Theme	Module	Module Aim
Competitive Strategy and Management Systems	Vision, Mission and Strategy	Identifies and develops the processes that enable the beneficiary to create, review, improve and communicate Vision, Mission and Strategy.
	Business Performance Measurement and Management	Understand what, how and where to measure financial and non-financial KPIs in the business that drives improvements, and tracking the goals that have been set.
	Benchmarking for Competitive Advantage	To give the beneficiary an approach of where they can gain pertinent benchmark information and how to use it, based on external and internal customer value.
	Finance for Non-Financial Managers	To give non-finance managers an understanding of basic accounting concepts and how to interpret balance sheets and profit & loss statements. Managers will have a better understanding of where and how their day-to day operating decisions impact on accounting measures and financial performance, and consider the total cost of acquisition / ownership as well as purchase value.
	Business Plan Development	To aid the beneficiary in developing a cohesive and sound business plan.
	Voice of the Customer	To aid the beneficiary in developing a cohesive and sound business plan.
	Strategy Deployment	To extend the strategy and targets of the business to a functional level and to engage the teams in building plans to achieve them.
	Business Risk Management and Continuity	Building a process to plan, develop, document and continually test processes that manage and mitigate issues with major incidents in the business, such as fire, power loss and similar issues.
	Business (Quality) Management Systems	To support the development of management systems specific to your sector (or sector you are planning to expand into), following the High Level Structure and new requirements.
	Financial Management	To introduce best practice in business financial management processes.
	Access to Funding	To provide practical advice on what funds are available for which activities, with which bodies and how to access them
	Marketing	To create a marketing plan to drive the growth of the business. Additionally, with the ability to design a digital marketing plan that would include online marketing, email marketing and social media.
	Business Development	To provide the tools and techniques required to develop new business. Addresses ways to maximize the business' profitability by fostering relationships with potential customers and key decision makers in the market.
	Product Cost and Competitive Pricing	This module covers the skills and knowledge required by an individual to be able to identify the major cost components of either products or processes, the basic relationship of these to customer benefit, and use this to help minimise waste (defined as anything not delivering value as defined by the customer).
	Bid and Tender Best Practice	This course will give beneficiaries the confidence to produce written documents which win work or gain approval for business propositions. It will give beneficiaries a structured process to use when writing whole proposals and individual responses within a larger tender document.
	International Trade - Making Export Work	To provide a working process of developing an International strategy, ensuring the plans, pitfalls and plusses are captured. Provide links to the government's key strategies (Access to Export) and any others (e.g. foreign policy), and builds plans, resolutions and processes to ensure a smooth road is travelled.
	Planning your Future Factory	To provide a view of what the business layout will need to be in 5 years ahead based on strategy, and allowing for the most efficient and flexible routes through both the manufacturing and back-office processes.
	Technology Road mapping	To build a roadmap that can be articulated to customers and other stakeholders that defines where the business will head in the future around technologies, be they extensions of existing plans or entirely new technologies. Additionally looking at what can be done with current technology to make gains today.
	Benefitting from R&D - Tax Credit Review	To provide the business with the guidance to make as full a claim as possible as defined by HMRC, working with experts who will assess previous or new claims and provide support to pursue a solid claim.
	Innovation Excellence	To assess the business' ability to innovate and drive for change in product, process, people and culture.
	Protecting Intellectual Property	Identifies and develops the processes that enable the beneficiary to develop a detailed understanding of all aspects of IP and its relationship with business, culture and the economy. You will also develop sound practical skills you can apply to a business environment.
	Cyber Protection	To provide beneficiaries with a strategy and plan to protect their own, their employees' and their customers' data and information from loss and cyber-attack.

Theme	Module	Module Aim
	Health & Safety and Associated Legislation Management	To provide the beneficiary with a good understanding of robust and sustainable Health & Safety and supporting processes
	Environmental Legislation Activities	To provide an overview and process for beneficiaries to ensure they are compliant with applicable legislation, including strict and personal liability. Understand the impact the business has on the environment and minimising that impact.
	Counterfeit Management	The module is designed to be an introduction to the risk of counterfeit parts entering the supply chain and what standards are available to help minimise the risk.
	Ethical Performance	To provide support in designing, delivering, monitoring and measuring the effectiveness of Ethics awareness programmes
	Corporate Social Responsibility	To help beneficiaries understand why Corporate Social Responsibility (CSR) is important and enables them to examine how business behaviour is impacted by CSR. To identify good and bad business behaviour across different industrial sectors, and to develop the components of a CSR action plan for their own organisations.
	Obsolescence Management	To introduce a process to manage obsolescence within the business.
	Leadership Training	To enable senior managers to understand the variety of styles and methods of managing teams, learning to get the best out of them and applying techniques and tools that enable greater empowerment and relationship styles.
	Management Review	To develop an integrated, common approach to running a regular structured productive management review on a defined frequency that measures, evaluates and responds to challenges in the business whilst driving for the business strategic goals.
	Organisational Structure	To begin to understand the challenges and current and future needs of the business as it grows/develops and prepares for the future in technology and the industry. Providing processes for flexible organisation structure that is right-sized for the business.
	Recruitment, Selection and Retention	To develop a professional and practical approach to finding and keeping employees with the best fit, technically and personally for the business, whilst ensuring the needs of diversity and good practices are sustained.
	Talent Management & Succession Planning	Build a process to identify pivotal roles, and persons and their development needs as the business moves forward. Create a systematic method to identify and develop replacements for key roles in the business. Recognize high-potential candidates for advanced positions in the business. Ensure the availability of development opportunities to all employees within the business.
	Knowledge Management	This module will develop processes to extract the key information that is often held in people rather than processes, build tools to maintain and share this across the business.
	Team Leader Skills	To provide first line team leaders with a programme of first level management training to prepare them properly, enabling good management and clear ownership of their areas.
	Managing Presentations, Information and Effective Communication	To provide a practical use of presentations to keep stakeholders of the business informed, engaged and feeling that they are part of the overall delivery plan.
	Managing the Process - Daily Meeting Cascade	To provide a practical use of presentations to keep stakeholders of the business informed, engaged and feeling that they are part of the overall delivery plan.
	Employee Engagement Survey	To deliver the tools to create and use feedback from an employee survey.
	Writing Effective Job Descriptions	The need to attract and retain skilled workers increases the importance of a job description to a business. By providing a precise account of a job's requirements and duties, a business gives a future employee an initial understanding of the most important functions the person will perform if hired.
	Performance Reviews for the Shop Floor	Determining which type of appraisal system bests suits your organisational and business needs. To have a clear focus on how appraisal systems should function to create organisational capability. To encourage participation with co-workers in the creation of performance standards. Giving individuals a voice in the creation of their own performance standards.
	Skills Matrix, Training Needs Analysis	To develop a functional, active skills matrix that identifies the required skills, now and in the future, and the gaps and plan to close them.
	Skills Management and Competency Planning	Being able to Identify and define what is "a core and noncore competence". How to harmonize a wide variety of disparate skills and technologies. To be able to define a competency framework that can act as a road map for where the business needs to go; beginning with the end in mind
NPI & Lifecycle Management	Product Lifecycle Management	To support the business in developing processes to manage the move from development through launch and serial production and into long term management and end-of-life of a programme (Through Life Management).
	Product Phase Out and Support	To support the beneficiary in developing the capabilities required to plan and then manage the component end of life process.

Theme	Module	Module Aim
	Design Excellence	To develop processes and systems within the business to achieve excellence in the design function.
	Geometric Dimensioning and Tolerancing	To equip the beneficiary with the capability to develop robust Geometric Dimensioning and Tolerancing (GD&T) to ensure that the overall designed product meets its required geometries within acceptable limits of variation. It will also introduce the principles of datums and work holding.
	Concept identification	To equip the beneficiary with the capability to identify new product opportunities or new product ideas based on customer needs.
	Concept Development and Testing	To equip the beneficiary with the capability to transfer customer requirements into product specification requirements. Development of product or product platform concepts for evaluation and selection.
	Building in Quality	Design of the product and process to achieve customer requirements.
	NPI Process Development	Develop or improve the beneficiary's New Product Introduction process, including the principles of using 'Go / No Go' decision gates (including risk assessment), cross functional working and RACI, and documenting the NPI process.
	NPI Performance Measurement	Without understanding the impact a new product has on overall business performance, a business cannot focus improvement activities or confirm that the use of resources was effective or efficient. Introducing relevant measures to the NPI process will ensure effective corrective action and improvement activity takes place to reduce lead times and improve cost control and delivery performance.
	Project Business Case, Budgets and Cost Management	To provide the beneficiary with an understanding of how to create and manage a project and its budget. (Note:- A project can be (but not limited to) New project, new process, change, investment)
	Risk Management and Escalation	To enable beneficiaries to identify and manage risks effectively.
	Change Management	Effectively manage the impact of change on current and future business.
	Project Planning, Monitoring and Reporting	To provide beneficiaries with the capability to consider cross functional requirements (internal/external) detailed planning, top level scheduling and to have the right information to prioritise effectively
	Advanced Product Quality Planning (APQP)	To provide beneficiaries with a good understanding of a generic APQP process. This includes development of an APQP process to suit beneficiary needs and understanding customer specific requirements
	Failure Modes and Effects Analysis	To provide the beneficiary with the necessary skills required to prepare an FMEA, and the practical knowledge of using an FMEA in real scenarios.
	Control Plans	To provide the beneficiary with the necessary skills required to prepare and manage a control plan.
	Measurement Systems Analysis	To enable the beneficiary to understand how to determine and quantify (demonstrate) measurement system capability.
	Statistical Process Control	To provide a thorough understanding of the use and benefits of Statistical Process Control (SPC), the methods employed and how to monitor and control process variation.
	First Article Inspection (Aero Only)	Understand the importance of FAIRs and LAIRs Provide knowledge to conduct First Article Inspection (FAI) in line with the requirements of AS 9102 Correctly complete forms 1, 2 and 3. Become a productive member of a FAI Team
	Capacity and Rate Readiness in NPI	Understanding the effect on capacity in people, machines and the business from new projects, and ensuring that the business is rate ready prior to full production.
	Product Verification and Certification	To provide a total package of improved product verification processes that can be integrated with planning and production processes to enable greater value from the measurement processes.
Manufacturing Operations	TPM Principles and Approach	To develop a base understanding of the principles of Total Productive Maintenance (TPM) and a structured approach so that activities when implemented deliver bottom line business impact rather than just a maintenance calendar.
	Loss Analysis & Improvement	To develop the capability of the beneficiary to undertake pilot activities on the loss analysis and improvement pillar, learning the approach that works best for the business and developing a pillar roll out plan.
	Training and Education Pillar Principles	To develop the capability of the beneficiary to undertake pilot Training and Education (T&E) pillar activity and to then develop a roll out plan based on the experience gained.

Theme	Module	Module Aim
	Operator Level Maintenance Principles	To develop the capability of the beneficiary to create and implement an operator level maintenance activity.
	Planned Maintenance Principles	To develop the capability of the beneficiary to undertake a pilot planned maintenance activity and to then develop a roll out plan based on the experience gained.
	New Equipment Management Pillar Principles	To develop the capability of the beneficiary to apply and implement New Equipment Management (NEM) pillar activity and to then develop a roll out plan based on the experience gained.
	Identifying the Improvement Activities Required	To develop the capability of the beneficiary to conduct data analysis and situation summary activities in order to understand the current situation, identify focus areas for improvement, set improvement targets and identify the appropriate improvement techniques to use.
	5S Workplace Organisation	To develop a base culture of improvement in all areas of the business. To establish, maintain and improve the 5S standard.
	Managing Standard Work Across the Business	The aim of the module is to understand the use of standard work and enable its use to support continuous improvement activities
	7 Wastes	To provide an overview of lean manufacturing techniques and how to identify and manage the 7 Wastes
	Visual Management	The aim of the workshop is to provide beneficiaries with the necessary skills to understand Visual Management Systems (VMS) and to equip them with the skills required to develop them.
	Mapping and Improving the Value Stream	To equip the beneficiary with the capability to map the current and future state manufacturing process and information flows processes that will deliver the strategic business objectives of manufacturing lead time and attributed cost.
	Quick Changeover – SMED	To provide the beneficiary with the tools in order to improve tool / line changeover and manufacturing lead time.
	Principles of Manufacturing Quality Management	Everyone in the business knows what quality is and how it is driven by all areas of the business. This module provides an introduction to the cost of quality.
	Measuring and Managing the Cost of Quality	Enabling managers to understand the concepts of managing the cost of quality the approaches and tools to improve it and to understand the consequences of decisions made about continuing with poor quality situations
	Problem Solving Techniques	To provide a suite of scalable tools and techniques to solve problems and track non-conformance/waste/etc.
	Documented Problem Solving Process	A systematic approach to use problem solving tools and techniques, protecting customers and suppliers from non-conforming product and processes.
	Understanding High Level Processes (SIPOC)	To control input variation and maximise output performance ensuring no faults forward.
	Error Prevention Systems (Poka Yoke)	To provide the beneficiary with underpinning knowledge and application of Error Proofing, in a classroom environment and to simulate line side application on a pilot line.
	Six Sigma Variation Reduction Toolset and Managing Variation	To provide higher analytical tools to aid in the solution of complex problems.
	Managing Measurement Systems and Calibration	To enable the beneficiary to have an effective measurement management system that ensures measuring equipment and processes are fit for their intended use.
	Measurement First Principles	To increase understanding of the key principles of measurement that allows the formation and use of an effective measurement strategy.
	Metrology Skills	To train beneficiaries in the correct use of basic measurement equipment, to ensure confidence in measurement results and the ability to identify and respond to questionable results.
	Measurement Process and Standardisation	To improve manufacturing and testing processes and reduce product variation by standardised measurement processes
	Good Practice in Measurement Techniques	To ensure good measurement practices are used for process control and inspection, with increased knowledge using specific measurement technologies.

Theme	Module	Module Aim
	Cost Benefit from Recycling and Energy	This specialist module will typically be delivered where the assessment has identified that a business with high energy costs has not previously undertaken significant energy survey / improvement activity and where it would be appropriate. Activity is likely to be in the form of a specialist survey and cost saving recommendation programme
Supply Chain	Forecast and Demand Management	To allow the beneficiary to understand the importance of forecasting in an overall system including MRP and SIOP functions.
	Sales Inventory Operations Planning (SIOP)	To allow beneficiaries to implement a companywide Sales Inventory Operations Planning (SIOP) process.
	Aggregate Operations Planning	To make strategic business decisions linking SIOP to finance, personnel, sales and marketing to develop a practical process to manage, stocks, ordering, WIP to improve stock rotation, release cash and improve customer OTIF.
	Master Production Scheduling	To have better knowledge of how to use MRP systems to run daily business processes.
	Operations Systems Effectiveness (ERP/MRP)	This is a specialist module where an ERP/MRP expert will work with the beneficiary to ensure that the full breadth of the ERP system is being used and that it is being effective, rather than as often the business exporting to spreadsheets or similar.
	Manufacturing Product Structures (BOM etc.)	To ensure master data accuracy in MRP systems to maximise their usefulness.
	Cost Modelling	Control of costs is essential to profitability. This module aims to provide a better and more accurate emphasis on cost modelling.
	Materials Requirements Planning (MRP)	MRP systems are a major investment to many businesses, both financially and in time. This module aims to provide an understanding of what an MRP system will deliver.
	Capacity Planning and Management	To develop an understanding of capacity within a business and how to manage it.
	Production Activity Control (PAC)	Good planning needs to be delivered to the shop floor. Production Activity Control (PAC) aims to ensure this is understood by all key stakeholders
	Inventory Management	Position the beneficiary to be best placed to meet customer demand.
	Inventory Replenishment Management	When and how much stock should a business hold is a key fundamental question which affects profitability and working capital. Robust control is therefore essential.
	Lean Inventory Management – Pull Systems vs. MRP	Lean aims to remove waste. This module highlights where and how you can remove some non-value added inventory as well as how Push vs Pull systems work.
	Logistics Channels	Inability to deliver effectively reflects poorly on suppliers. This module aims to ensure your delivery mechanisms are optimised.
	Distribution Requirements Planning (DRP)	To understand how DRP can benefit a business by treating it as another process to be managed.
	Warehouse Management	To ensure that the beneficiary's warehousing functions are optimised
	Distribution and Logistics	Selection of most appropriate packaging method and material handling methods to minimise cost and improve safety.
	Customer Management Process	To develop a team engaged with customers collaboratively adding value and using business intelligence to drive improved performance. By supporting BS11000 (Relationship Excellence in SC21) this module builds an approach to gather information, work with partners and support customers even if no regular direct contact can be made.
	Purchasing Fundamentals	To understand the benefits of effective procurement to a business and how to implement an effective procurement capability
	Sourcing Strategies (Inc. Make vs. Buy)	This module aims to ensure the best sourcing decisions are made for a business.
	Purchase Order Management	To ensure purchasing is effective and efficiently meets business needs.

Theme	Module	Module Aim
	Procurement Excellence	To review the effectiveness of your current procurement organisation against a standard global assessment tool, and agree positive action and tools to improve it.
	Supplier Management Strategy	Segmentation and positioning of suppliers to ensure that supplier management resource is focussed in the most effective and beneficial way. To provide an overview of the different levels of supplier management approach.
	Contracting and Contract Management	Improving the approach to negotiate the terms and conditions in contracts and ensure compliance, as well as agreeing on and documenting any changes or amendments that may arise during its implementation or execution.
	Category Management	Develop a strategic Category Management approach which organises procurement resources to focus on specific areas of spends. Conduct market analysis to fully leverage procurement decisions on behalf of the whole organisation.
	Performance Management and Supply Chain Quality	Developing tools and processes to capture and communicate supplier performance data in order to identify where improvement is required and help drive that improvement.
	Supplier Relationship Management (SRM)	SRM is a mutually beneficial two-way process in that it should improve the performance of both the buying and the supplying organisations. It involves proactively developing relationships with particular suppliers. This module should explore how to deal with suppliers in all areas of spend, focusing around relationships themselves, their complexities, and how to repair or manage a dysfunctional relationship. The term supplier relationship management should be reserved for the more complex relationship development associated with period contracts, rather than the more
	Relationship Excellence / Collaborative Working	To provide the beneficiary with tools and processes to enable collaborative working.
	Supply Chain Risk Management	Develop a process to ensure that any risks (and opportunities) associated with the Supply Chain and with suppliers can be identified and mitigated (benefit realised).
	Supplier Development	To develop the beneficiary's capability to work with select suppliers on a one-to-one basis to improve their performance and capabilities for the benefit of the Supplier and the buying organisation. Awareness of different levels of supplier development that can take the form of one-off projects or on-going activities that may take some years to come to fruition.
	Supplier Exit / Changes in Relationship	This module should provide beneficiaries with the appropriate tools to manage changes in relationships with key suppliers (including supplier exit) in a proactive and positive way, ensuring all parties are protected from the impact of these changes and fluctuations in demand.
	Supplier Portals – Software	To provide a base level free software tool process that links to suppliers' and customers' ERP systems that aids planning and procurement activities.
	Supplier Association Development	Continued improvement beyond the programme is expected. One way to achieve this is through a supplier cluster, where suppliers actively share data and processes for mutual benefit. This module helps build a regional cluster around a group of suppliers as they leave the activity.