

The ADMA Methodology: a guide to create ADMA Transformation and Implementation plans

Since 2018 and on behalf of the European Commission's Executive Agency for Small and Medium-sized Enterprises (EASME) and the Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, the ADMA Initiative has developed a coherent EU methodology and tested it through a small-scale pilot. This methodology aims at offering support to SMEs with the ambition to turn into a factory of the future. It offers SMEs the required assistance to elaborate a transformation plan for their company and to be coached and guided during the implementation phase of the plan to turn their company into a factory of the future. The transformation plans take an integrated approach to advanced manufacturing and address the innovativeness of processes and products as well as the environmental and social sustainability of manufacturing.

This document presents an overview of the available sources of information about the ADMA Methodology, as well as a guide presenting the process to create ADMA Transformation and Implementation plans.

Where can I get more information about the ADMA Methodology?

More information about the 'building blocks' of the ADMA Methodology is available at **ADMA website** www.adma.ec. More specifically, the ADMA website includes:

- ▶ **The link to the ADMA short scan**
- ▶ **A blog section** with information about:
 - ▶ Explanations of the ADMA methodology and the seven transformation areas
 - ▶ SME cases supported by ADMA
 - ▶ A bird's eye view on ADMA realisations & experiences
 - ▶ Best ADMA Supporting Organisations
 - ▶ Reporting about the ADMA Learning Network events
 - ▶ Reporting about trainings

Other material (tools, recorded webinars, etc.) as well as information about the breakthroughs carried out during the ADMA project can be found by signing up as '*ADMA Supporting Organisation*' in the **ADMA Community** (<https://fundingbox.com/c/adma>). Interested organisations can have access to the ADMA Community by writing an email to Lucie Milcent (lucie.milcent@fundingbox.com). The following information can be found in the ADMA Community:

- ▶ **ADMA News**
 - Announcement on ADMA Learning Network events, Webinars, etc
 - Announcement of New ADMA tools & material added to the Community
- ▶ **ADMA Training**
 - Webinars
- ▶ **ADMA Q&A**
 - Answers to questions raised by ADMA Community Members

A guide to create ADMA Transformation and Implementation plans

The following pages present the three steps of the ADMA methodology:

- ▶ *Step 1: ADMA Scan*
- ▶ *Step 2: ADMA Transformation plan*
- ▶ *Step 3: ADMA Implementation plan*

Step 1. ADMA Scan

The purpose of the ADMA scan exercise is to highlight the company's maturity on following ADMA transformation areas :



The whole process starts with different people from the same company filling out individually the [ADMA long scan](#). The following scan feedback report is then generated:



Your individual Factory of the Future Maturity Summary.

Long Scan

Company	Sector	Size	Country	Average Maturity Level
	Metals and mineral products	Small	Belgium	2,5
First Name	Last Name	Job Title	Email Address	
Ward		Production engineering & IT		



The **ADMA advisor** will get a copy of all individual scan results and will highlight the differences in the answers of different people. This information forms the basis of doing a scan feedback session with the company. During this session, the ADMA advisor discusses the scan results in-depth and identifies change opportunities within selected transformation areas.

Step 2. ADMA Transformation Plan

All the input from the ADMA scan feedback session then gets summarized in a standard format of an ADMA Transformation Plan. In this plan, for each of the 7 transformations the opportunities are described together with some inspirational reading and training material. (see below for T5 – Digital Factory) Also interesting Expert contact details and benchmarking examples are included in the plan. At the end of the plan, a selection of three priority transformation areas is proposed to the company. An invitation to start discussing implementation steps as well as an overview of relevant European, National and regional grants is also included.

	Score	FoF level	Gap
Advanced Manufacturing Technologies	3,6	4,0	0,4
Digital Factory	3,1	4,0	0,9
ECO Factory	2,4	4,0	1,6
End-to-end Customer Focussed Engineering	3,9	4,0	0,1
Human Centred Organisation	2,7	4,0	0,3
Smart Manufacturing	3,1	4,0	0,9
Value Chain Oriented Open Factory	3,0	4,0	1,0

The following activities for digitizing the manufacturing environment take place at XXX:

- Orders are being tracked by use of bar codes
- Operators scan orders to indicate that machining has started/stopped
- A homemade excel sheet gives an overview of machine status
- A strong digital connection has been set up with Atlas Copco for automated orders

During the feedback session the priority of the transformation has been assessed

Critical
 High
 Medium
 Low
 No priority

Step 3. ADMA Implementation Plan

This step aims at identifying and analysing solutions within the selected transformation areas. Now is the time to start involving the **ADMA coaches**. These transformation domain experts, equipped with deep knowledge as well as a proven track record on specific Factory of the Future related topics, will assist the manufacturing SME in identifying and choosing the right solutions to make breakthrough transformations happen at company level. The following implementation plan phases are applicable for any kind of manufacturing activity.

Phase 1. ANALYSIS, vision, and objectives

On the basis of the [ADMA scan](#) analysis described in the transformation plan, the company will now start further refining the 'AS IS'-situation for well-defined ADMA transformation topics. Next, the ADMA coach will assist the SME in developing the challenge description(s) more precisely, including the construction of specific, measurable objectives for each of the desired or necessary company breakthroughs.



Phase 2. SYNTHESIS of potential solutions to meet objectives

The second phase is about closely working together with the team at the SME's premises. The aim of these joint workshops always will be to make sure that the search for potential solutions is well-structured and as complete as possible. The ADMA coach will provide support in the search for relevant solution options, including a provision of the needed resources, input from tech or solution suppliers and if relevant a listing of organizations that can help the company develop its objectives. Ideally, for every identified solution also a realistic timeline for implementation is being created during this phase.



Phase 3. EVALUATION of identified solutions

This phase is about applying a scoring mechanism to the list of identified solutions. Although this can be either done through a quick screening or through a detailed calculation.



Phase 4. CONSOLIDATION of the ADMA implementation plan

Together with the company, the ADMA coach will write down what exactly is going to be executed at what timeframe by the employees, tech suppliers and other potential partners involved. Part of this implementation plan should always clearly state against which criteria the follow up to the plan will be measured.