the country, the products are available in Romania (through company's own online store and distributor), Czech Republic and Slovakia (through a distributor), Great Britain (through its own local company, online sales on Amazon and own online store), as well as in Australia (through a distributor). They also reach the USA, Canada, and Asia.

Transformation Goals

The main goal of the company is to focus on rethinking its marketing models.

Suggested areas for improvement

As the company is using standard ways of communicating with customers, they need more knowledge of digital marketing strategies. They primarily rely on Facebook and emails which limits their target group clients. The manager uses his own story to give



the message to society about how important the right production of foods is to health. However, he must concentrate not only on people in need or people with illnesses but focus on people of younger age, mothers, and even the elderly.

Recommended actions

To widen their targeted clients by analyzing their specifics related to age, culture, and nationality. To make appropriate business and market plans to introduce innovative ways of targeting their clients. To focus on more interactive ways of communicating with their clients. To use customer expectations as a main key driver and starting point for all developments and processes in the company.

4.4. TranS4MEr Recommendations [optional]

As the foods are vegan and eco, a good way of developing their future business strategy is to start producing their ingredients. Hence, they can assure the customers of the safety standards the ingredients are growing.

4.5. Next Steps

The next stage of your transformation journey is for you to digest this transformation plan, think about the digital maturity challenges highlighted and what solutions would help you on your transformation journey. In the next phase, you will have discussions with your TranS4MEr to help you develop an Implementation Journey Guide, which will be described in the next chapter. In the Implementation Journey Guide, the concrete actions you should take to implement your transformations will be listed as well as services/tools that support you on this journey. Measurements for success (KPIs) will be identified as well to ensure you get the most out of your implementation journey.

Please keep track of any changes that you make, or solutions that you implement so you can discuss them with your TranS4MEr and have them included in the Implementation Journey Guide.



5. Implementation Journey Guide

This chapter covers your Implementation Journey Guide, which is your roadmap to digital transformation. This builds on your Transformation Plan. Here we describe a plan of action to start your transformation journey and include key performance indicators to measure success along the way.

5.1. Introduction

Now that your Transformation Plan is complete, the Implementation Journey Guide will continue your journey with details on how to accomplish your goals for digital transformation. The next sections will identify the actions to be considered for each priority areas that were part of the Transformation Plan.



Figure 2: ADMA TranS4MErs Process Flow

5.2. Vision & Objectives

5.2.1. Vision and Objectives

TI: Advanced Manufacturing Technologies

Vision and Objectives

During the Transformation Plan Review meeting, the following vision and objectives were identified for the TI: Advanced Manufacturing Technologies Transformation Area.



Vision:

XYZ stands behind the cause of health, based on the balance in nature and leading a holistic lifestyle as the company philosophy is to offer "living food" that preserves traditions and honours the raw materials of the ancestors in Europe. The main focus is to preserve endemic species of seeds and plants because they are the basis of their products. The vision of the company is to produce new and innovative foods that will help people (especially those with some diseases) to leave healthy life and fight their illnesses. Their vision is to improve their products and to introduce new ones in future based on the new technology on the market.

Objectives:

- To develop and implement the most suitable technologies for the manufacturing of their current and future new products.
- To attract funding and external investments.
- To become a technological company that is innovative and sells unique products.

T4: End-to-end Customer Focused Engineering

Vision and Objectives

During the Transformation Plan Review meeting, the following vision and objectives were identified for the T4: End-to-end Customer Focused Engineering Transformation Area.

Vision:

The vision of the company is to increase the market success of value propositions by finding new market channels and ways of distribution. As their target clients are very specific groups the company wants to better understand the ways of communicating and attracting their clients in Bulgaria and abroad. The company wants more people to be aware of the positives their foods can bring to their health, however, they think that currently, they are covering a very small percentage of potential clients.

Objectives:

- To increase the market success of value propositions.
- To target a wide range of customers.
- To manage efficiently the risks associated with executing a market model innovation plan.



- To find new strategic investments, expansion of positioning into new markets, and finding new market channels.

5.2.2. Proposed Services/Tools

In this section, potential services and tools are identified for you that can help you achieve your vision and objectives for your selected transformation. In conversation with your Trans4MEr, you should review the proposed services/tools and decide which services and tools will be best suited for your organisation. These service and tools will be added to your ADMA Trans4MErs toolbox in the sections below.

T1: Advanced Manufacturing Technologies

Title	Provider	Description	Duration	Cost
Fundraising Strategy & Investor Matchmaking	Fasttrack Action	Access to finance is a key aspect of both new ventures and experienced SMEs. The overall goal of these sessions is to provide insights about how to develop a fundraising strategy and how to access to private equity. This will be done by matchmaking SMEs investment needs and readiness with priva...	3	2 (Tokens)
International funding opportunities for SMEs	Civitta Eesti AS	An overview of funding programs under Horizon Europe and Digital Europe applicable for SMEs. In form of webinar, we introduce the European biggest research and innovation framework programme for innovation funding, main conditions and expectations to innovation projects and participants, and add s...	2	1 (Token)
Crowdfunding campaign viability assessment	European Crowdfunding Network	The overall goal of this course is to provide insights about the development of a	4	2 (Tokens)



Title	Provider	Description	Duration	Cost
		successful crowdfunding campaign. A crowdfunding campaign involves activities related to marketing, communication, stakeholder engagement, pitching, as well as a sound business plan and correct pre-money evaluation....		
How to attract outside capital for your venture?	Fasttrack Action & EUROCROWD	The overall goal of this course is to provide insights into the investment landscape of new ventures, including where and when to raise capital, what are the fundraising options and how much money a company needs to raise, in particular venture capital, business angels and crowdfunding. The cours...	4	3 (Tokens)

T4: End-to-end Customer Focused Engineering

Title	Provider	Description	Duration	Cost
Digital Marketing Coaching	IMP ³ ROVE Academy	Two individualized sessions to coach on the topic of digital marketing in SMEs. The first session includes: Introduction, Analysis of status quo, homework for SME on the next steps. The second session includes: Follow-up on the previous homework,	4	1 (Token)



Title	Provider	Description	Duration	Cost
		Feedback and discussion on the contents, dee...		
eCommerce and Marketplace Coaching	IMP ³ ROVE Academy	Two individualized sessions to coach on the topic of eCommerce and Marketplace implementation. The first session includes: Introduction, Analysis of status quo, homework for SME on the next steps. The second session includes: Follow-up on the previous homework, Feedback and discussion on ...	4	1 (Token)

5.2.3. Services/Tools Evaluation and Selection

During the Review meeting, the following topics were discussed to determine what services and tools should be included:

During two online meetings and several emails, we discussed the transformation areas and the future company's goals. Together we have looked at the services matching those areas and goals. As the company wants to focus on the areas related to building Advanced Manufacturing Technologies and ways to understand better and attract more customers from Bulgaria and abroad the primary services both parties reviewed and discussed were focused on attracting more funds and investments as well as building more knowledge in digital marketing. Over 11 services from the catalog were under deep consideration. The subject of discussion was the type of services, the expected outcomes, the language of the services, the needs of the company, the company expectations, vision, mission, and plans. After a deep discussion, the following services were finally selected:

- Fundraising Strategy & Investor Matchmaking. The overall goal of the service is to provide insights about how to develop a fundraising strategy and how to access private equity. This will be done by matchmaking SMEs' investment needs and readiness with private investors and/or funds. This is in line with the goal of the company to focus on ways to attract external funds to develop and purchase new and innovative assets.
- International funding opportunities for SMEs. It will help the company to navigate through various options for accessing finance from Horizon Europe and Digital Europe applicable for SMEs, to support it in becoming an innovating technological company. It is in line with the vision of the company to find new ways of financing their activities



not only by themselves but to invest in becoming a factory with Advanced Manufacturing Technologies.

- Crowdfunding campaign viability assessment. It will help the company to develop a successful crowdfunding campaign that involves activities related to marketing, communication, stakeholder engagement, and pitching, as well as a sound business plan and correct pre-money evaluation.

- How to attract outside capital for your venture? It will help the company to have insights into the investment landscape of new ventures, including where and when to raise capital, what are the fundraising options and how much money the company needs to raise.

- Digital Marketing Coaching. The course offers individualized sessions to coach on the topic of digital marketing in SMEs.

- eCommerce and Marketplace Coaching. The course will offer individualized sessions to coach on the topic of eCommerce and Marketplace implementation.

5.3. ADMA TranS4MErs General Services

By being part of the ADMA TranS4MErs project, you have access to ADMA TranS4MErs services, which will be described below. These services can be a game changer for your transformations and should be considered to be included in your ADMA TranS4MErs toolbox.

5.3.1. xChange Events

Our xChange events will be hosted all throughout Europe and will provide unique networking opportunities with other SMEs going through the transformation journey, TranS4MErs, Service Providers, and other stakeholders within the advanced manufacturing ecosystem. Below you will find a list of events hosted in your area.

Title	Provider	Description
xChange Events	Consortium	Our xChange events will be hosted all throughout Europe and will provide unique networking opportunities with other SMEs going through the transformation journey, TranS4MErs, Service Providers, and other stakeholders within the advanced manufacturing ecosystem. Below you will find a list of events hosted in your area.



5.3.2. Additional TranS4MEr Support

If you need more assistance during the implementation phase of your transformation, consider adding this service to your Implementation Journey Guide. This service will give you more time with your TranS4MEr who can provide guidance on the progress of your implementation journey,

Here is the extra support that your TranS4MEr can provide:

Title	Provider	Description
Additional TranS4MEr Support	Consortium	If you need more assistance during the implementation phase of your transformation, consider adding this service to your Implementation Journey Guide. This service will give you more time with your TranS4MEr who can provide guidance on the progress of your implementation journey,

During the meetings with the manager, the TranS4MEr provided him with some consultations in terms of the possibilities the Enterprise Europe Network (EEN) can provide to the company. The manager was introduced to information and contacts related to the Digital Innovation Hubs in Bulgaria. They can support the company by providing expertise when applying for EU funds as well.

5.4. ADMA TranS4MErs Toolbox

In this section you can find a summary of all services and tools that have been selected for your implementation journey and are part of your ADMA TranS4MErs toolbox.

Title	Provider	Description	Duration	Cost
Fundraising Strategy & Investor Matchmaking	Fasttrack Action	Access to finance is a key aspect of both new ventures and experienced SMEs. The overall goal of these sessions is to provide insights about how to develop a fundraising strategy and how to access private equity. This will be done by matchmaking	3	2 (Tokens)



Title	Provider	Description	Duration	Cost
		SMEs investment needs and readiness with priva...		
International funding opportunities for SMEs	Civitta Eesti AS	An overview of funding programs under Horizon Europe and Digital Europe applicable for SMEs. In form of webinar, we introduce the European biggest research and innovation framework programme for innovation funding, main conditions and expectations to innovation projects and participants, and add s...	2	1 (Token)
Crowdfunding campaign viability assessment	European Crowdfunding Network	The overall goal of this course is to provide insights about the development of a successful crowdfunding campaign. A crowdfunding campaign involves activities related to marketing, communication, stakeholder engagement, pitching, as well as a sound business plan and correct pre-money evaluation....	4	2 (Tokens)
How to attract outside capital for your venture?	Fasttrack Action & EUROCROWD	The overall goal of this course is to provide insights into the investment landscape of new ventures, including where and when to raise capital, what are the fundraising options and how much money a company needs to raise, in particular venture capital, business angels and	4	3 (Tokens)



Title	Provider	Description	Duration	Cost
		crowdfunding. The course....		
xChange Events	Consortium	Our xChange events will be hosted all throughout Europe and will provide unique networking opportunities with other SMEs going through the transformation journey, TranS4MErs, Service Providers, and other stakeholders within the advanced manufacturing ecosystem. Below you will find a list of events hosted in your area.		
Additional TranS4MEr Support	Consortium	If you need more assistance during the implementation phase of your transformation, consider adding this service to your Implementation Journey Guide. This service will give you more time with your TranS4MEr who can provide guidance on the progress of your implementation journey,		
Digital Marketing Coaching	IMP ³ ROVE Academy	Two individualized sessions to coach on the topic of digital marketing in SMEs. The first session includes: Introduction, Analysis of status quo, homework for SME on the next steps The second session includes: Follow-up on the previous homework, Feedback and	4	1 (Token)



Title	Provider	Description	Duration	Cost
		discussion on the contents, dee...		
eCommerce and Marketplace Coaching	IMP ³ ROVE Academy	Two individualized sessions to coach on the topic of eCommerce and Marketplace implementation. The first session includes: Introduction, Analysis of status quo, homework for SME on the next steps The second session includes: Follow-up on the previous homework, Feedback and discussion on ...	4	1 (Token)

5.5. Plan of Action and Resource Plan

In this section of your Implementation Journey Guide, a plan for implementation of the selected services/tools will be provided. Based on the required resources and organisational requirements a plan will be put together that identifies the best path to implementing the services/tools with the least disruption to the business and provide results as quickly as possible.

The implementation phase will start after the approval of the company for the revamp phase. For the implementation of the services, the company's management will be engaged. The timeline will be divided as follows:

1. Fundraising Strategy & Investor Matchmaking. It was decided to be as a first service because the idea of the service is to be a kick-off with an investment readiness assessment of the SMEs to collect information about the company's products, business model, clients, revenue and traction, fundraising background, and funding needs. Hence, a matchmaking process will be conducted. It is an Advisory Programme with a duration of 3 hours for 2 tokens. It will be beneficial to the company because it will give information on how to develop a fundraising strategy and how to access private equity.

2. International funding opportunities for SMEs will start after the end of the first service. It will benefit the manager as it is an advisory program that will give an overview of the European grants offered. Logically after receiving data on the SMEs' needs from the



first service the second one will focus on specific EU programs and ways of funding. The duration is 2 hours for 1 token.

3.Crowdfunding campaign viability assessment service will start following the end of the previous course. It is in line with the need for the company to gain knowledge on the preparation of specific documents, strategic planning on different aspects (marketing, pitching, etc), and choosing the most suitable platform for the company's campaign. It is a logical follow-up from the previous advisory program as this is a training program where the manager can put into action the knowledge from the previous services. The tokens are 2 for 4 hours.

4.How to attract outside capital for your venture? Will start as the third service ends. The course will provide the manager with the knowledge to create a comprehensive funding strategy for their venture depending on the company's needs and lifecycle. Strategically after receiving knowledge on the EU fund opportunities the management will gain knowledge on different ways of receiving investments to build an appropriate funding strategy. The duration of service in hours is 4. It is a Training Programme where the manager will invest time to participate in the online sessions. The needed tokens are 3.

5.After finishing all courses related to funding the most appropriate funding instrument and attracting external investors the courses related to the appropriate marketing strategy will start. The first one will be Digital Marketing Coaching. It is an advisory program for 4 hours, 1 token that will provide the manager with specific knowledge on how to develop digital marketing strategy accordingly, by setting information on digital marketing possibilities, SEM/ SEO/ SEA, social media marketing, marketplace marketing, etc.

6.At the end of the journey, the manager will take participation in eCommerce and Marketplace Coaching course for 4 hours, 1 token. The service will provide the manager with deeper insights into eCommerce and marketplaces in general, optimization of sales channels via keywords, titles, descriptions, etc., and work together with the expert to define a way forward for their organization, i.e. how to start with setting up eCommerce processes, the value adds for the organization, etc. This is in line with the current vision of the marketing need strategy of the company.

5.6. Measurement

In order to measure the success of the transformation, this section describes the Key Performance Indicators (KPIs) that will be used to track progress. There are three generic KPIs that are included in every Implementation Journey Guide. There are two categories of KPIs that can establish for your organisation, short term and long term.

5.6.1. General KPIs

1. In percentage, how much of the Implementation Journey Guide is complete



2. All services have been implemented and reviewed per the Implementation Journey Guide
 3. Is the expected impact achieved?
- Business Process Optimized
 - New business model and systems implemented

5.6.2. Short Term (0-6 months) KPIs

KPI Description Measurement Scale to develop an appropriate market strategy.
Complete/Incomplete to decide on an appropriate funding mechanism
Complete/Incomplete

5.6.3. Long Term (6-18 months) KPIs

KPI Description Measurement Scale Develop a project proposal for EU funding or a business model for external investors. Complete/Incomplete

Once you have agreed on the KPIs for your Transformation journey, the KPIs can also be found in the ADMA Trans4MErs xChange Platform where you can monitor and track progress. Your Trans4MEr will check in with you periodically to see how you are doing with your transformation journey and completing your KPIs.

5.7. Next Steps

5.7.1. Revamp Voucher Application

Once you have reviewed the full Transformation and Implementation Plan and have agreed on all the actions that you want to take as part of your implementation journey you should submit your Transformation and Implementation Plan and complete the application form on the F6S platform. By doing this you apply for the second phase of the acceleration programme and can receive a revamp voucher if your application is successful to use towards the services.

For full details of the acceleration programme, please find all the terms and conditions at <https://trans4mers.eu/open-calls>.



If you do not receive a revamp voucher but would like to continue your journey, you can select alternative services in the xChange Platform or contact the service providers directly to avail of their services.

5.7.2. Further Funding Routes

5.7.3. Close-Out of the Transformation Journey

Once you have completed a service or finished working with your TransS4MEr, we want to let your voice be heard and would appreciate your feedback. Within the ADMA TransS4MErs xChange platform you can provide ratings for the services and the TransS4MEr as well as document your success story for other SMEs to learn from. You can also find success stories from other SMEs who might have embarked on transformation journeys that might be in your future that could be a great place to start on your next journey.

6. Conclusion

This document provides the Transformation Plan and Implementation Journey Guide which explains the areas that you have selected for digital transformation as well as detailed actions that you should take to start that transformation journey. You can use the ADMA TransS4MErs xChange platform to explore and access other tools and services that can help you in the future, and please stay in touch with us to share your progress.

ADMA TransS4MErs is committed to help you on your way to becoming a Factory of the Future. If you need any help throughout your current or future implementation journeys, reach out through the ADMA TransS4MErs xChange platform to make sure you get the support you need to make your transformations successful.

Available Contact Details:

- Email:



7. Appendices

7.1. Transformation Area Descriptions

The 'Factory of the Future Scan' is built around seven key transformation areas. See a short description of the seven transformation areas below:

Advanced Manufacturing Technologies – T1

This transformation is based on deploying state-of-the-art manufacturing devices. Given the high wage level, European manufacturing SMEs cannot afford to manufacture using machinery that is outdated as compared to that of their non-European competitors. Factories of the Future develop their own devices for key components in production, and thus boast machinery that is globally unique.

Digital Factory – T2

Companies use digital technology to transform the development of products and/or processes into physical products, systems or services. All employees are supported by digital and integrated processes. Integral control of the digital information flow ensures the simulation of virtual scenarios before implementing the activities. The digital factory guarantees the accuracy of the data at any given moment in time. Each data item is only entered once into the system and all other systems retrieve the data item automatically to create new information, a so-called Single Source of Truth.

ECO Factory - T3

Being a front-runner in eco-production offers companies advantages such as cost reduction, risk reduction in raw material and energy supply, as well as in terms of a company's social responsibility image. Sustainable production includes a resilient production system based on the availability of raw materials and auxiliary materials. These systems are capable of closing the material cycle in order to optimize the efficiency of raw material usage. The production system is aimed at a drastic reduction in energy consumption and the use of renewable energy sources. Companies are well attuned to the significance of the environmental impact of their activities and are constantly searching for ways to reduce the ecological footprint of their processes, products and services.

End-to-End Customer Focused Engineering – T4

Manufacturing SME's use customer expectations as the key driver and starting point for all developments and processes. Robust, high-quality manufacturing and service processes are the result of a fully integrated, cross-functional and cross-departmental design approach.



Supported by using virtual models and simulation tools where possible, this transformation optimizes processes to create maximum value throughout the design, manufacturing, usage, servicing and disposal value chain of the company's products.

Human-Centred Organisation – T5

Employee involvement in the future development of the company is crucial.

Individual factory workers need to be transformed to a group of employees with the autonomy and space to channel their talent, creativity and initiatives within the context of an innovative organisation.

Sustainable employability is about motivating and supporting individual employees to continue to contribute to a(ny) labour process, through continuous/repetitive evaluation of their skills and update of their competencies through training, coaching, etc.

The resulting climate is such that people feel the relevance of continuous learning and remain motivated to provide a top performance.

Smart Manufacturing – T6

Smart Manufacturing can be defined as the combination of the smart use of people's capabilities, the smart use of technology and the deployment of a (self-) learning production system.

Smart manufacturing entities focus on customer-oriented product quality, services, delivery times and reliability through a shop floor organisation which is flexible, digitized, automated, and fully connected with the organisation and the value chain. The purpose is to create maximum efficiency, flexibility and value creation of machine operators and employees on the shop floor.

Value Chain Oriented Open Factory – T7

Innovations of the highest quality and using the most complex technologies are increasingly being carried out by self-organizing networks. Networks are interlinked organisations that generate, acquire, and integrate specific knowledge and skills to co-create new solutions, products and/or technologies. Self-organisation refers to the ability of these networks to combine and recombine the learned skills based on a flexible and de-centralized management.

In a world of exponentially increasing technology developments and fast changing customer demands, companies can no longer depend exclusively on proprietary research and resources. They develop their products, manufacturing processes and services with the complete value chain in mind. Individual producers increasingly need to enable co-creation thereby expanding innovative capabilities. Factories are evolving from solo players to networked organisations that share both risk and capital.

