

Manufacturing Advisory Service in the East Midlands – Historical Evaluation

A report for *emda*

Ecotec

March 2010

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Manufacturing Advisory Service in the East Midlands – Historical Evaluation

Report to the East Midlands Development Agency

March 2010

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Executive Summary

Background to the evaluation

emda commissioned ECOTEC Research and Consulting in February 2009 to undertake a longitudinal evaluation of the Manufacturing Advisory Service (MAS) in the East Midlands. It will potentially cover a number of phases, which is reflective of *emda's* decision for continuation or cessation of MAS in the region, covering either the period 2005 – 2012 or 2005 – 2014.

This report presents the first phase, the **historical evaluation** of MAS in the East Midlands over the period April 2005 to March 2009. It has the stated objective of providing an estimation of the net economic impact of MAS East Midlands on manufacturing businesses in this period, and the appropriateness of the design and delivery of the service, in addition to identifying any areas for improvement.

Evaluation Approach

The evaluation followed a logic chain approach to provide the analytical framework to identify the key channels through which MAS interventions are expected to have impacted on the East Midland's economy.

To populate the framework, a range of tasks were carried out covering a review of a range of secondary source data and background policy documents, a programme of structured strategic consultations within *emda*, Pera (the contracted delivery organisation for the programme) and partner organisations. Over 300 beneficiaries (businesses) of MAS East Midlands, and 100 non-beneficiaries (the control group) were interviewed.

The economic impact assessment is based upon the beneficiary and control group findings, as well as the monitoring returns held by Pera. The impact assessment is compliant with the requirements of the DTI Impact Evaluation Framework (2006)¹. It is also consistent with national guidelines for evaluating regional level MAS interventions (December 2008)².

¹ HM Treasury (2006), "Evaluating the Impact of England's Regional Development Agencies"

² O' Herlihy & Co. Ltd (2008), "Guidelines for Evaluating the BERR Manufacturing Advisory Service by England's RDAs", 31st December 2008

MAS in the East Midlands (2005-09)

Small to medium sized enterprises (SMEs) were the primary recipients of the MAS East Midlands programme, reflecting the nature of manufacturing businesses in the region, and the primary focus of MAS nationally. The service employed a mixed delivery model that used an in-house team as well as local brokers.

Performance Achievement of MAS East Midlands – Outputs and Financial Profile

Quantitative data provided by Pera, shows that overall the MAS East Midlands programme performed well against its profiled outputs. In particular, the programme over-performed in respect of the number of Businesses Assisted, Jobs Created/Safeguarded and Learning Opportunities generated. The programme also provided more in-depth consultancy support than originally profiled. The only output targets that the programme failed to meet were Other Recognised Business Assists and number of Graduate Placements. However, it must be stated that where underperformance has been recorded, it can largely be attributed to performance in the 2007/08 financial year, which was just before the onset of the economic downturn. Across all the major output measures where underperformance occurred in one year, it has been more than matched by over-performance in other years.

An examination of the MAS East Midlands programme expenditure broadly reflected the profiled expenditure for *emda* Single Programme and ERDF funding, but under-achieved in terms of client income generated, which it appears was difficult to obtain, particularly during the economic downturn.

Given that the total programme expenditure for MAS East Midlands was £7,658,562, the cost per unit of output relating to Jobs Safeguarded and Businesses Assisted was £8,086 in terms of cost per job safeguarded and £3,529 for cost per business assisted. What is clear from the above figures is that the MAS East Midlands programme spent less money per output than the national average (based on those programmes evaluated) and represents value for money in this regard.

In terms of the monetary return on investment, the programme was highly successful, with every pound being spent leading to £12.50 of new business for SMEs, £2.20 in cost savings and £2.20 in profit increases. Most importantly, the MAS East Midlands programme outperformed many other business support programmes when it came to generating GVA (Gross Value Added), for every pound spent the programme provided £9.40 of GVA compared to the national average of £7³.

³ Department for Business, Enterprise and Regulatory Reform (2009), "Impact of RDA Spending – Volume 1 – Main Report", Report by PriceWaterhouseCoopers LLP

Benefits of MAS East Midlands Support - Awareness and Satisfaction

It is clear from the survey of beneficiaries that levels of satisfaction with MAS East Midlands services are high, with the highest levels amongst users of Level 4 (Consultancy Support) and Level 5 (Signposting and Referral) services.

A key strength of MAS East Midlands is the competence of the advisers and consultants delivering the support as well as the relevance of their advice. This supports the value of a specialist manufacturing support service, further maintained by the fact that almost half of the MAS users did not think that they would be able to access a similar support service through any other provider.

Recommendation One: We recommend that the high levels of satisfaction amongst beneficiaries, and the competence of the consultants and advisors be used to sell MAS East Midlands more widely.

In spite of this, awareness levels of some MAS East Midlands services appear low. For example, amongst the MAS East Midlands users that were interviewed, 70% were unaware of the telephone hotline (Level 1), 57% were unaware of the training and events (Level 3) and 65% were unaware of the referrals service. Furthermore, 79% of the control group businesses were not aware of any of the MAS East Midlands services. Levels of interest in using MAS East Midlands in the future were also relatively low amongst this group, although the main reason was a perception that their business did not require any support, or that MAS services would not be able to address that business' needs.

These findings therefore suggest that further work is required to market the services provided through MAS East Midlands to a wider range of businesses.

Although the survey findings indicate that levels of awareness of MAS East Midlands services amongst non-users was relatively low, there was a particularly positive response amongst consultees to the role of MAS East Midlands Ambassadors in promoting and raising awareness of project interventions, particularly given their first hand experience of the service and the positive impacts involvement had on their companies.

Recommendation Two: We recommend that the role of the MAS East Midlands Ambassadors should be expanded in terms of marketing the programme throughout the East Midlands. This could include the Ambassadors undertaking more visits to manufacturing companies within the region, and publicising the impacts that MAS East Midlands support had generated for their business, and the extent to which it has led to changes in their business' performance. Given the apparent low levels of awareness of some MAS East Midlands services, it would

appear that greater levels of resources should be targeted at raising awareness of MAS East Midlands activities.

Economic Impact of MAS East Midlands

The beneficiary survey shows that more than 80% of businesses that acted or plan to act upon recommendations from the MAS East Midlands support achieved a benefit in relation to their business performance. In particular, businesses achieved benefits in relation to labour productivity and sales/turnover. A comparison of the results from the beneficiary and control group surveys shows that a higher proportion of businesses in the control group achieved benefits in terms of sales/turnover, whilst a higher proportion of businesses with MAS East Midlands support achieved benefits in relation to productivity (labour productivity and cost reductions) and profits. However, businesses in the control group expect the benefits achieved to be more short term in nature than those achieved through the MAS support.

In terms of quantitative outputs, the impact assessment estimates that the total net economic impact of the MAS East Midlands programme was 879 created/safeguarded jobs and £100m in terms of turnover, which translates into a GVA impact of some £73m.

Whilst the economic impact assessment for this evaluation presents a robust assessment of the impact of MAS East Midlands, there are some issues in relation to monitoring returns, especially safeguarded jobs where a significant number were identified. The beneficiary survey did not support this estimate. The direct GVA impact relative to turnover collated through the monitoring data also appears to be high, and it would appear that too high a proportion of turnover increases have been attributed to MAS East Midlands within the monitoring data.

Recommendation Three: We must conclude and recommend therefore that this issue of monitoring returns and beneficiary surveys will need to be addressed in terms of directly identifying attribution in future evaluation phases. We therefore recommend that in addition to recording actual impacts with Pera on completion of the support, MAS East Midlands users should also record anticipated future impacts against an agreed set of core indicators. In capturing the actual impacts, the forms should also include some indicators that could help MAS East Midlands users to attribute the extent to which MAS support led to changes in the performance, and the extent to which other factors led to the changes. Future phases of the evaluation could then focus on measuring the extent to which these anticipated benefits have actually been realised, and the reasons for any variation.

MAS Management and Delivery Processes

The role of Pera in terms of management was widely regarded as positive by stakeholders. As discussed above, the introduction of MAS East Midlands Ambassadors has been positively received by stakeholders as a potential means of marketing the MAS East Midlands services (as highlighted in Recommendation Two). The MAS East Midlands website and the associated case studies provided a useful approach to demonstrating the impacts of the project.

However, it was stated by stakeholders that a greater level of resources needs to be targeted at raising awareness of the project and the business support services offered to both partners and beneficiary companies. Whilst Recommendation Two has acknowledged the potential role that the MAS East Midlands Ambassadors can play in marketing the programme, we also feel that to help facilitate the ongoing monitoring and evaluation process of MAS East Midlands, the MAS East Midlands Ambassadors could have a key role to play in helping MAS East Midlands users to monitor changes in their performance, and attribute the changes to MAS East Midlands support.

Recommendation Four: It is felt by ECOTEC that the role of MAS East Midlands Ambassadors is central to the greater facilitation of the MAS East Midlands offer, and we recommend that before the Phase 2 Interim evaluation the role of MAS East Midlands Ambassadors in the delivery model be further enhanced as well as play a greater role in the evaluation process (particularly in terms of advising beneficiaries on how they can monitor and attribute the extent to which MAS East Midlands support has led to changes in their business' performance – particularly in terms of employment and turnover).

Delivery of Level Two and Level Four interventions was highlighted as an inherent strength of the programme, with stakeholders particularly complementary of the relationships developed between MAS practitioners and beneficiary companies. These relationships facilitated the development of tailored and flexible work packages for each company.

However, high levels of turnover in terms of the programme manager have been observed as an issue of concern, a point illustrated by the appointment of six programme managers in six years. Although all of these managers were undoubtedly successful in the role, it was felt by stakeholders that more stability and longevity in the role was required.

Recommendation Five: We thus tend to agree with stakeholders and recommend that continuity in delivery approaches and the experiences of the programme managers will be important, in order to ensure that lessons from previous phases of

the programme are being learned, and that a high quality of service delivery is maintained.

Strategic Added Value

MAS East Midlands is seen as having been placed strategically within the fabric of the region's business support system, developing linkages and partnerships with, for example, the iNets and Midlands Aerospace Alliance. Such partnerships will need to be further augmented and developed during future delivery. In terms of the relationship with Business Link, MAS East Midlands has been far more successful in facilitating the development of an effective working relationship.

Recommendation Six: We recommend that such relationships should be further augmented and developed during future delivery. The synergy between MAS East Midlands and the different support programmes in the region could be managed/discussed at steering group meetings.

The extent to which MAS East Midlands has stimulated increased investment and spending from other public and private sector organisations (leverage) is unclear.

Overall Conclusion and Next Steps

This historical evaluation of MAS East Midlands has provided a range of evidence which clearly supports the view that the service has been successful in delivery, impact, meeting targets in most cases and strategic added value.

We have suggested a number of recommendations that need to be followed up before the Phase 2 Interim Evaluation (the next phase of the MAS East Midlands evaluation, to be carried out between January and March 2011). In particular, we would recommend that the role of MAS East Midlands Ambassadors in the delivery model be further enhanced as it shows the hands on and relevant application of advice to potential users of the service interventions. The value of MAS East Midlands Ambassadors would necessitate a more in-depth role in the evaluation process, particularly in terms of assisting companies to attribute increases in turnover to MAS and other services.

Future phases of the evaluation would also need to explore in greater depth the extent to which MAS East Midlands support has led to changes in the turnover of the businesses being supported. This is because some businesses interviewed as part of this phase of the evaluation may have received support at too recent a date to witness any changes in their business' performance, plus the recent recession is likely to have restricted the extent to which the businesses have been able to increase turnover and employment levels.

Future phases of the evaluation will also need to test the "customer journey" in greater detail, in particular the extent to which MAS East Midlands is referring beneficiaries on to support that is appropriate to their needs. The surveys will also need to explore the reasons why the beneficiaries are leaving the MAS East Midlands service (and not progressing on to further levels of support) in greater detail.

1.0 Introduction

1.1 Aims and Objectives of the Evaluation

In February 2009, *emda* commissioned ECOTEC Research and Consulting to undertake a longitudinal evaluation of the Manufacturing Advisory Service (MAS) in the East Midlands. The focus of this evaluation is on the design and delivery of the MAS East Midlands service and its net economic impact to the region.

Due to the proposed evaluation period⁴ of MAS in the East Midlands, the evaluation will be undertaken in four phases⁵. This report presents the historic evaluation of MAS in the East Midlands over the period April 2005 to March 2009.

The stated objectives of the historic evaluation are:

- An estimation of the net economic impact of MAS East Midlands on the manufacturing businesses receiving its support services between 2005 and 2009.
- The appropriateness of the design and delivery of the service, and if there are any areas for improvement.

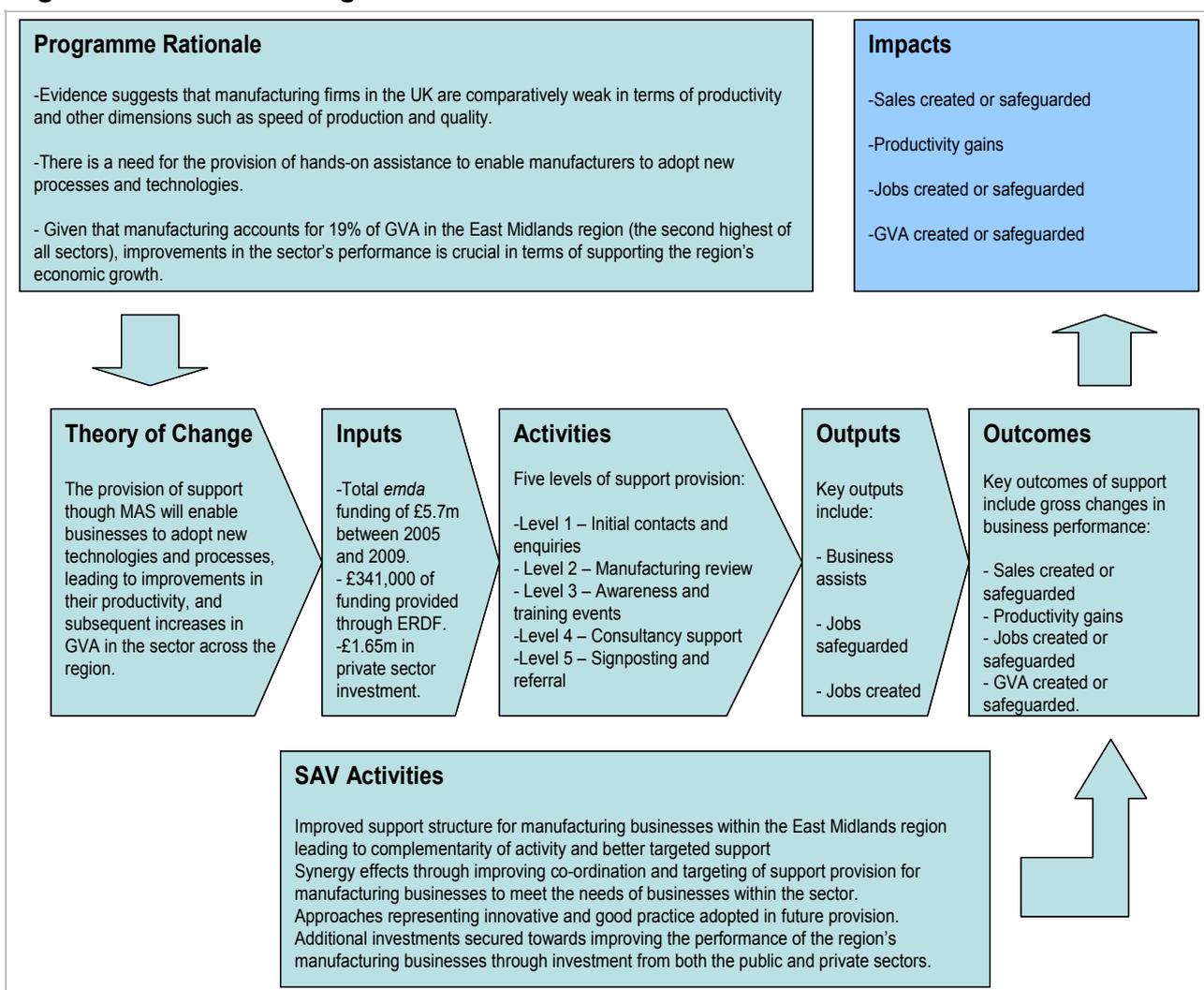
1.2 Analytical Framework

Figure 1.1 provides a summary logic chain identifying the key channels through which MAS interventions are expected to have impacted on the region's economy.

⁴ Depending on *emda*'s decision to cease or continue the MAS service the evaluation will cover the either period 2005 – 2012 or 2005 - 2014

⁵ See Annex One for further information of the proposed evaluation phases

Figure 1.1 Evaluation Logic Chain



1.2.1 Estimating Gross Benefits

The MAS service is designed to stimulate business growth, survival and formation. For each of the possible routes through the service, the following gross benefits have been considered:

- Businesses created;
- Sales (including export sales) created;
- Jobs created;
- Jobs safeguarded;
- GVA (Gross Value Added) created due to productivity gains (either through new products or through cost savings);
- GVA created due to employment growth;

- GVA safeguarded;
- People assisted into employment (there may be unintended outcomes where individuals have accessed employment since receiving support).

Estimates have been made of gross actual and potential benefits per beneficiary utilising a combination of the beneficiary survey and comparisons of the performance of beneficiaries, and a 'control group' of businesses which have not used the service.

In summary, the estimates of gross additional benefits take account of the:

a) Probability that beneficiaries would have found brokered support in the absence of publicly-funded MAS support: Where beneficiaries report that they would have found similar support *without* using MAS, it has been assumed that any change in business performance would have occurred anyway (i.e. 'deadweight' - the benefits would have been realised regardless of MAS).

b) Probability that beneficiaries implemented changes to their business following publicly-funded MAS support (business beneficiaries only): It has been assumed that MAS beneficiaries that experienced improvements in the performance of their business, but did not make any changes to their business as a direct result of MAS support, is 'deadweight'. Support may have had an additional effect of advising beneficiaries not to make changes to their business that would have a negative effect on their performance but these effects are difficult to capture (although they should be picked up through the comparison with the 'control group').

c) Probability that beneficiaries would have implemented changes to their business or established their business in the absence of the publicly-funded MAS support they received: Any impacts associated with beneficiaries that would have established or made improvements to their business regardless of the support received are also treated as deadweight. As a beneficiary can potentially be provided with five different levels of support (see Section Two) the impacts of each are considered separately, as far as possible in the beneficiary survey, in order to establish the impact of each type of service. However, in practice respondents clearly find it difficult to 'unpick' the impacts of the different services.

d) Probability that changes in business performance are due to the publicly-funded MAS support they received: Beneficiaries were asked to report how far changes in business performance were due to the changes they made to their business as a result of the publicly-funded MAS support they received. All employment and GVA benefits associated with businesses created as a result of the publicly-funded MAS service have

been treated as attributable to the service as the business would not have existed in the absence of support.

e) Probability that beneficiaries would have found an analogous service (not necessarily brokered support) elsewhere: Beneficiaries were asked to report the likelihood that they would have found an analogous service elsewhere; where alternative services would have been accessed, reported benefits are treated as deadweight.

To move from gross benefits to gross additional benefits (for each beneficiary), the following calculation is employed:

$$\text{Gross additional benefits} = \text{Gross benefits} \times (1 - a) \times (b) \times (1 - c) \times (d) \times (1 - e)$$

1.2.2 Attribution of Impacts to the MAS Service

The approach outlined above estimates the total additional impact of the support received by beneficiaries. This will include services provided through the MAS service, but will also include impacts of other *emda* services where beneficiaries have been brokered to other providers.

1.2.3 Gross Additional Benefits to Net Additional Benefits

In moving from gross additional benefits to net additional benefits, the following has been considered:

- **Deadweight:** This is defined as the proportion of benefits which may be cited by MAS users that would have been achieved anyway. This involved establishing the benefits MAS users may have derived through MAS support and following on from this, establishing the proportion that would have been derived through another support programme.
- **Displacement:** This is where beneficiaries may be displacing activities in markets served by other manufacturers with competing products. This information was obtained through asking MAS beneficiaries the proportion of additional sales they may have obtained at the expense of other firms.
- **Substitution:** This is defined as a situation where a beneficiary may choose to take the MAS support route rather than another planned route.
- **Multipliers:** This is where a business experiences an increase in sales, employment and GVA, the direct outcomes or impacts of the MAS support. Manufacturing

businesses are relatively open and have to buy in a large percentage of raw material etc, but this is also the case for suppliers' suppliers. This effect is the indirect impact. In identifying multiplier impacts, we have used specific sector level multipliers derived from the input-output tables that drive Experian's regional economic model, covering:

- ▶ Type I Multipliers – include indirect effects of increased final demand for a product.
 - ▶ Type II Multipliers – include indirect and induced effects of increased final demand for a product.
- **Leakage:** This is defined as a situation where support is delivered to firms outside the area or the sector.

1.3 Study Approach

The study has involved:

- A review of a range of secondary source data and background policy documents.
- A programme of structured, strategic consultations with relevant contacts within *emda*, Pera and partner organisations. The list of consultees and the Topic Guide are provided in Annex 2.
- Telephone surveys covering 302 MAS East Midlands users and a control group of 100 non-users. The main purpose of the control group survey was to identify differences in company performance between those businesses that had accessed MAS East Midlands support and those that had not used MAS.

The sample frames for both the MAS East Midlands users and control group of non-users were agreed between ECOTEC and *emda* at the Inception Meeting, and were intended to be representative of the beneficiary 'populations' in terms of:

- ▶ The level of interaction with MAS;
- ▶ Quarter in which the business accessed support;
- ▶ Geographical sub-region;
- ▶ Manufacturing sub-sector;
- ▶ Size;
- ▶ Age of business.

The boxes in Annex 3 summarise the sample characteristics for both the beneficiary and control group surveys. A full analysis of the survey findings is included in Section 5.

1.4 The Structure of the Report

The remainder of the report is structured as follows:

- Section 2 provides background information on MAS East Midlands.
- Section 3 details the economic and strategic policy context that emphasises the need for MAS East Midlands.
- Section 4 details the key outputs achieved through MAS East Midlands activities in relation to expenditure levels.
- Section 5 sets out the evidence from the survey of MAS East Midlands users.
- Section 6 assesses the economic impacts of MAS East Midlands.
- Section 7 provides an assessment of the effectiveness of MAS East Midlands' main management and decision making processes.
- Section 8 considers the extent to which MAS East Midlands has achieved Strategic Added Value.
- Section 9 contains the conclusions and comments on potential next steps for the evaluation.

The report also contains four annexes:

- Annex 1 provides background information on the various evaluation phases of MAS East Midlands;
- Annex 2 contains the questionnaires that were used to facilitate the beneficiary and control group surveys, and the topic guide used to facilitate the strategic stakeholder consultations;
- Annex 3 contains the sample characteristics of both the MAS users and non-users interviewed.

- Annex 4 provides the list of consultees who assisted with the evaluation.

2.0 The Manufacturing Advisory Service

The MAS programme was developed by the then DTI (Department of Trade and Industry) in partnership with English and Welsh Regional Development Agencies, and was designed to help raise the productivity of UK manufacturers, especially SMEs (Small and Medium Enterprises), by providing practical hands on assistance from experts to enable them continuously to adapt new methods and technologies. This process is deemed essential if UK manufacturers are to compete effectively against low wage developing countries. This programme represents a significant Government intervention to support manufacturing and in particular SMEs within this sector.

The White Paper “Opportunity for All in a World of Change”⁶ (February 2001) on Enterprise Skills and Innovation makes clear the Government's vision for MAS, a service rooted in manufacturing excellence and expertise that is readily and freely accessible to businesses.⁷

2.1 Rationale for Intervention

The MAS is designed to respond to evidence suggesting that manufacturing firms in the UK are comparatively weak in terms of productivity and other dimensions such as speed of production and quality. Whilst the UK does have a number of world class companies it has a long tail of less efficient and less competitive SMEs, who perform weakly in productivity and important areas such as quality and reliability and are unwilling to access private sector support provision because of limited availability of affordable advice and low awareness of the benefits of seeking such advice.

The aim of MAS is to deliver increased productivity and 'value added' for the client business as part of a strategy for growth. There are four principal objectives of the national network of the MAS Regional Centres:

- **Economic** - To improve the efficiency and profitability of UK manufacturing firms, focusing on (but not exclusively) those employing 250 or fewer people (SME status).
- **Technical** - To improve awareness and adoption of innovative techniques and technological solutions for all aspects of manufacturing operations appropriate to the needs and abilities of the client firm.

⁶ DTI (2001). White Paper: 'Opportunity for All in a World of Change'

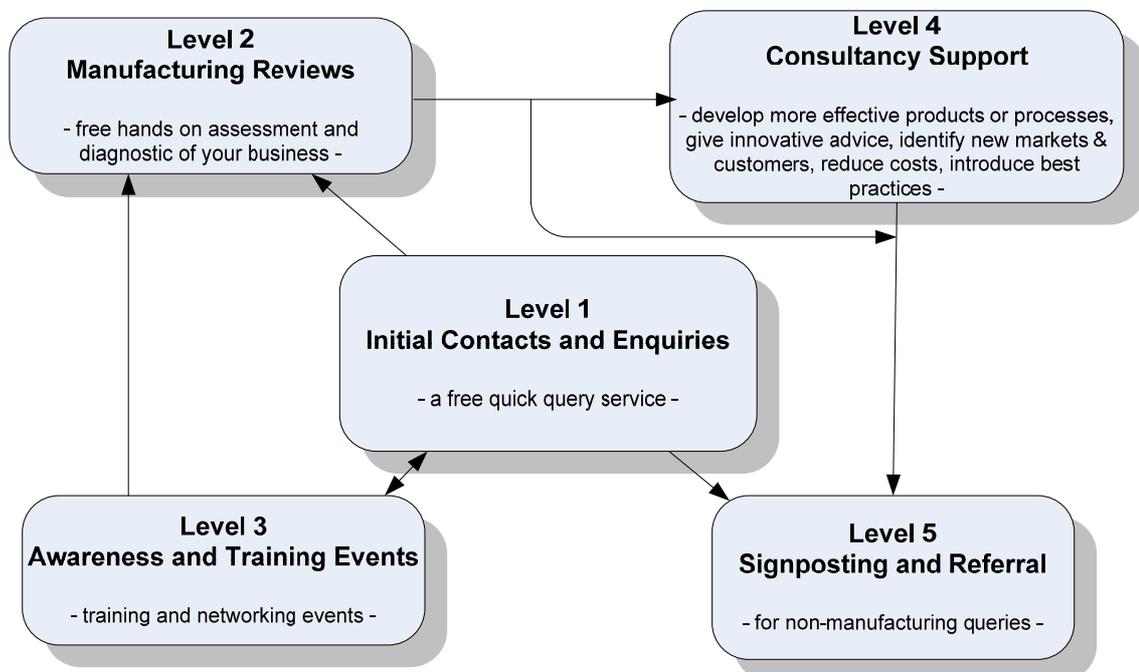
⁷ MAS is delivered by Regional Centres for Manufacturing Excellence (RCMEs), latterly known as MAS Regional Centres. Ten regional MAS Centres were launched with Government funding over the period April – November 2002.

- **Management** - Working with Business Link and wider business support services, to improve the capabilities of manufacturing management in target firms.
- **Productivity** - As part of a planned growth strategy, to increase the 'value added' aspect of client firms. This should be achieved by improving the efficiency of the firm's existing operations and helping firms to produce higher value added goods.

2.2 Programme Delivery

MAS nationally offers practical short and longer term support and advice that results in value added and financial gains for the businesses by triggering further search for excellence in a manufacturing business.

Figure 2.1 Five Levels of MAS Support



MAS nationally serves manufacturing businesses of any size, but there is a focus in terms of the initial Manufacturing Review (Level 2) and intensive Consultancy Support (Level 4) on SME manufacturers⁸.

The common services and tools offered by MAS advisors focus on:

- Developing lean thinking;

⁸ 'The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding €50 million and/or an annual balance sheet total not exceeding €43 million.'

- Providing value stream and process mapping;
- Introducing 5S and 6S techniques;
- Team building;
- Improving layout and space utilisation;
- Reducing work in progress (WIP);
- Improving quality and delivery; and
- Introducing materials and production innovation⁹.

Each MAS Regional Centre delivers all five Levels of support, although the centres have adopted different delivery models. They differ in terms of the way they run their business, their funding streams and their partnerships.

The flexibility in delivery tends to reflect a number of factors including regional economic and industry priorities, available funding, and capacity and capabilities of the regional MAS teams. The MAS contracting guidelines set out a clear framework with each region expected to establish their models accordingly to reflect the profile of the region.

The regional models must deliver a core minimum service but are not bound in delivering additional services that are above and beyond national guidelines. The national evaluation¹⁰ argues that the business model alone does not determine the nature and extent of benefits and impact at company level and that regional variation is more likely to reflect a combination of factors including business characteristics of individual companies.

2.3 MAS in the East Midlands

In the East Midlands, *emda* contracted Pera to deliver MAS East Midlands for the period 2002-09 (through two contracts MAS 1 and MAS 2).¹¹ Pera was responsible for promoting and managing the service within the region and referring firms to the relevant experts as appropriate. It was also responsible for linking to advisors in Business Link to coordinate their support and input to their client firms.

In the East Midlands there was a focus on SMEs as the primary recipients, reflecting both the nature of manufacturing businesses in the region, and the focus of the MAS scheme nationally, though large companies were assisted. MAS East Midlands employed a mixed

⁹ BERR (2007). 'Developing Manufacturing Advisory Service (MAS), A BERR guide for Regional Development Agencies addressing the development of the role of MAS Regional Centres from 2008 to 2011'

¹⁰ DTZ Consulting & Research (2006). 'MAS Evaluation 2006'

¹¹ There have been three phases of MAS delivery to date. MAS 1 operated between 2002 and 2005, MAS 2 operated between 2005 and 2009 (MAS 2 was initially tendered on 3 years basis but was granted an additional year extension between April 2008 and March 2009), and the MAS 3 (the current phase, which has been in operation since April 2009).

delivery model that used an in house team as well as local brokers. Over the course of the two contracts the MAS East Midlands team grew from 6 to 11 full time employees with approximately half of services from the MAS outsourced.

MAS East Midlands consisted of two funding streams, *emda* and the ERDF, as well as contributions from businesses themselves.

Table 2.1 MAS 2 EM 2005 – 2009 Funding (£000s)

	<i>emda</i>	ERDF	businesses	Total
Budget	5,707	341	2,184	8,232
Actual	5,705	341	1,652	7,698

Source: *emda* monitoring data

In the period 2005 to 2009, £6m of public sector funding was directed at MAS East Midlands.

2.4 Evolution of MAS 2005-2009

During MAS 2, the then DTI take a more 'hands off' approach and provided autonomy for the RDAs to deliver the programme. In the East Midlands, *emda* as the lead RDA for manufacturing, developed a set of targeted extensions that have subsequently been incorporated by all RDAs and BERR into the design and delivery of MAS 3. Between 2005 and 2009, the MAS East Midlands service was delivered through a single contract, managed by Pera, with its focus reflecting the key aims of MAS nationally; however, during this delivery period, the contract was subject to two extensions, which are detailed below.

2.4.1 Extension of MAS to Expand Service Offer

In 2006, it was agreed that the core lean manufacturing products offered could be extended to cover strategic product and market development advice. The expanded service offer also included support with the development of supply chains, and the timescale for offering advice was also extended (where appropriate).

2.4.2 Second Extension to Offer Further Services

In 2008 an enhancement package for January to March 2008, called the 'second extension', was set in place and an extension of the existing contract for a period of one year between April 2008 and March 2009. The services that delivered were:

- Manufacturing interventions for SMEs as per the existing contract;

- Regional / National Best Practice Visit Programme;
- Assistance in finding supplies, services or equipment;
- Non SME Support;
- Supply Chain;
- Design support.

This year-long extension of MAS 2 was also intended to help the MAS delivery bodies to prepare for MAS 3 (the current scheme).

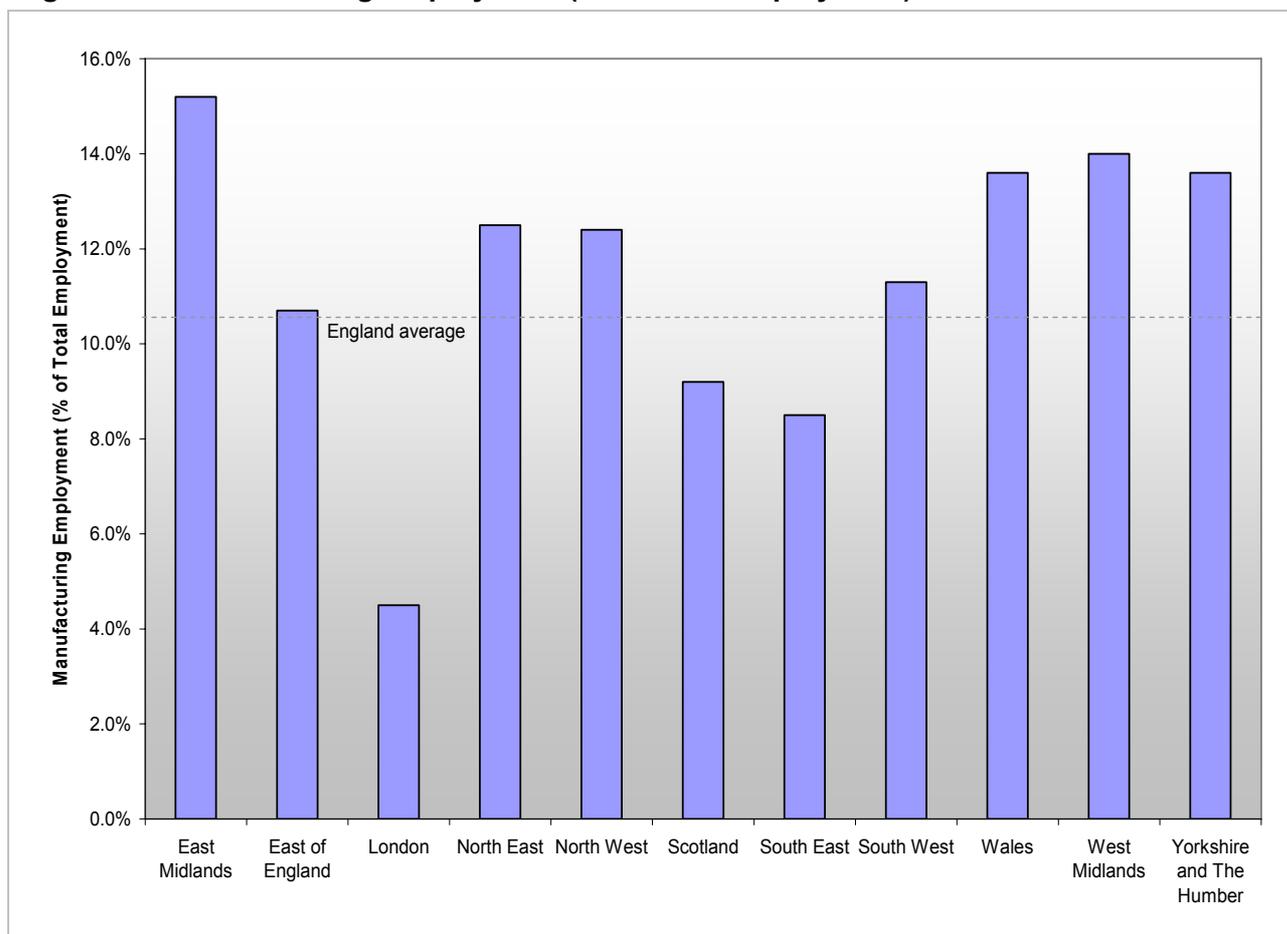
3.0 The Economic and Policy Context

3.1 The Manufacturing Sector and Economy

3.1.1 Employment

The manufacturing sector is the 4th largest sector in Great Britain in terms of employment, with more than 2.8 million people employed. In the East Midlands, the manufacturing sector has a long history of being one of the most dominant sectors in the regional economy. Currently, the manufacturing sector is the 3rd largest in the region just behind the wholesale and retail sector; and the real estate and business services sector. Notably, the East Midlands has the highest proportion of total employment in manufacturing (15%) out of all the 11 government office regions¹².

Figure 3.1 Manufacturing Employment (% of Total Employment)

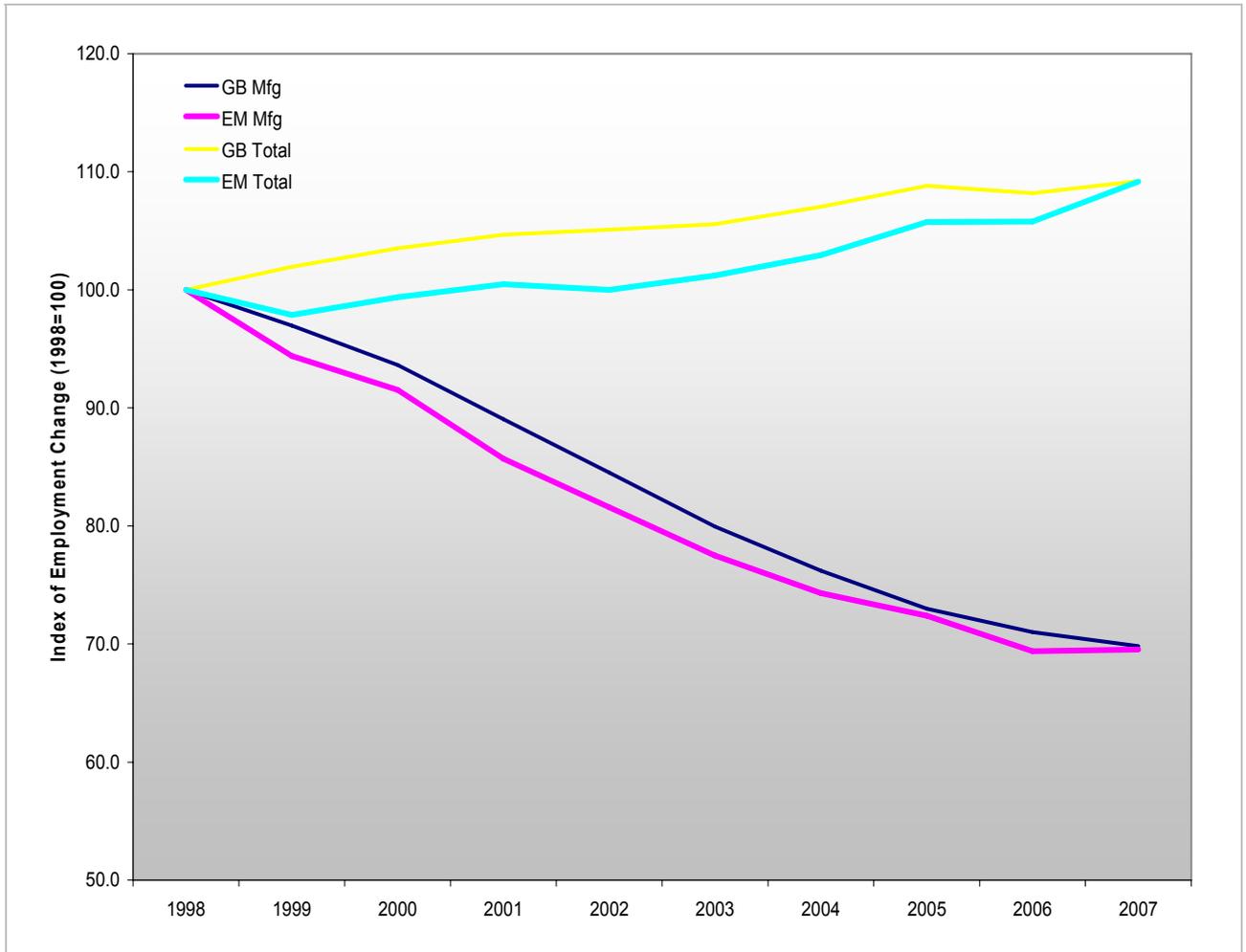


Source: Annual Business Inquiry, 2007

¹² Over the period 1998-2007, Annual Business Inquiry

Notwithstanding the considerable current employment contribution of the manufacturing sector, approaching 130,000 jobs have been lost in the sector over the last decade (pre-economic recession)¹³, largely reflecting an increasingly competitive and global market and advances in technology.

Figure 3.2 Employment Change, 1998-2007



Source: Annual Business Inquiry, 2007

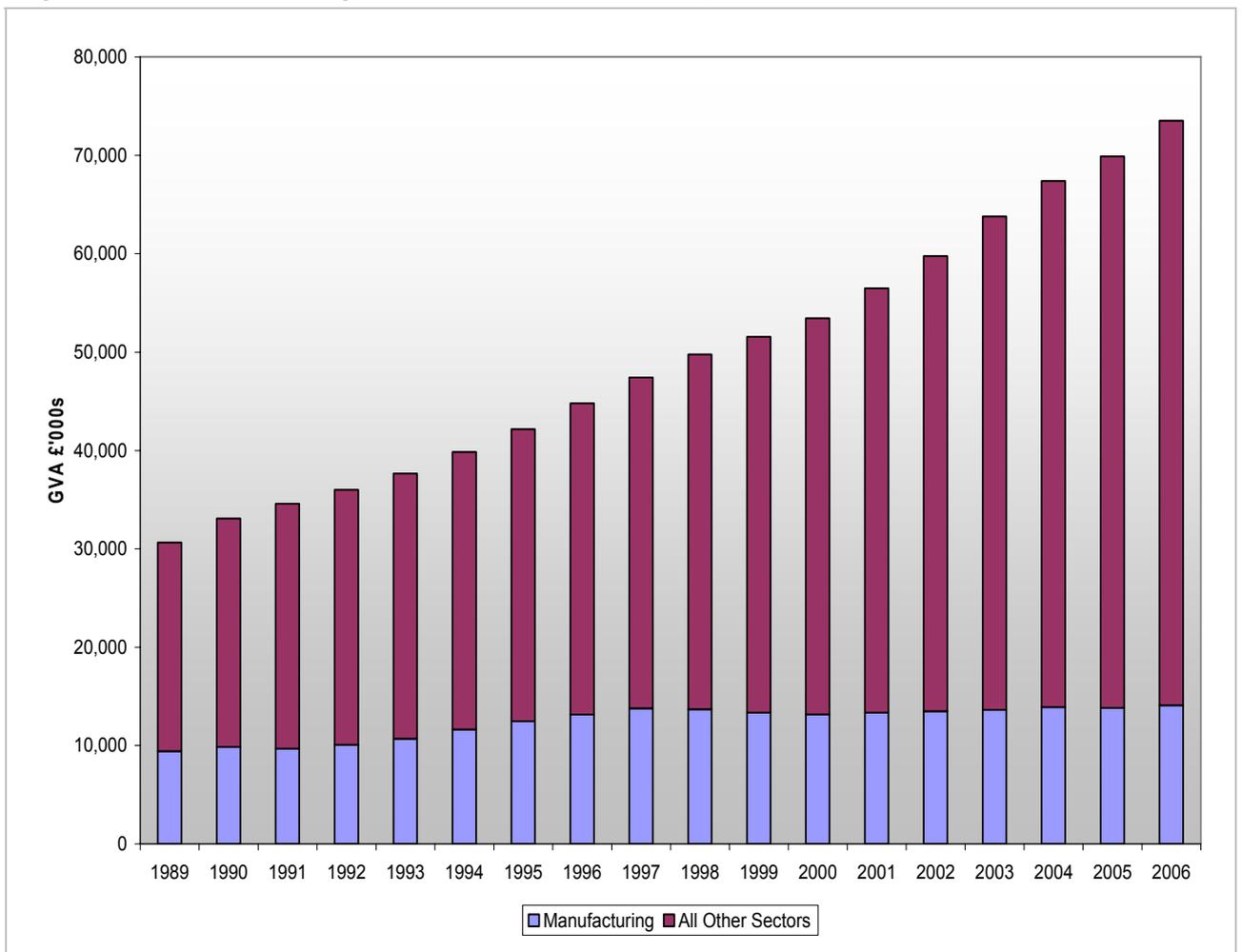
3.1.2 Gross Value Added

In addition to its significant employment contribution, the manufacturing sector also contributes considerably towards UK economic output. Indeed, the sector accounts for 13% of total Gross Value Added, representing the second largest sector in the UK economy. In the East Midlands, the manufacturing sector accounts for over 19% of total economic output, making it the second largest contributor to the East Midlands economy in terms of GVA (after the real estate and business services sector).

¹³ Annual Business Inquiry (2007)

Whilst the contribution of the manufacturing sector to the East Midlands economy remained fairly constant throughout most of the 1990s, the sector has experienced a sharp relative decline in terms of its GVA contribution since 1997. Indeed, during the 1990s the manufacturing sector accounted for around 30% of total economic output (GVA) in the East Midlands (compared to 19% in 2006).

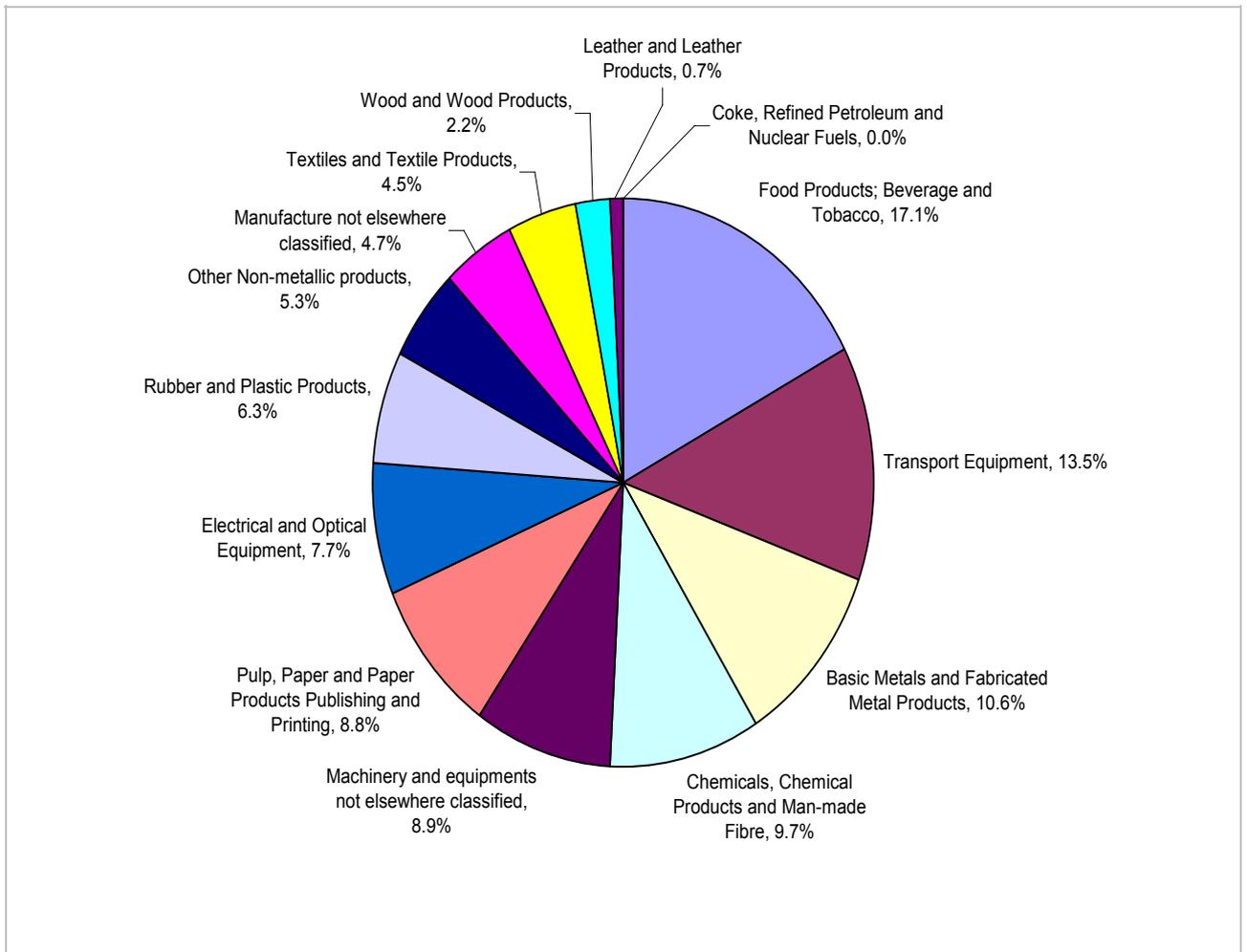
Figure 3.3 Manufacturing GVA in the East Midlands, 1989-2006



Source: ONS, 2006

With regards to specific sub-sectors within the manufacturing sector, the chart below shows that the food and drinks sub-sector accounted for the highest share of total manufacturing output in 2006 (17%), followed by the transport equipment sub-sector (13.5%).

Figure 3.4 GVA by Manufacturing Sub-sectors, 2006



Source: ONS, 2006

3.1.3 Business Base

The role and importance of the manufacturing sector in the East Midlands is further highlighted by business registrations in the region. Indeed, approaching 10% of all VAT registered businesses in the East Midlands were involved in manufacturing, which can be compared with the UK average of 7.5%¹⁴.

Notably however, the share of VAT registered businesses in manufacturing is declining rapidly both in absolute and relative terms. Indeed, a decade ago manufacturing accounted for 13% of VAT registered businesses in the East Midlands¹⁵.

¹⁴ NOMIS, VAT Registrations and Stock, 2007

¹⁵ Ibid.

Notwithstanding the declining stock of businesses within the manufacturing sector, over 800 new VAT registered businesses have been set up annually in the manufacturing sector in the region over the last few years, accounting for approximately 6.5% of all new VAT businesses¹⁶.

3.1.4 Opportunities and Challenges

Globalisation has had a significant impact on the manufacturing sector over recent decades, presenting UK manufacturers with both challenges (including more competitors) and opportunities (including new and growing markets).

In response to the challenges of globalisation, the manufacturing sector in the UK is increasingly focusing on value-addition. Indeed, as a relatively high cost economy, the UK is not well placed to compete on mass-produced, low-technology goods, which can be manufactured cheaper elsewhere. Related to this, globalisation has become closely associated with a number of business optimising behaviours, including, most notably, 'outsourcing' and 'offshoring'. Many UK manufacturers have also responded to the challenges of globalisation by raising investment in innovation and skills.

In spite of the challenges of globalisation on the UK manufacturing sector, the integration of developing and developed nations also offers a greater range of trade opportunities. Indeed, UK manufacturers have in the past relied on developed, but slower growing regions for export orders. However, increasingly, UK manufacturers are identifying emerging economies (Asia and Eastern Europe) as growth opportunities for the next few years¹⁷. Indeed, as income levels rise in the emerging economies the demand for UK manufacturing exports can be expected to increase.

3.1.5 UK Economic Recession

The global financial crisis and the subsequent UK economic recession have been particularly brutal to the manufacturing sector. Indeed, since February 2008 manufacturing output has fallen by more than 14% (June 2009). This represents the lowest level of monthly output for almost 17 years (December 1992)¹⁸.

As a result of the significant decline in output, the manufacturing sector has also experienced a significant reduction in the workforce. Indeed, the number of manufacturing

¹⁶ Ibid.

¹⁷ Global Challenge – Opportunities and threats for UK manufacturers (2007) Engineering Employers Federation (EEF)

¹⁸ Office for National Statistics (<http://www.statistics.gov.uk/CCI/nugget.asp?ID=198>)

employee jobs in the three months to June 2009 was 2.66 million, down 212,000 (7.4 per cent) over the year¹⁹.

3.2 Strategic Policy Context

3.2.1 National Policy Context

Despite the decline of the manufacturing base in the UK it still remains an important contributor to the national economy, and MAS is seen as a very important component of the UK Manufacturing Strategy. The 2004 Manufacturing Strategy Review committed the Government to provide substantial funding in the period 2005-2008 with the expectation that MAS will deliver over £250m in added value for manufacturing businesses.

In 2008 BERR²⁰ analysed five global dynamics that are of importance to UK manufacturers in order to remain competitive and move towards a higher value manufacturing sector (BERR, 2008):

- **The increasing prevalence and complexity of global value chains**, underpinned by developments in information and communication technology and consequent fragmentation of processes, encouraging specialisation;
- **The accelerated pace of technology exploitation** as the pace and demand for change in implementation has increased;
- **The growing importance of investment in intangibles** such as design, branding and R&D;
- **The increased recognition that investment in people and skills** is among the most important for companies to make;
- **The move to a low carbon economy** as the response to climate change creates both new challenges and opportunities for manufacturing firms.

The principal objective of MAS is to assist manufacturers to improve their efficiency and thereby become more competitive, especially with increased competition from lower cost economies.

This programme aims to make it easier for companies and entrepreneurs to understand and access government funded grants, subsidies and advice with which to start and grow their businesses. Therefore, a leaner system is to be created in which over 3000 publicly

¹⁹ Labour Market Statistics Headlines (August 2009) Office for National Statistics

²⁰ BERR (2008). 'Five dynamics of Change in Global Manufacturing'

funded business support schemes will be reduced to fewer than 100, alongside making Business Link the main portal for accessing government support²¹.

A 'Solutions for Business portfolio' was set up with initially 30 products. This portfolio has been launched nationally in stages in 2008²². MAS is one of these 30 products²³.

3.2.2 Regional Policy Context

MAS fits in the Regional Economic Strategy of the East Midlands (2006-2020) as one of the key partners set within the strategic priority pillar 'Enterprise and Business support' for supporting innovation and diversification in manufacturing.

Businesses in the East Midlands face significant challenges now and in coming years. The global business climate is increasingly difficult, with rising cost pressures such as energy and waste disposal. This has been further exacerbated by the downturn in the world economy which has squeezed credit lines available to businesses and diminished demand for goods and services. Thus, this has reinforced the emphasis of added value for products and services and the need for businesses to exploit external expertise. Subsequently, this has resulted in an enhanced but simplified business support offer that aims to complement and build on expertise and support. To reduce barriers and make access to external expertise easier, the government started the process of a Business Support Simplification Programme (BSSP).

In the East Midlands, the BSSP Transition Plan was incorporated into a refresh of the Business Support Strategy for 2008-2011. The simplification process has, however, not influenced the character and accessibility of MAS much. Before this simplification process was put in place by the Government, *emda* was already moving to a Regional Business Link model making it the primary gateway to business support. One of the main actions recommended in the strategy is to expand the range of services offered through MAS East Midlands to integrate support to address product design issues into the core MAS service offer, with a priority on "green" design. An integrated national and regional MAS website has been developed which went live in March 2009.

²¹ BERR (March 2008). 'Simple support, better business: Business support in 2010'

²² BERR (October 2008). 'Solutions for Business: Supporting Success'

²³ EEDA (October 2008) [http://www.eeda.org.uk/files/BSSP - Collated Product Descriptors - Oct 08.pdf](http://www.eeda.org.uk/files/BSSP_-_Collated_Product_Descriptors_-_Oct_08.pdf)

4.0 Expenditure and Outputs

This section of the report analyses the performance achievement of the MAS East Midlands programme over the period 2005-2009, with close attention being paid to the recorded outputs and financial profile of the programme. The data analysed in this section has been provided by Pera, the contracted delivery organisation for the MAS East Midlands.

4.1 Project Outputs

This section analyses output data provided by Pera covering the delivery period 2005-2009. In measuring programme performance, Pera collected data relating to the following quantitative outputs:

- T1 – Jobs Safeguarded;
- T4 – Business Assists: Refers to the total number of businesses assisted through the programme. N.b. If one business is assisted four times; it only counts as one assist;
- S4 – Other Recognised Business Assists;
- T6 – Learning Opportunities (reported quarterly);
- KPI2 – Graduate Placements.

In addition, profile output targets were also provided for the number of businesses benefiting from Level Four support (in-depth consultancy assignments).

Analysis of output data seeks to highlight any areas of over and/or underachievement and, where possible, to identify qualitative reasons accounting for specific results.

Table 4.1 MAS East Midlands Outputs 2005-2009

Table header		2005/06	2006/07	2007/08	2008/09	Total
T1 – Jobs Created/Safeguarded	Profile	15	105	260	386	766
	Actual	58	241	169	484	952
T4 – Business Assists	Profile	440	552	608	422	2,022
	Actual	403	738	529	511	2,181
S4 – Other Recognised Business Assists	Profile	-	60	369		429
	Actual		84	255		339
T6 – Learning Opportunities	Profile	125	425	695	470	1,715
	Actual	187	498	780	488	1,953
KPI2 – Graduate Placements	Profile	8	26	32	0	66
	Actual			12	0	12
Level 4 Support – In-depth consultancy support	Profile	77	121	190	242	630
	Actual	99	152	137	270	658

Source: Pera

Table 4.1 above, summarises MAS East Midlands programme achievements against its core measurable outputs over the delivery period 2005-2009. Looking first at the total outputs for all four years, it is clear that the programme performed well against the majority of measures. In particular, the programme over-performed in respect of number of businesses assisted, where 2,281 were assisted against an original target of 2,022 (a positive differential of 7%), Jobs Created/Safeguarded with 952 compared to a target of 766 (a positive differential of 24%) and number of Learning Opportunities generated, with the programme successfully providing 1,953 opportunities against a profiled target of 1,715 (a positive differential of 14%).

In addition, the programme over-achieved in respect of delivering in-depth consultancy support (Delivery Level Four) to beneficiary businesses with 658 businesses accessing Level Four support compared to a profiled target of 630. The programme underachieved against two output targets, other recognised business assists, where achievement was

20% below the target output, and the number of Graduate Placements which totalled 12 against an original target of 66.

Focussing attention on output performance in individual years does highlight fluctuations in levels of achievement. Starting with Jobs Created/Safeguarded, the programme over achieved significantly in 2006/07, assisting businesses in the creation/safeguarding of 241 jobs against a target of only 105, and in 2008/09 creating/safeguarding 484 jobs compared with a target 386. In contrast, the programme failed to meet targets for jobs created/safeguarded in 2007-2008 and this could well be the result of the onset of the economic downturn, which continues to hit the manufacturing sector very hard, forcing many to consider the unwelcome prospect of rationalisation in a bid to ensure cost saving and short-term sustainability. When focussing attention on Businesses Assisted and delivery of in-depth consultancy support, again the programme performed well against both outputs in 2006/07 and 2008/09, but underperformed in 2007/08. In the case of Businesses Assisted the programme achieved 529 in 2007/08 against a profiled target of 608 and in respect of Level four consultancy support a total of 137 businesses received support against a target of 190.

Across all the major output measures, where underperformance has occurred in one year, it has been more than matched by over-performance in other years.

4.2 Project Expenditure

4.2.1 Total Project Expenditure

Table 4.2, below details the breakdown of programme expenditure over the period 2005-2009. The information illustrates that MAS East Midlands received funding for its activities from three main sources; *emda* Single Programme, which provided the bulk of funding support (£5,705,258), Client Income, which represents money paid by beneficiary businesses for specific elements of Level four consultancy support (£1,652,304) and a small amount of European Funding through the European Regional Development Fund (ERDF), totalling £341,000, which was used to provide support to small and micro-businesses.

Table 4.2 Total MAS Programme Expenditure

		2005/06	2006/07	2007/08	2008/09	Total
<i>Emda</i> Single Programme	Profile	651,067	1,251,067	1,663,566	2,140,993	5,706,693
	Actual	591,067	1,311,057	1,663,557	2,139,577	5,705,258
European Regional Development Fund (ERDF)	Profile		341,000			341,000
	Actual		341,000			341,000
Client Income (Company income for elements of Level 4 delivery)	Profile	231,000	363,000	656,000	934,186	2,184,186
	Actual	196,100	324,500	358,800	772,904	1,652,304

Source: Pera

As would be expected, the MAS programme spent *emda* Single Programme funding largely to profile between 2005/06 and 2008/09, with only very slight fluctuations and adjustments on a year to year basis. In a similar vein, all of the ERDF funding received during 2006/07 for the support of small and micro-businesses, was spent according to profile. The only element of funding that was not to profile was Client Income generated. Against a profiled income of £2,184,186 the programme received £1,652,304 between 2005/06 and 2008/09, which represents an under achievement of £531,882 (24%). As with the trends in core outputs outlined above, the largest under achievement occurred in 2007/08 (£358,800 against a profiled spend of £656,000) and coincides with the onset of the economic downturn, which would have acted as a significant disincentive for companies to invest in certain elements of support when other interventions are available for no charge. It must be noted, however, that across all years of delivery, levels of client income failed to reach the required target.

4.2.2 Cost per Unit Output

One approach taken to assessing Value for Money is to calculate the cost per unit of output across key output targets and compare these figures with other programmes of a similar nature. In the case of MAS and other RDA funded programmes, it is possible to compare cost per output of a particular programme against figures generated via DTZ's National Evaluation on the Impact of RDA Spending undertaken on behalf of the Department for Business, Enterprise and Regulatory Reform (BERR). The key costs to be measured for MAS are cost per net job and cost per net business assisted. According to DTZ's national evaluation, the average cost per net job created or safeguarded across evaluated programmes was £12,135, whilst the cost per net business assisted was £3,901. Given that the total programme expenditure for MAS East Midlands was

£7,658,562, the cost per unit of output relating to jobs safeguarded and businesses assisted in the region were as follows:

- Cost per Job Safeguarded: £8,086.72
- Cost per Business Assisted: £3,529

What is clear from the above figures is that between 2005/06 and 2008/09 the MAS East Midlands programme spent less money per output than the national average (based on those programme evaluated) and represents value for money in this regard.

4.2.3 Value for Money

Table 4.3 below, details a number of monetary impacts associated with MAS programme activity and expenditure relating to cost savings, impact on Gross Value Added (GVA), amount of business generated by beneficiary companies and levels of profit increases. Using the total MAS East Midlands budget received through *emda*, ERDF and Client Income, it is possible to calculate the net return on every pound spent and, where appropriate, compare this to figures derived from the national evaluation report.

Table 4.3 Impact MAS East Midlands 2005/06 to 2008/2009 in pounds

	Profile	Actual	Differential	% Change	Net Output per Pound Spent
Costs Saved	11,350,000	16,849,082	5,499,082	48.5%	2.2
Gross Value Added	57,600,000	72,580,540	14,980,540	26.0%	9.4
Business Generated for SMEs	8,850,000	99,042,390	90,192,390	1019.1%	12.9
Profit Increases	8,430,000	16,564,605	8,134,605	96.5%	2.2
NVQ / VRQ 2 + (reported quarterly)	250	532	282		X

Source: *emda* & ECOTEC Analysis

Focussing firstly on performance against profiled targets, it is clear that MAS East Midlands over-achieved against all measurable targets. Most notably, the programme generated far more additional business for participant SMEs than predicted with just under £100m generated compared to a target of only £8.8m, and was able to ensure that a further £5.5m has been saved when compared to the target of just under £11.5m. When assessing net return on money spent, for every pound of expenditure, the programme generated £12.90 of new business, £2.20 in costs savings and £2.20 in profit increases.

When assessing value for money based on ratio of GVA to cost, the average return across sector and cluster support programmes (derived from the national evaluation) was £7.70 for every pound spent between 2005/06 and 2008/09²⁴. The MAS programme generated £9.40 of GVA for every pound spent and therefore represented good value for money.

4.3 Summary Findings

- Overall, the MAS East Midlands programme performed well against its profiled outputs. In particular, the programme over-performed in respect of number of Businesses Assisted, Jobs Safeguarded and Learning Opportunities generated.
- The programme also provided more in-depth consultancy support than originally profiled, supporting 28 more businesses than the targeted 630.
- The only outputs that the programme failed to achieve between 2005/06 and 2008/09 were Other Recognised Business Assists and number of Graduate Placements.
- Where underperformance has been recorded, it can largely be attributed to performance in 2007/08, which was just before the onset of the economic downturn.
- The MAS East Midlands programme expenditure broadly reflected the profiled expenditure for *emda* Single Programme and ERDF funding, but under-achieved in terms of client income generated, which it appears was difficult to obtain, particularly during the economic downturn.
- The programme was highly successful in providing a monetary return on investment with every pound being spent leading to £12.90 of new business for SMEs, £2.20 in cost savings and £2.20 in profit increases.
- Most importantly from the economic standpoint, the MAS East Midlands programme outperformed many other business support programmes when it came to generating GVA. For every pound spent the programme provided £9.40 of GVA compared to the average of £7.

²⁴ Department for Business, Enterprise and Regulatory Reform (2009), "Impact of RDA Spending – Volume 1 – Main Report", Report by PriceWaterhouseCoopers LLP

5.0 Benefits of MAS Support for Businesses Supported

5.1 Introduction

An important element of any evaluation is to understand the extent to which the beneficiaries have been satisfied with the support services being provided, and the extent to which the services have impacted on their circumstances (in this case, the businesses' performance). In this section, we explore the extent to which the businesses supported have been satisfied with the delivery processes.

The findings within this section draw on the findings of the survey with 302 MAS East Midlands users, and the control group survey of 100 non-users. In terms of the MAS East Midlands users interviewed:

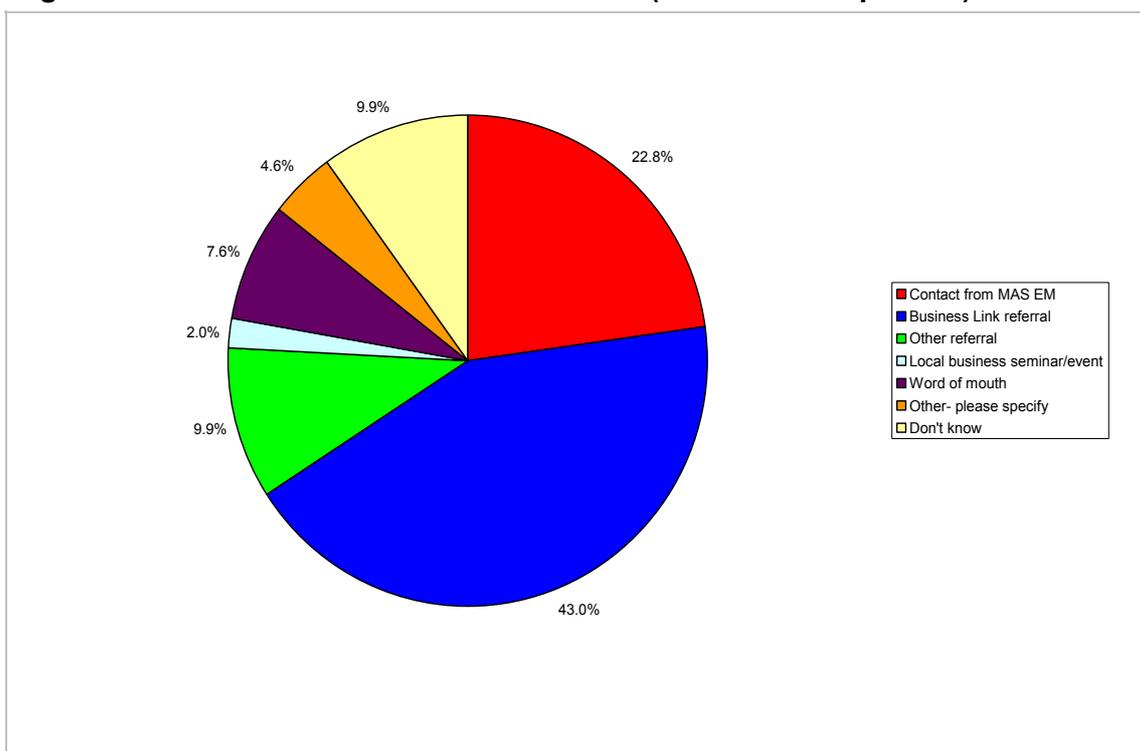
- 9% of interviewees received Level One support;
- 50% had received Level Two support;
- 13% received Level Three support;
- 39% received Level Four support;
- 4% received Level Five support. (see Figure 2.1 for explanation of all Levels of support).

All interviews were facilitated through structured questionnaires, which can be found in Annex 2. This section summarises the findings emerging from the surveys.

5.2 Awareness and Reasons for Using MAS East Midlands

When asked how they found out about MAS East Midlands, 43% of companies stated they were referred to the programme by Business Link, this suggests that cross-referral processes between Business Link and MAS are working effectively. 23% of respondents were approached directly by the MAS East Midlands team.

Figure 5.1 Awareness of MAS East Midlands (Base: 302 Responses)



Source: ECOTEC Survey (2009)

The main motivation for contacting MAS East Midlands amongst beneficiary companies was to solve a general business advice enquiry (one in three beneficiaries). This reason was particularly notable amongst food and drink manufacturers (44%), manufacturers of transport equipment (41%) and textile manufacturers (39%). Just one in ten approached MAS East Midlands for a manufacturing-specific enquiry (this rises to 29% of businesses concerned with the manufacture of other non metallic mineral products and 25% of food and drink manufacturers).

Table 5.1 Reasons for Contacting MAS East Midlands (Base: 302 Responses)

Reason	%
General business advice enquiry	31.8%
Seeking advice on external finance or funding	24.2%
General manufacturing industry enquiry	10.9%
Desire to improve/grow the business	10.6%
Need to improve/grow the business	9.6%
Help to develop manufacturing strategy/marketing plans	9.3%
Had process/production issues	8.3%
Help with staff skills development	6.3%

Reason	%
Wanted help with product development/design	3.3%
Help on introducing new/improved management tools	3.0%
Help with quality accreditations	2.6%
Had sourcing/supplier issues	1.7%
Help on legal issues/compliance with regulations	1.7%
Wanted to introduce new product or service	1.3%
Other	5.3%
Don't know	3.6%
Total	100.0%

Source: ECOTEC Survey (2009)

One in four beneficiaries approached MAS East Midlands because they were seeking advice on external finance or funding (this figure rises to two thirds of manufacturers of coke, petroleum products and nuclear fuel, and 43% of manufacturers of other non metallic mineral products). It was notable that just 10% did so because of a need to grow their business (rising to 22% of paper/print manufacturers and 19% of food and drink manufacturers) and 11% contacted MAS East Midlands because of a desire to grow their business. (19% of food and drink manufacturers and 33% of those dealing with the repair and installation of machinery and equipment). It is notable that the sectors most commonly represented in these categories are those classed as "low technology" in Eurostat's Index of Innovative Sectors. For example, the need or desire to grow the business was not a commonly used reason amongst manufacturers of electrical products (one of the traditionally innovative sectors).

There were two over-riding reasons for beneficiaries choosing to use MAS East Midlands (as opposed to other support services). The first reason was the free/subsidised support offered by MAS East Midlands, and the second (more than two in five cases) was through a recommendation (either by a colleague, friend or competitor). These recommendations suggest that the MAS East Midlands service was successful in meeting the needs of some businesses. This is reflected in the finding that one in six beneficiaries also indicated that they elected to use MAS East Midlands due to their high levels of confidence in the service.

Table 5.2 Reasons for Choosing MAS East Midlands (Base: 302 Responses)

Reason	%
Recommendation	43.0%
Free/subsidised support	36.8%
Confidence in MAS EM	15.6%
Support not available elsewhere	8.3%
Previous support or intervention was unsuccessful/unsuitable	1.3%
Rejected alternative options	0.3%
Other	7.9%
Don't know	4.3%
Total	100.0%

Source: ECOTEC Survey (2009)

Prior to using MAS East Midlands, awareness of the various levels of support was relatively low. More than half of the respondents were unaware of the types of support offered through any of the levels. The highest rates of awareness were for Level 4 (26% fully aware and 22% with limited awareness) and Level 2 (24% fully aware and 20% with limited awareness).

Amongst MAS East Midlands users, 70% were unaware of the telephone hotline (Level 1), 57% were unaware of the training and events (Level 3) and 65% were unaware of the referrals. Furthermore, 79% of the control group businesses were not aware of any of the MAS East Midlands services. Levels of interest in using MAS East Midlands in the future were also relatively low amongst this group, although the main reason was a perception that their business did not require any support, or that MAS East Midlands services would not be able to address that business' needs.

These findings therefore suggest that further work is required to market the services provided through MAS East Midlands to a wider range of businesses. The MAS East Midlands Ambassadors could have a key role to play here in demonstrating how MAS East Midlands support can potentially add value to a manufacturing business, and help enhance its performance. The success of the marketing mechanisms for MAS East Midlands, and potential role of the MAS East Midlands Ambassadors in marketing MAS East Midlands services, is covered in greater detail in both Section 7, and the recommendations in Section 9.

5.3 Satisfaction With Support

5.3.1 Overall Satisfaction

All interviewees were asked to indicate their levels of satisfaction with the various levels of support they received. Our findings indicate that in overall terms, businesses using MAS East Midlands are relatively satisfied with the support services being offered (although for each level, the ratings of satisfaction relate to relatively infrequent levels of usage of MAS East Midlands). The highest levels of satisfaction were for Levels Four (the most intensive form of support) and Level Five.

Table 5.3 Overall Satisfaction With Support Services (Base figures vary by level of support)

	Very Poor	Poor	Average	Good	Excellent	Don't Know	Total	Total Responses
Level One	3.7%	0.0%	40.7%	14.8%	14.8%	22.2%	100.0%	27
Level Two	4.7%	5.3%	26.0%	39.3%	20.7%	4.0%	100.0%	150
Level Three	5.0%	0.0%	22.5%	47.5%	22.5%	2.5%	100.0%	40
Level Four	3.4%	3.4%	22.0%	35.6%	28.8%	6.8%	100.0%	118
Level Five	0.0%	0.0%	0.0%	45.5%	45.5%	9.1%	100.0%	11

Source: ECOTEC Survey (2009)

Although the survey did not collate information on the reasons why businesses did not progress on from specific levels within the MAS East Midlands service, the high levels of satisfaction for the support delivered at Levels One and Two would suggest that companies have not left the MAS East Midlands scheme at the lower levels of support due to any inability of the service to meet their needs.

Relating to this issue, the MAS East Midlands support has met the expectations of the majority of users. The services actually surpassed the expectations of just under one in ten users (9%) and met the expectations of three in five users (62%). The proportion satisfied rises to 75% of those using Level 3 support (the training and consultancy services). These levels of satisfaction were also similar to the levels of satisfaction expressed by control group beneficiaries that had used other types of business support.

5.3.2 Specific Elements of the Support

All beneficiaries were then asked to rate their levels of satisfaction with key elements of the support delivery mechanisms, including the competence of advisors/consultants, relevance of the advice provided, the quality of the recommendations given, the relevance of the support provided to the businesses, and the standard of publicity generated.

The survey findings indicate that MAS users have rated the overall competence of the advisors relatively highly, with around two in three rating this as "good" or better. More than half of the users also rated the relevance of the advice given as "good" or better, and where recommendations have been made, more than half of the businesses rated their usefulness as "good" or better. However, those businesses that used the awareness raising and publicity events did not rate the events as highly as other aspects of the support services, which therefore could suggest that some scope exists for improving the standard of the publicity events.

Table 5.4 Overall Satisfaction With Support Services (Base: 302 Responses)

	Very Poor	Poor	Average	Good	Very Good	Not Used	Don't Know	Total
Competence of advisors/ consultants	2.3%	5.6%	12.9%	33.8%	31.5%	7.6%	6.3%	100.0%
Relevance of advisors/consultants' advice	3.0%	7.6%	18.9%	30.5%	25.5%	9.6%	5.0%	100.0%
Usefulness of recommendations made	3.6%	7.0%	21.9%	29.1%	21.2%	11.9%	5.3%	100.0%
Relevance of seminars/workshops to business needs	4.6%	5.0%	11.6%	16.6%	9.9%	46.0%	6.3%	100.0%
Awareness raising and publicity events	5.6%	15.6%	20.2%	20.2%	6.0%	25.5%	7.0%	100.0%

Source: ECOTEC Survey (2009)

The high level of satisfaction with the support provided is further highlighted by the fact that three in five beneficiaries that received recommendations (61%) had either acted on the recommendations given, or were in the process of doing so. MAS East Midlands support has also played a key role in the recommendations being implemented, given that 38% of the recommendations were implemented with MAS support (55% were implemented independently).

The most common reasons for recommendations not being implemented were that they were not considered relevant (as stated by 26% of businesses not implementing the recommendations) or that implementing the recommendations would be too costly for the business (26% of cases).

5.3.3 Influencing Take Up of Other Services

Our findings indicate that the training and networking events (Level Three) have had some influence in businesses either taking up the Manufacturing Review (Level Two), or consultancy support (Level Four). For example, 18% indicated that the Level Three support was a very important influence and 23% indicated that it was important. One in five businesses indicated that it was of no importance.

The Level Three support has also helped to improve businesses' awareness of issues relating to best practice in manufacturing. Indeed, 13% of Level Three users indicated that it helped "to a significant extent", whilst 25% of Level Three users stated that it helped "to a great extent" and 33% indicated that it helped "to some extent". Just 3% stated that it did not help at all. This suggests that the Level Three support is meeting one of its key original objectives of raising awareness levels of best practice techniques in manufacturing.

The MAS East Midlands support also helped one in four beneficiaries to become aware of business support needs that they were previously unaware of. Furthermore, following their experience of MAS East Midlands, many businesses were likely to use other business support services in the future. For example, 27% of beneficiaries indicated that they were "very likely" to use other support services and around half indicated that they were "likely" to do this.

5.4 Added Value

One factor demonstrating the additionality provided by MAS East Midlands is the extent to which the services could also be delivered through other providers. The findings from the beneficiary survey indicated that almost half of the businesses (45%) thought that they would not be able to access the same support through other providers and one in three did not know. Just one in five (22%) thought that they could access a similar service elsewhere. The findings were broadly consistent across all levels of support, which suggests that all levels of MAS East Midlands support are adding value to other business support provision across the region.

5.5 Summary Findings

The findings from this section have indicated that:

- Levels of satisfaction with MAS East Midlands services are high. The highest levels of satisfaction are amongst users of Level 4 and 5 services. The services have met the expectations of more than two in three users.
- A key strength of the MAS East Midlands service is the competence of the advisors and consultants delivering the support, and linked to this issue, the relevance of their advice. This finding would appear to support the value of a specialist manufacturing support service. This issue is further emphasised by the finding that almost half of the MAS East Midlands users interviewed did not think that they would be able to access a similar support service through any other provider.

- There is also evidence that the MAS East Midlands service is helping to raise awareness and influence take up of other business support services.

6.0 Economic Impact Assessment

6.1 Introduction

This section of the report focuses on the economic impact resulting from the MAS support in the East Midlands, in terms of employment and income. The analysis is based on the beneficiary and control group survey findings, as well as the monitoring returns held by Pera. The economic impact assessment is compliant with the requirements of the Impact Evaluation Framework²⁵.

6.2 Beneficiary Survey Results

6.2.1 Recommendations

Based on the beneficiary survey, approaching 2 in 5 (37.1%) businesses received a recommendation as a result of MAS (out of the 248 businesses that received Level Two and/ or Level Four support). Out of these businesses, 56 (61%) acted or were planning to act upon the recommendation at the time of interview. Notably, 18 businesses (32.1%) had fully implemented the recommendations, whilst 11 businesses (19.6%) have partly implemented them. 25 businesses (44.6%) were in the process of implementing their recommendations. Importantly, with almost half the recommendations still to be implemented the current impact of MAS East Midlands to the regional economy can be expected to increase over time.

Further highlighting the importance of the support provided by MAS East Midlands, the beneficiary survey showed that 21 out of the 56 recommendations were implemented with the support of MAS East Midlands. Importantly, only 16.1% of businesses would have reached the same recommendations in the absence of MAS East Midlands, highlighting a high level of attribution to MAS East Midlands support. In terms of the overall attribution, MAS East Midlands was estimated to contribute directly to over a third of the recommendations.

²⁵ Evaluating the impact of England's Regional Development Agencies: Developing a Methodology and Evaluation Framework (2006) Department for Trade and Industry

Table 6.1 In the absence of MAS EM, would you have come to these same recommendations and action yourself?

	Number	Percent
Yes, 100%	9	16.1%
Yes, but only partially	13	23.2%
Yes, but after a delay	16	28.6%
No	11	19.6%
Don't know	7	12.5%
Total	56	100.0%
MAS attribution	17.5	35.7%

Source: ECOTEC Survey, 2009; All businesses that acted/ are planning to act upon recommendations

In particular, the survey shows that MAS East Midlands played a key role in bringing forward the timing of specific activities (50%), and in improving the quality of specific activities (45%).

6.2.2 Business Expectations

The table below highlights that the most common expectation arising from the MAS East Midlands recommendations, in terms of business performance, was that sales would increase (mentioned by 58.9% of respondents). The MAS East Midlands recommendations were also expected to help businesses increase profits, particularly as a result of cost reductions and improvements in labour productivity.

More than a tenth of businesses also expected support received through MAS East Midlands to raise skills levels (16.1%), create new jobs (10.7%) and improve on-time delivery (10.7%).

Table 6.2 Business Expectations

	Number	Percent
Increase sales/ turnover	33	58.9%
Increase profits	15	26.8%
Improve labour productivity	15	26.8%
Reduce costs	13	23.2%
Raise skills levels	9	16.1%
Increase jobs	6	10.7%
Improve on-time delivery	6	10.7%
Safeguard jobs	5	8.9%

	Number	Percent
Don't know/ no reply	5	8.9%
Improve space utilisation	4	7.1%
Production efficiency	4	7.1%
Other	11	19.6%
Total	56	100%

Source: ECOTEC Survey, 2009; multiple responses so the total does not necessarily add up the sum. All businesses that acted/ are planning to act upon recommendations (61% - 56 out of 92 respondents).

6.2.3 Business Performance

With regards to the realisation of the expected results of the recommendations, the table below shows a relatively strong connection between the expected results and achieved results. Indeed, an increase in sales, which was the most common business expectation, also represents the most common benefit of MAS East Midlands services. Similarly, improvements in labour productivity, increases in profits and reductions in costs also represent key benefits expected and realised by businesses. A further four respondents also mentioned improvements in efficiency as a benefit of MAS East Midlands support, which is closely linked to cost reduction and labour productivity improvements.

Table 6.3 Benefits Achieved

	Number	Percent
Increase sales/ turnover	13	23.3%
Improve labour productivity	7	12.5%
Increase profits	6	10.7%
Reduce costs	6	10.7%
Improve space utilisation	5	8.9%
Improve on-time delivery	5	8.9%
Raise skills levels	3	5.4%
Increase jobs	1	1.8%
Safeguard jobs	1	1.8%
Scrap/defect reduction	1	1.8%
Increase stock turns	1	1.8%
Other	17	30.4%
None achieved	11	19.6%
Total	56	100.0%

Source: ECOTEC Survey, 2009; multiple responses so the total does not necessarily add up the sum. All businesses that acted/ are planning to act upon recommendations.

It is clear that a significantly higher number of businesses expected results that were not necessarily achieved. However, this can to a considerable extent be explained by significantly fewer multiple responses in relation to the achievements compared to the expectations (77 compared to 126). Almost one in five respondents did not achieve any results due to the MAS East Midlands recommendations. The survey findings did not indicate any clear reasons for this; however, one possible reason is that the recent recession has restricted the possibility of businesses achieving any quantifiable positive results through the support. Furthermore, some businesses could have received the support relatively recently, and more time therefore needs to elapse for the businesses to see results.

In terms of the principal benefit achieved as a result of the overall MAS East Midlands support, the most common response was an improvement in labour productivity (15.6%), followed by an increase in sales (11.1%). Cost reductions, improved space utilisation and improved efficiency were also considered to be key benefits of the MAS East Midlands support (8.9% respectively).

Table 6.4 Principal Benefit Achieved

	Number	Percent
Improve labour productivity	7	15.6%
Increase sales/ turnover	6	13.3%
Reduce costs	4	8.9%
Improve space utilisation	4	8.9%
Improved efficiency	4	8.9%
Increase profits	3	6.7%
Raise skills levels	2	4.4%
Increase jobs	1	2.2%
Increase stock turns	1	2.2%
Other	13	28.9%
Total	45	100.0%

Source: ECOTEC Survey, 2009; All businesses that achieved a benefit.

The table below presents all the responses received in relation to the quantification of the benefits from MAS East Midlands. Reflecting the inherent difficulties in estimating the actual value of some of these benefits, the number of responses is relatively limited.

Table 6.5 Quantification of Benefits

	Benefits achieved (no. of responses)	Quantification (no. of responses)	% change
Increase sales/ turnover	13	7	18%
Increase profits	6	2	10%
Increase jobs	1	1	40%

Source: ECOTEC Survey, 2009

Many of these benefits have also been realised over a rapid timescale, given that almost one in three businesses (29%) achieved the benefits within three months of implementation, whilst a further 20% achieved the benefits in a period of between three and six months. Importantly, more than half (58%) of the businesses also anticipate that these benefits will be sustained indefinitely.

The benefits have been achieved at low costs to many businesses too, given that 36% considered the benefits achieved to have been greater than the cost of using MAS East Midlands support and 23% rating it the same.

6.3 Control Group Survey

Out of the 100 businesses surveyed as part of the control group, only 14 businesses (14%) had accessed any support to help improve the business performance since April 2005.

Out of these 14 businesses, almost two thirds expected to see an increase in sales as a result of the business support. A fifth also expected increases in profits and skill levels, whilst two businesses expected to experience improvements in labour productivity.

Table 6.6 Business Expectations

	Number	Percent
Increase sales/ turnover	9	64.3%
Increase profits	3	21.4%
Raise skill levels	3	21.4%
Improve labour productivity	2	14.3%
Increased jobs	1	7.1%
Reduce costs	1	7.1%
Improve space utilisation	1	7.1%
Improve on-time delivery	1	7.1%

	Number	Percent
Increase stock turns	1	7.1%
Other	8	57.2%
Total	14	100%

Source: ECOTEC Survey, 2009; All businesses that accessed support to improve business performance.

In terms of the actual benefits achieved, more than 2 in 5 of the businesses that had accessed support achieved an increase in sales.

Table 6.7 Benefits Achieved

	Number	Percent
Increase sales/ turnover	6	42.9%
Raise skill levels	2	14.3%
Increase profits	1	7.1%
Other	7	50.0%
No benefits achieved	2	14.3%
Total	14	100.0%

Source: ECOTEC Survey, 2009; All businesses that accessed support to improve business performance.

In terms of the principal benefit achieved as a result of the business support, approaching a fifth of the businesses mentioned an increase in sales and raised skill levels.

Table 6.8 Principal Benefit Achieved

	Number	Percent
Increase sales	2	16.7%
Raise skill levels	2	16.7%
Increase profits	1	8.3%
Other	7	58.3%
Total	12	100.0%

Source: ECOTEC Survey, 2009; All businesses that achieved a benefit.

None of the surveyed control group businesses were able to provide an estimate of the value of the benefits achieved as a result of the business support provided.

Similar to those receiving MAS East Midlands support, the benefits from the business support have in half the cases been realised within six months. Notably, only a quarter of the respondents expected the benefits to be sustained indefinitely, compared with more than half of the MAS East Midlands beneficiaries interviewed.

6.4 Impact Assessment

6.4.1 Gross Attributable Outputs

The gross outputs associated with MAS East Midlands have been identified using the monitoring returns held by Pera. These monitoring returns have been collected from the businesses assisted at the end of the support and have been signed off by the relevant businesses. The data identify the number of jobs safeguarded, the number of businesses assisted, the business generated for SMEs, cost savings, gross value added and increases in profit (as set out in Section 4 and summarised in the table below).

Table 6.9 Gross Attributable Outputs

	Achieved Outputs
Jobs Safeguarded	952
Business Generated for SMEs	£99,042,390
Gross Value Added	£72,580,540
Costs Saved	£16,849,082
Profit Increases	£16,564,605

Source: ECOTEC Analysis (2009)

For the purposes of the impact assessment we have used jobs safeguarded, business generated (turnover) and gross value added.

6.4.2 Gross Direct Outputs

In order to derive the gross direct outputs we have considered deadweight and leakage from the target area (the East Midlands).

- **Leakage** represents the proportion of outputs that benefit those outside of the programme area (in this case the East Midlands) and has been estimated on the basis of the Census of Population travel flows, which shows that some 5.7% of workers in the East Midlands reside outside the region. Assuming that all businesses supported through MAS East Midlands are located within the East Midlands region, the leakage will only be applicable to employment.
- **Deadweight** represents the proportion of outputs that would have been achieved even in the absence of the programme and has been estimated using the responses from the survey. The survey showed that 32.7% of the benefits arising from the MAS East Midlands recommendations would have been achieved even in the absence of the programme.

Table 6.10 Deadweight and Displacement

		Safeguarded Jobs	Turnover	GVA
A	Gross Attributable Outputs	952	£99,042,390	£72,580,540
B=Ax5.7%	Leakage	54	n/a	n/a
C=Ax32.7%	Deadweight	311	£32,386,862	£23,733,837
D=A-(B+C)	Gross Direct Outputs	586	£66,655,528	£48,846,703

Source: ECOTEC Analysis (2009)

6.4.3 Net Direct Outputs

In deriving the net direct outputs we have considered the level of displacement that MAS can be expected to have had on the beneficiaries' main competitors in the East Midlands region.

- Displacement** represents the proportion of outputs accounted for by reduced outputs elsewhere in the target area. The displacement effect has been calculated using the responses to the survey, which showed that 28.1% of the MAS East Midlands beneficiaries' main competitors were also located in the East Midlands. Further, the survey showed that only 35.7% of businesses thought that the recommendations received through MAS East Midlands would have an impact on their main competitors. Notably, just over half (53%) of these expected the impact on their main competitors to be negative (i.e. a decrease in turnover). Whilst more than half of the respondents that thought that the impact on their main competitors would be negative could not quantify the change in turnover, the remaining share expected it to be on average 42%. Bringing all of these together, it is estimated that the level of displacement as a result of the MAS East Midlands recommendations will be relatively low (2%)²⁶.

²⁶ $(28.1\% \times 35.7\%) \times 47\% \times (42\%) = 2.0\%$

Table 6.11 Net Direct Outputs

		Safeguarded Jobs	Turnover	GVA
A	Gross Attributable Outputs	952	£99,042,390	£72,580,540
B=Ax5.7%	Leakage	54	n/a	n/a
C=Ax32.7%	Deadweight	311	£32,386,862	£23,733,837
D=A-(B+C)	Gross Direct Outputs	586	£66,655,528	£48,846,703
E=Dx2%	Displacement	12	£1,333,111	£976,934
F=D-E	Net Direct Outputs	575	£65,322,418	£47,869,769

Source: ECOTEC Analysis (2009)

6.4.4 Total Net Outputs

In addition to deriving the net direct outputs of MAS East Midlands, it is also important to consider indirect supply chain impacts and income effects (multiplier effects).

- The multiplier effect represents the additional economic activity (jobs, expenditure or income) associated with the regional income and supplier purchases relating to the net direct outputs of the programme. The multiplier effect has been calculated on the basis of the survey responses. The survey showed that 28.2% of intermediate inputs were sourced from regional suppliers. Assuming that the regional share of intermediate inputs remains constant further down the supply chain, this would represent a Type I multiplier of 1.39. With an induced multiplier of 1.1, this gives a Type II multiplier of 1.53 for the East Midlands region.
- With nearly half of the respondents expecting that the MAS East Midlands recommendations will have a positive impact on their main competitors, MAS East Midlands can be expected to result in some **spillover** effects. Indeed, the respondents that thought that the impact on their main competitors would be positive, estimated that the increase in turnover would be between 1-10%. Overall, this would, however, only have a negligible impact and thus has not been included in the analysis.

Table 6.12 Total Net Outputs

		Safeguarded Jobs	Turnover	GVA
A	Gross Attributable Outputs	952	£99,042,390	£72,580,540
B=Ax5.7%	<i>Less Leakage</i>	54	n/a	n/a
C=Ax32.7%	<i>Less Deadweight</i>	311	£32,386,862	£23,733,837
D=A-(B+C)	Gross Direct Outputs	586	£66,655,528	£48,846,703
E=Dx2%	<i>Less Displacement</i>	12	£1,333,111	£976,934
F=D-E	Net Direct Outputs	575	£65,322,418	£47,869,769
G=Fx(1.53-1)	Multiplier	305	£34,620,881	£25,370,978
H=F+G	Total Net Outputs	879	£99,943,299	£73,240,747

Source: ECOTEC Analysis (2009)

6.4.5 Methodological Issues

Whilst the above analysis presents a robust assessment of the impact of MAS East Midlands, it is useful to point out that there are some issues relating to the monitoring returns. For example, in the beneficiary survey only 1 business (out of 302) identified an increase in safeguarded jobs as a benefit of the MAS East Midlands recommendations. Yet, the monitoring returns are showing a significant number of safeguarded jobs attributable to the MAS East Midlands support.

It is important to note, however that only 29 businesses stated that they have fully or partially implemented MAS East Midlands recommendations, therefore the figure could also be defined as 1 out of 29. Further, the estimated impact on turnover appears to be relatively high when compared to the results of the survey. Whilst the economic impact assessment for this evaluation presents a robust assessment of the impact of MAS East Midlands, there are some issues in relation to monitoring returns, especially safeguarded jobs where a significant number were identified. The beneficiary survey did not support this estimate. The direct GVA impact relative to turnover collated through the monitoring data also appears to be high, and it would appear that too high a proportion of turnover increases have been attributed to MAS East Midlands within the monitoring data.

Furthermore, according to data from the Annual Business Inquiry, approximately two thirds (65%) of the turnover of manufacturing firms in the East Midlands goes to purchasing intermediate goods and services, with the remaining share being gross value added (i.e. employee costs and profits).

6.5 Summary Findings

- The beneficiary survey shows that more than 4 in 5 businesses that acted or plan to act upon the recommendations from the MAS East Midlands support achieved a benefit in relation to their business performance. Businesses particularly achieved benefits in relation to labour productivity and sales/ turnover.
- The control group survey shows that 14% accessed business support to help improve the business performance. Out of these businesses, more than 4 in 5 businesses achieved a benefit in relation to their business performance. Businesses particularly achieved a benefit in relation to sales/ turnover.
- A comparison of the results from the beneficiary and control group surveys shows that a higher proportion of businesses in the control group achieved benefits in terms of sales/ turnover, whilst a higher proportion of businesses with MAS East Midlands support achieved benefits in relation to productivity (labour productivity and cost reductions) and profits. Linked to the above is the fact that the businesses in the control group expect the benefits relating to turnover to be achieved in the short-term, whereas MAS East Midlands beneficiaries would expect improvements in productivity and profits to be achieved in the longer term.
- The impact assessment estimates that the total net economic impact of the MAS East Midlands programme between 2005/06 and 2008/09 was 879 safeguarded jobs and £100m in terms of turnover. This translates into a GVA impact of some £73m.

7.0 Assessment of Management and Delivery Processes

This section provides an analysis of the management, decision making and delivery processes that have been implemented and adhered to during the MAS East Midlands programme up to the end of MAS2. With reference to project management processes, particular attention has been given to the management structure, the role of Pera as the contracted delivery organisation, the effectiveness of project marketing and the mechanisms used in the identification of suitable business beneficiaries. In respect of project delivery, analysis is centred on the effectiveness of the five intervention levels from enquiries and referrals through to diagnostic visits and in-depth consultancy support.

The findings provided in this section are closely rooted in the views and opinions emerging from interviews with key strategic stakeholders and supported, where appropriate, by findings from the beneficiary survey.

7.1 Effectiveness of Project Management

7.1.1 Management Structure

As outlined in the introductory sections of this report, Pera was the contracted organisation to deliver the MAS East Midlands project for MAS 1 and MAS 2, and is also the contracted organisation for MAS 3. Their roles and responsibilities included the promotion and management of the service and the identification and referral of firms to relevant centres of expertise in manufacturing.

When stakeholders were asked for their views and opinions on contract management and the effectiveness of the management structure, many were positive regarding Pera's role during MAS 1 and MAS 2 and stated that the project worked most effectively when one organisation had responsibility for delivery from start to finish. Ownership of the programme was in one place, making it easy to apportion responsibility for both positive and negative aspects of delivery.

Stakeholders stated that during MAS 1 and MAS 2, continuity in the management structure was an issue for MAS East Midlands, a point illustrated by the appointment of six programme managers in six years. Whilst all of these managers were undoubtedly successful in the role, it was felt by stakeholders that more stability and longevity in the role was required. It is therefore recommended that more continuity is required in the programme's management to ensure that lessons are learned as the programme evolves,

and that a high quality of service delivery is maintained. This issue is discussed further in our recommendations in Section 9.

As highlighted above, one of the core responsibilities for Pera is the marketing and promotion of the programme. MAS East Midlands was marketed between 2005/06 and 2008/09 through a variety of mechanisms including the website, the MAS Ambassadors, Business Link (through company referrals) and word of mouth. Analysis of stakeholder interviews, together with findings from the beneficiary survey, has highlighted mixed responses as to the relative success of the various marketing tools. Stakeholders were very positive about the MAS East Midlands website, with many stating it was well structured with exemplar case studies providing a useful approach to demonstrating the benefits of project activities on participant companies.

It is also apparent what affect the MAS Ambassadors were having in the promotion of the project to potential beneficiaries. Ambassadors have, themselves, benefited from the support offered through the project and have practical experience of the services that they can share with other businesses. MAS East Midlands considered it useful for industrialists and business representatives to promote their services as companies find it easier to engage with 'like-minded' individuals and can see first-hand the impact of particular interventions.

Whilst the MAS East Midlands programme had been effective in raising interest and awareness among its core target market, further scope exists for MAS East Midlands to market its services to a wider array of beneficiary companies. Through expanding the scale of programme marketing, it would be possible to further increase levels of interest in and awareness of MAS East Midlands services among the regions businesses. Stakeholders identified the positive impacts that MAS East Midlands interventions could have on smaller companies, and indicated that the programme should more actively promote these impacts within their marketing materials. The need to publicise the impact of the services on smaller businesses is discussed further in our recommendations (Section 9).

7.1.2 Identification of Companies

Pera have been largely responsible for identifying companies suitable for referral to centres of expertise with Business Link also providing referrals to the project. On the whole, the MAS East Midlands programme was successful in identifying suitable companies and those supported have really benefited from their involvement. This includes both low value added and high value added companies.

It was noted by stakeholders that the programme could engage further with those companies that are hardest to reach in the future, those that really need the support. Engagement with such companies can be difficult to achieve but through targeted marketing and the use of innovative MAS Ambassadors, the programme has a highly effective and in-built mechanism that could be used to facilitate the development of relationships with such businesses.

7.2 Effectiveness of Project Delivery

Having focussed attention on analysing the management and decision making processes operating within the MAS East Midlands programme, this next sub-section analyses stakeholder perceptions relating to the effectiveness of programme delivery, in particular delivery of each of the five intervention levels.

Clearly, the delivery of diagnostic visits (Level Two) and subsequent in-depth consultancy support (Level Four), represent the most important elements of project delivery and these are the interventions that have been discussed in greatest detail by stakeholders. Our research findings have indicated that the quality of the diagnostic visits and ongoing consultancy support offered by MAS East Midlands practitioners was high during MAS 1 and MAS 2. During these schemes, emphasis was placed on the establishment of ongoing relationships with participant businesses, which ensured the development of flexible and tailored work packages and enabled access to support as and when the business required it.

The diagnostic visit has been viewed as the key intervention as it is the catalyst to change the business and is vital in ensuring the continued involvement of the business in the programme, the development of suitable work packages and the establishment of business-practitioner relations. In MAS 1 and MAS 2, MAS East Midlands used their own practitioners and delivered highly detailed diagnostic reviews of the companies visited, which in turn led to greater take-up of Level Four support and the development of relevant and individualised work packages.

In the current programme (MAS 3), post-2008, *emda* and Pera have moved away from the use of their own practitioners when delivering in-depth consultancy support, to a brokerage model, which involves the sub-contracting of delivery responsibilities to third parties. This model provides beneficiary companies with the flexibility to employ their own consultants and has proven to be an effective model in other regions. However, given the implementation of a highly successful delivery model during MAS 1 and MAS 2, a model that has represented best practice across the various regions and RDAs, it remains to be seen through future delivery how effective this new approach will be and whether or not it

will be possible to ensure the ongoing commitment of third party consultants to the programme as was the case with MAS East Midlands' own practitioners. The success of the delivery mechanisms for MAS 3 will be covered in future evaluations of the programme.

Level Three project delivery relates to activities conducted by the MAS East Midlands regional centre to raise awareness and understanding of the service offer and the need to adopt best practice among manufacturing companies; training them in best practice techniques and encouraging companies to share best practice through local networks. There are four principal activities supported under Level Three:

- Training: where this is specifically in manufacturing related specialism's and does not compete with other forms of training assistance;
- Awareness Raising and Promotional Activities: the Regional Centre is expected to conduct a range of awareness raising and promotional activities to 'sell' MAS services to the region;
- Networking Activities – to support regular meetings of manufacturers and facilitating discussions relating to sharing best practice or arrangement of visit programmes to manufacturing companies;
- Facilities for Seminars, workshops and conferences.

When stakeholders were asked to comment on the effectiveness of these various elements of Level Three activity, many were very positive about the delivery of the promotional activities and the scope of information provided to attendees, however, the overarching criticism levelled at the project was the scale of activity at this level. A number of stakeholders stated the need for expansion of the promotional activities, a sentiment shared by participant companies in the business survey, with a number stating they were unaware of the services and activities offered through the programme. Stakeholder opinions of awareness raising and promotional activities mirror the views on overall project marketing and promotional activities. There is the need for more resources to be targeted at promotional activities and the number of events delivered needs to increase.

7.3 Summary Findings

- Pera's management role during MAS 1 and MAS 2 was widely regarded as positive and the project worked most effectively when Pera was given responsibility for the delivery of interventions from start to finish;
- Whilst the management of the programme has undoubtedly improved since November 2007, stakeholders identified the need for a more structured project management

approach and a reduction in the number of programme managers, which numbered six after only six years of delivery;

- Stakeholders were particularly positive about the role of MAS Ambassadors in promoting and raising awareness of project interventions, particularly given their first hand experience of the service and the positive impacts involvement had on their companies. Related to this, the website was highlighted as a useful and well structured tool with the case studies providing a useful approach to demonstrating the impacts of the programme.
- Despite the positive impacts of the ambassadors and the website, it was stated that a greater level of resources needs to be targeted at raising awareness of the project and the business support services offered, to both partners and beneficiary companies.
- Delivery of Level Two and Level Four interventions was highlighted as a strength of the project, particularly during MAS 1 and MAS 2, with stakeholders particularly complementary of the relationships developed between MAS East Midlands practitioners and beneficiary companies. Such relationships facilitated the development of tailored and flexible work packages for each company.

8.0 Strategic Added Value

8.1 Introduction-the Strategic Added Value Framework

This section details the overall assessment of strategic added value achieved by MAS East Midlands during MAS 1 and MAS 2. A critical component of any evaluation of RDA programme interventions is to assess the extent to which the intervention has achieved Strategic Added Value (SAV). In assessing SAV, attention will be paid to a number of core components that have been detailed in the IEF guidance and summarised in the framework in Table 8.1.

Table 8.1 Framework for Measuring Strategic Added Value (SAV)

SAV approaches	SAV results	SAV potential outcomes
Strategic leadership & catalyst: Articulating and communicating needs, opportunities and solutions to partners and stakeholders in the region	Carrying out or stimulating activity that defines the distinctive roles of partners, secures their commitment to shared strategic objectives and leads them to act and allocate their funds accordingly	Improved support structure for manufacturing businesses within the East Midlands region leading to: <ul style="list-style-type: none"> • Complementarity of activity • Better targeted support • Enhanced outcomes
Leverage: Providing financial and other incentives to mobilise partner stakeholder resources - equipment, people, as well as funding	Levered funding and other resources from partners and stakeholders in support of objectives	Additional investments secured.
Synergy: Using organisational capacity, knowledge and expertise to improve information exchange and knowledge transfer and coordination and/or integration of the design and delivery of interventions between partners.	Achieving alignment or scaling up of programmes to beneficial levels that achieve scale economies and provide for critical mass in securing benefits	Better alignment in service provision, and synergy to improve cost-effectiveness.
Strategic influence & engagement: Setting up the mechanisms for more effective and deliberate engagement of stakeholders in the design and delivery of regional and sub-regional priorities and programmes based around common themes e.g. university-business engagement or innovation.	Improved understanding of needs, agreed priorities and an agreed way forward. Generating formal and informal groups of stakeholder working and bringing together stakeholders' objectives, priorities.	Evidence that the MAS programme has been driven by the needs and demands of the region's businesses and delivered through effective partner engagement.
Innovation: Encouraging innovative action by demonstrating that new approaches to intervention are cost-effective (e.g. using pilot demonstration projects to challenge established orthodoxy to approach delivery, targeting, etc)	Testing new innovative, approaches and sharing good practice in order to support businesses.	Improved effectiveness through new ways of working and sharing of good practice.

Source: ECOTEC (2009), based on IEF guide

8.2 Overall Assessment - SAV Approaches

As with Section 7, the findings in this section are based mainly on the issues emerging from interviews with key strategic stakeholders and information derived from consultations with business beneficiaries.

8.2.1 Strategic Leadership and Influence

Historically, there has been a great deal of duplication of activity in the area of business support services and interventions, with organisations competing in the same areas and offering a plethora of services to regional businesses that have only served to saturate the market and confuse businesses as to where to go for the most suitable support. Since the introduction of the national BSSP, Business Link has been given the lead role in delivering *emda*'s business support policy and the raft of available support services have been and will continue to be reduced allowing interventions such as MAS East Midlands to take centre stage and become the focal point of business support for manufacturing companies regionally.

The reduction in available sources of business support, resulting from the BSSP, has provided MAS East Midlands with a real opportunity to develop effective partnerships with a number of prominent organisations, including iNets, Midlands Aerospace Alliance and BRE. In Section 7, it was highlighted that MAS East Midlands could play an important role in the support of high value added companies; companies that would benefit from the development of innovative techniques and resultant efficiency savings. In establishing linkages, particularly with the iNets, MAS East Midlands could offer this type of support through the referral process. Our research findings indicate that these relationships have increasingly been developed, and have demonstrated some impacts, although further progress will need to be made in the future in this respect.

According to a number of stakeholders, the MAS East Midlands programme had some influence in changing approaches and services during MAS 1 and MAS 2. This has been highlighted by the development of nationally recognised guidelines, which incorporated the piloted enhancement activity in 2006 and the shifting of delivery through the Operational Management Group (OMG). In addition, MAS 1 and MAS 2 in the East Midlands have been recognised by stakeholders as one of the best exemplar delivery models, alongside the model implemented in the West Midlands.

8.2.2 Leverage

Initial funding from the *emda* Single Programme budget led to the availability of additional funding from the European Regional Development Fund (during 2006/07), which was used to promote MAS East Midlands services to smaller companies.

The extent to which MAS East Midlands activities and those of Business Link have stimulated increased spending from other public sector and private sector companies is unclear at this stage. The beneficiary survey has not identified major investment by the private sector as a result of the support provided by MAS East Midlands and Business Link. The manner of service delivery in business support programmes, either through free

or heavily subsidised interventions, does not immediately lend itself to further private sector investment and this is a situation far from unique to business support programmes at both the national and regional level. It is envisaged that this issue will be explored during subsequent evaluations of the MAS East Midlands programme, primarily through detailed case studies of selected beneficiaries.

However, in the advent of the Review of Sub-national Economic Development and Regeneration, and the potential funding of enterprise schemes at a local level, it will be important to investigate in future evaluations, through consultations with local and county authorities, the extent to which public sector bodies may be investing in business support schemes as a result of the regions' principal business support programmes. Within the "Next Steps" section of this report (Section 9.7), we recommend that this issue is explored in future phases of this evaluation.

8.2.3 Synergy

The research findings to date have demonstrated that the MAS East Midlands project has developed important and effective linkages with Business Link, a relationship that has improved over the last eighteen months with the establishment of a steering group and the implementation of referral protocols between both organisations. There were a number of weaknesses in partnership working with Business Link prior to November 2007, and the primary reason highlighted was a perceived lack of knowledge between MAS East Midlands and Business Link as to their respective service offers and whether or not they each had different target client groups.

However, since November 2007, the perception amongst consultees was that MAS East Midlands has developed stronger links with the Business Link service in the region, and there is evidence that cross-referrals are taking place (evidenced by the fact that 43% of beneficiaries interviewed as part of this evaluation were referred to MAS East Midlands through Business Link).

However, Business Link and MAS East Midlands staged a series of meetings, where referral protocols were designed and implemented between the two organisations. This has ensured a steady stream of suitable manufacturing companies that have benefitted from MAS East Midlands activities. It also served to improve avenues of communication, with both teams informing each other of their respective services and ongoing activities.

It is important that *emda* tracks the levels of cross-referrals between Business Link and MAS East Midlands in the future, to help monitor the extent to which close working relationships exist between the two programmes. It is important to the ongoing success of MAS East Midlands and the development of a mutually supportive business support

network that communications between MAS East Midlands and Business Link continue to develop during future stages of delivery.

The perception amongst the consultees was that during MAS 1 and MAS 2, the customer journey for beneficiary companies was disjointed, whilst a proportion of companies referred were not suitable for the types of support offered. However, the findings from our survey with MAS East Midlands beneficiaries did not demonstrate any clear problems with the customer journey. The appropriateness of referrals from MAS East Midlands will therefore need to be tested in greater detail during future phases of the evaluation.

8.2.4 Engagement

The MAS programme has engaged with and influenced a wide range of stakeholders; three primary groups that have been engaged in the design, development and delivery of the programme are outlined below:

- **Strategic Stakeholders delivering business support in the East Midlands** – This section has already provided a detailed assessment of the partnership arrangements that were developed between MAS East Midlands and Business Link. Whilst partnership arrangements with Business Link improved with time, a number of stakeholders would like to see improvements in linkages with other business support programmes, particularly Train to Gain, engagement with which would aid in maximising training opportunities with beneficiary businesses. A number of stakeholders identified conflicts of interest between Pera and other delivery partners, a number of who Pera themselves compete with in other service areas and business support offers.
- **Regional universities** – Programme engagement with regional universities, particularly in the area of innovation, proved difficult for the MAS East Midlands programme during MAS 1 and MAS 2, with universities viewing MAS East Midlands, but particularly Pera, as competitors and therefore being unwilling to offer their support to either design or delivery.
- **Beneficiary Businesses** – The MAS East Midlands programme engaged with businesses through the various levels of support delivered during MAS 1 and MAS 2, however, since the onset of the economic downturn, stakeholders have identified that businesses were experiencing increasing difficulties in engaging with the programme which has resulted in a falling off of demand. It may be the case that businesses were thinking of developing new products but required more convincing of the need to develop such products under current economic conditions.

A number of stakeholders also called for the MAS East Midlands programme to increase its level of engagement with smaller companies, with delivery primarily focussed on those companies with a turnover of under £1.5m. It was felt that smaller scale enterprises that could benefit from MAS East Midlands support were being 'overlooked' in preference to larger companies.

Focussing on the design and marketing of the programme, the region's businesses have become aware of the programme through the MAS East Midlands website, targeted publicity and word of mouth. However, reflecting the findings of the stakeholder consultations, and the surveys of MAS East Midlands beneficiaries and non-users, it is apparent that significant scope exists for raising levels of awareness amongst East Midlands businesses of the nature of the services provided through MAS East Midlands.

8.2.5 Innovation

The research has identified a number of areas where the MAS in the East Midlands was innovative. Some of the key examples of innovative practice emerging through the MAS East Midlands delivery model include:

- The use of MAS Ambassadors in the awareness raising, promotion and marketing of programme interventions and activities. MAS East Midlands identified representatives of a number of manufacturing businesses that have previously benefited from the business support activities offered through MAS East Midlands, to act as 'Ambassadors' for the various size and sector categories which the service engages with. These individuals have witnessed, first hand, the benefits to be obtained from programme interventions and are better placed than programme managers to promote the service to other regional businesses in the same sub-sector. Stakeholders considered this to be a highly effective method of promotion and stated there could be little doubt as to the positive impact the Ambassadors have had in ensuring engagement with large numbers of additional companies.
- Associated with the sectoral focus of the MAS Ambassadors outlined above, those responsible for managing the delivery of programme activities have ensured that MAS East Midlands practitioners have manufacturing experience and have themselves managed their own businesses in the same sub-sector as the businesses they are supporting. Many are highly skilled and have a range of competencies relevant to particular sectoral activities and were, therefore, able to engage with the businesses more effectively and more readily understand the issues facing them.

- The business support landscape in the East Midlands offers a number of avenues for companies to access varying types of specialist business support and through the Level 5 referrals process, MAS East Midlands practitioners have been able to signpost companies to organisations such as iNets. iNets are regional partnerships of business networks, academia and public sector bodies and have been introduced to improve business profitability by supporting them to innovate. The MAS East Midlands programme has begun to develop linkages with the iNets and whilst MAS beneficiaries have yet to benefit from the innovation support offered, this will undoubtedly change in future delivery.

8.3 Summary

- The implementation of the BSSP has provided MAS East Midlands with the opportunity to place itself strategically within the fabric of the business support agenda and, through the newly implemented brokerage system, to further develop linkages and partnerships with prominent delivery organisations including iNets and Midlands Aerospace Alliance. It is important for the ongoing success of the MAS programme that these partnerships continue to be augmented and developed during future delivery;
- MAS East Midlands was influential in changing approaches and business support services through the development of nationally recognised guidelines, which incorporated the piloted enhancement activity of 2006;
- Other than the additional ERDF funding obtained during 2006/07, the extent to which MAS East Midlands stimulated increased investment and spending from other public and private sector organisations is unclear at this stage;
- Since early 2008, MAS East Midlands became increasingly successful in facilitating the development of an effective working relationship with Business Link, a relationship that benefited from the establishment of a steering group and the implementation of referral protocols;
- Stakeholders would like to see greater levels of engagement with smaller companies, many of which would benefit significantly from the types of subsidised support offered. These smaller companies could well become the high value added companies of the future and play an important role in the sustainability and growth of the regional economy;

- In respect of innovation, the use of MAS Ambassadors in the awareness raising, promotion and marketing of programme activities has been identified as a particularly successful aspect of the delivery model and ensured the region's businesses have seen first hand the benefits of involvement with MAS East Midlands interventions.

9.0 Conclusions and Recommendations

The findings that have emerged throughout the evaluation process have enabled us to draw some conclusions and recommendations on the design and delivery of MAS East Midlands, its net economic impact to the region, in addition to identifying any areas for improvement.

9.1 Overall Conclusion

This historical evaluation of MAS East Midlands has provided a range of evidence which provides a clear view that the service has been successful during the period 2005 to 2009 in terms of delivery, impact, meeting of targets in most cases and strategic added value. It was found that MAS East Midlands Ambassadors raised the profile of MAS East Midlands, and that the role of Ambassadors is central to the greater facilitation of the MAS East Midlands offer. However, stakeholders felt a greater level of resources needs to be targeted at raising awareness of the programme and the business support services offered to both partners and beneficiary companies.

Recommendation One: We recommend that the high levels of satisfaction amongst beneficiaries, and the competence of the consultants and advisors be used to sell MAS East Midlands more widely.

Table 9.1 (below) summarises the key achievements of the MAS East Midlands programme at each support level.

Table 9.1 Key Achievements of MAS East Midlands at Different Support Levels

Level	Key Findings	Evidence
Level One	According to the Survey findings, 70% of beneficiaries were not aware of this support offer prior to using the MAS scheme.	Beneficiary Survey findings, Page 29
	More than one in four of the users of this support considered the service to be "good" or "excellent".	Survey findings, Page 31
Level Two	High satisfaction with this service (three in five beneficiaries considering this service to be "good" or "excellent". Stakeholder consultees also identified the "Manufacturing Review", as well as the consultancy support (Level 4) as a particular strength of the MAS programme.	Survey findings, Page 31
	Through Level Two support, the MAS consultants have been able to develop ongoing relationships with participant businesses, which	Stakeholder consultations, Page

Level	Key Findings	Evidence
	has facilitated the development of flexible and tailored work packages and enabled businesses to access the most appropriate support as and where they required it. The diagnostic visit has also played a key role in helping beneficiary businesses to introduce changes to their core practices.	47
Level Three	Very high satisfaction with the events (seven in ten beneficiaries considering this service to be "good" or "excellent". The events also surpassed the expectations of 12% of users.	Survey findings, Page 31
	The events were also having an influential role in encouraging businesses to use the other levels of support (18% of beneficiaries thought the events were a very important influence in them taking up Level 2 or 4 support, and 23% considered them to be important).	Survey findings, Page 31
	Stakeholder feedback indicated a need to improve the marketing of the Level 3 support to help increase the range of businesses becoming engaged in MAS.	Stakeholder Consultation Findings, Section 7.2.1.
Level Four	MAS scheme overachieved in terms of numbers of businesses receiving Level 4 support (658 against a target of 630). The target for business assists was also exceeded.	Pera MAS monitoring data, Page 21
	61% of businesses receiving Level 4 support were acting on the recommendations, thereby suggesting that the recommendations provided by the MAS consultants were relevant to the business needs.	Survey findings, Page 31
Level Five	Many MAS users had low levels of awareness of this level of support prior to using the scheme (65% of the survey respondents had low levels of awareness of this support offer).	Survey findings, Page 29
	Although the number of companies using this service was lower than the other levels, more than nine in ten beneficiaries considered this service to be either "good" or "excellent".	Survey findings, Page 30

Source: Study Findings

9.2 Economy, Efficiency and Effectiveness

In terms of its outputs and financial profile, overall the MAS East Midlands programme performed well against its profiled outputs. This is supported by the following.

- The evidence from the Pera monitoring data shows that the MAS over-performed in respect of the number of Business Assists, Jobs Created/Safeguarded and Learning

Opportunities generated. The programme also provided more in-depth consultancy support than originally profiled. Although the programme failed to achieve its expected target output in terms of Other Recognised Business Assists and the number of Graduate Placements between 2005/06 and 2008/09, it must be stated that where underperformance was recorded, we can conclude that it can largely be attributed to performance in 2007/8, which was just before the onset of the economic downturn. It must also be taken into account that across all the major output measures, where underperformance has occurred in one year, it has been more than matched by over-performance in other years.

- The MAS East Midlands programme expenditure broadly reflected the profiled expenditure for *emda* Single Programme and ERDF funding, but under-achieved in terms of client income generated, which it appears was difficult to obtain, particularly during the economic downturn.
- Given that the total programme expenditure for MAS East Midlands is £7,658,562, the cost per unit of output relating to jobs safeguarded and businesses assisted was £8,086 in terms of cost per job safeguarded and £3,529 for cost per business assisted. The MAS East Midlands programme thus spent less money per output than the national average (based on those programmes evaluated) and therefore represents value for money in this regard.
- In terms of the monetary return on investment, we can conclude that the programme was highly successful, with every pound being spent leading to £12.50 of new business for SMEs, £2.20 in cost savings and £2.20 in profit increases. Furthermore, the MAS East Midlands programme outperformed many other business support programmes when it came to generating GVA, for every pound spent, the programme provided £9.40 of GVA compared to the national average of £7.70 across sector and cluster programmes nationally.
- In terms of its effectiveness, measured in respect of the benefits of MAS East Midlands support, it is clear from the survey of beneficiaries that levels of satisfaction with the services offered by MAS East Midlands are high, with highest levels amongst users of the most intensive form of support – Level Four (Consultancy Support) and Level Five (Signposting and Referral) services.
- Also in terms of effectiveness, a key strength of the MAS East Midlands was found to be the competence of the advisers and consultants delivering the support as well as the relevance of their advice, thus we can conclude that the value of a specialist

manufacturing support service is well supported. Furthermore, this is supported by the fact that over half of MAS users did not think that they would be able to access a similar support service through any other provider.

Recommendation Two: We recommend that the final two observations be used to sell the MAS East Midlands more widely. Again, the MAS East Midlands Ambassadors potentially have a key role to play in marketing the importance of the specialised nature of the advice/support in helping to improve their business' performance.

9.3 Economic Impact of MAS East Midlands

It was found that 4 in 5 businesses that acted or planned to act upon recommendations from MAS East Midlands support achieved a benefit in relation to business performance, particularly in respect of productivity and sales/turnover. Given that businesses in the control group (i.e. Non-MAS Users) expect the benefits achieved to be more short term in nature than those achieved through MAS East Midlands support, we can conclude that the MAS appears to be more sustainable as a result of its more in-depth support.

Whilst the economic impact assessment presents a robust assessment of the impact of MAS (879 safeguarded jobs, £100m in terms of turnover and GVA impact of £73m) there are some issues in relation to monitoring returns, especially safeguarded jobs where a significant number were identified. The beneficiary survey did not support this estimate. The direct GVA impact relative to turnover also appears to be to be high, and it would appear that too high a proportion of turnover increases have been attributed to MAS East Midlands within the monitoring data.

Recommendation Three: We must conclude and recommend therefore that this issue of monitoring returns and beneficiary surveys will need to be addressed in terms of directly identifying attribution in future evaluation phases. We therefore recommend that in addition to recording actual impacts with Pera on completion of the support, MAS East Midlands users should also record anticipated future impacts against an agreed set of core indicators. In capturing the actual impacts, the forms should also include some indicators that could help MAS East Midlands users to attribute the extent to which MAS support led to changes in the performance, and the extent to which other factors led to the changes. Future phases of the evaluation could then focus on measuring the extent to which these anticipated benefits have actually been realised, and the reasons for any variation.

Recommendation Four: It is also felt by ECOTEC that the role of MAS Ambassadors is central to the greater facilitation of the MAS East Midlands offer, and we recommend that before the Phase 2 Interim evaluation the role of MAS Ambassadors in the delivery model be further enhanced as well as play a greater role in the evaluation process (particularly in terms of advising beneficiaries on how they can monitor and attribute the extent to which MAS East Midlands support has led to changes in their business' performance – particularly in terms of employment and turnover).

9.4 Management and Delivery Processes

Whilst the management role of Pera was widely regarded as positive by stakeholders, it was also observed that during MAS 1 and MAS 2, continuity in the management structure was a key issue for the MAS East Midlands programme. This is illustrated by the appointment of six programme managers in six years. Whilst all of these managers were undoubtedly successful in the role, it was felt by stakeholders that more stability and longevity in the role was required.

Recommendation Five: We thus tend to agree with stakeholders and recommend that continuity in delivery approaches and the experiences of the programme managers will be important, in order to ensure that lessons from previous phases of the programme are being learned, and that a high quality of service delivery is maintained.

The role of Ambassadors was received with a positive response in promoting and raising awareness of project interventions, particularly given their first hand experience of the service and the positive impacts involvement had on their companies. We can conclude that this aspect of MAS East Midlands is vital to further encourage businesses to participate in the future. In respect of Innovation, we can also conclude that the use of MAS East Midlands Ambassadors in the awareness raising, promotion and marketing of programme activities has been identified as a particularly successful aspect of the delivery model as they highlight first hand the benefits of involvement with MAS East Midlands interventions.

We can conclude also that delivery of Level Two and Level Four interventions, (particularly during MAS 1 and MAS 2) can be highlighted as a particular strength of the programme, with complementarities of the relationships developed between MAS East Midlands practitioners and beneficiary companies. These relationships facilitated the development of tailored and flexible work packages for each company, a vital aspect of the service.

9.5 Strategic Added Value (SAV)

SAV is characterised by programmes having a strategic place within the fabric of the business support system. We can conclude that for MAS East Midlands this has successfully taken place, with the programme having, for example, developed linkages and partnerships with iNets, Midlands Aerospace Alliance and Business Link.

Recommendation Six: We recommend that relationships between MAS East Midlands and the other main business support programmes in the region should be further augmented and developed during future delivery. The synergy between MAS and the different support programmes in the region could be managed/discussed through the continued staging of regular meetings between the managers of key support programmes (see Section 8.2.3).

In terms of leverage in stimulating investment and spending from public and private sector organisations, this is unclear and we would recommend this aspect of evaluation is considered more fully in future assessments.

9.6 Summary of Recommendations

Our recommendations are summarised in Table 9.2 (below), indicating the sections of report containing the relevant pieces of evidence.

Table 9.2 Summary of Recommendations

Recommendation	Description	Evidence
Recommendation One	Recommendation One: We recommend that the high levels of satisfaction amongst beneficiaries, and the competence of the consultants and advisors be used to sell MAS East Midlands more widely.	Section 5.3 (page 31) indicates high levels of satisfaction amongst MAS users. Section 5.2 (page 27) illustrates low levels of awareness of some MAS services.
Recommendation Two	We recommend that the final two observations be used to sell the MAS East Midlands more widely. Again, the MAS East Midlands Ambassadors potentially have a key role to play in marketing the importance of the specialised nature of the advice/support in helping to improve their business' performance.	Section 7.1.2, page 48.
Recommendation Three	We must conclude and recommend therefore that the issue of monitoring returns and beneficiary surveys will need to be addressed in terms of directly identifying attribution in future evaluation phases. We therefore	Section Six summarises the net economic impacts of MAS activities, based on the findings of the

Recommendation	Description	Evidence
	<p>recommend that in addition to recording actual impacts with Pera on completion of the support, MAS East Midlands users should also record anticipated future impacts against an agreed set of core indicators. In capturing the actual impacts, the forms should also include some indicators that could help MAS East Midlands users to attribute the extent to which MAS support led to changes in the performance, and the extent to which other factors led to the changes. Future phases of the evaluation could then focus on measuring the extent to which these anticipated benefits have actually been realised, and the reasons for any variation.</p>	<p>beneficiary survey.</p>
<p>Recommendation Four</p>	<p>It is also felt by ECOTEC that the role of MAS Ambassadors is central to the greater facilitation of the MAS East Midlands offer, and we recommend that before the Phase 2 Interim evaluation the role of MAS Ambassadors in the delivery model be further enhanced as well as play a greater role in the evaluation process (particularly in terms of advising beneficiaries on how they can monitor and attribute the extent to which MAS East Midlands support has led to changes in their business' performance – particularly in terms of employment and turnover).</p>	<p>Section 6.4.5, Page 43</p>
<p>Recommendation Five:</p>	<p>We recommend that continuity in delivery approaches and the experiences of the programme managers will be important, in order to ensure that lessons from previous phases of the programme are being learned, and that a high quality of service delivery is maintained.</p>	<p>Section 7.1.1, page 45</p>
<p>Recommendation Six</p>	<p>We recommend that relationships between MAS East Midlands and the other main business support programmes in the region should be further augmented and developed during future delivery. The synergy between MAS East Midlands and the different support programmes in the region could be managed/discussed at steering group meetings.</p>	<p>Section 8.2.3, page 52.</p>

9.7 Next Steps

We have suggested a number of recommendations that need to be followed up before the Phase 2 Interim evaluation but would particularly recommend that the role of MAS East Midlands Ambassadors in the delivery model be further enhanced as it shows the hands

on and relevant application of advice to potential users of the service interventions. The value of MAS East Midlands Ambassadors would necessitate a more in-depth role in the evaluation process, particularly their success in terms of marketing the benefits of MAS East Midlands support for businesses in the East Midlands region.

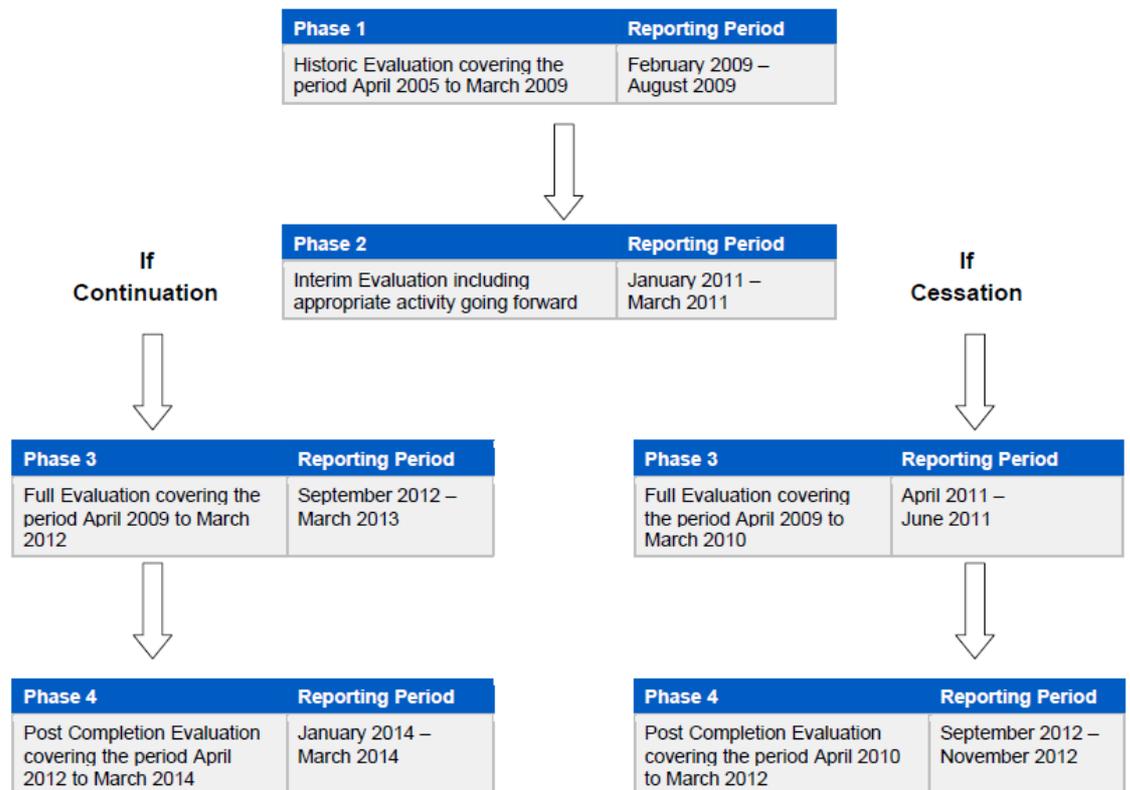
Future phases of the evaluation would also need to explore in greater depth the extent to which MAS East Midlands support has led to changes in the turnover of the businesses being supported. This is because some businesses interviewed as part of this phase of the evaluation may have received support at too recent a date to witness any changes in their business' performance, plus the recent recession is likely to have restricted the extent to which the businesses have been able to increase turnover and employment levels.

Future phases of the evaluation will also need to test the "customer journey" in greater detail, in particular the extent to which MAS East Midlands is referring beneficiaries on to support that is appropriate to their needs. The surveys will also need to explore the reasons why the beneficiaries are leaving the MAS East Midlands service (and not progressing on to further levels of support) in greater detail.

Annex 1: Evaluation phases of MAS East Midlands

Evaluation of MAS East Midlands

This evaluation is a longitudinal study which will potentially cover a number of phases which we reiterate below and which is reflective of the continuance or cessation of MAS in the East Midlands. This report comprises Phase 1.



Annex 2: Research Tools

EVALUATION OF MAS EAST MIDLANDS 2005 to 2009

Emda/BL Stakeholder Consultation (semi structured topic guide)

ECOTEC has been commissioned by the East Midlands Development Agency (*emda*) to undertake an evaluation of the Manufacturing Advisory Service (MAS) East Midlands over the period 2005 to 2009. The purpose of this discussion is to obtain your perspective on how well MAS in this period has performed, and identify any potential areas for improving the service going forward.

Interviewee (and contact details):

Interviewer:

Date:

Background

1. Interviewee's role in their respective organisation.
2. Nature of involvement with or knowledge of MAS East Midlands.
Probe in terms of:
 - *Familiarity of MAS Phase 1, i.e. pre 2005; and*
 - *Extent of experience and interaction with Pera,*
3. If familiar with MAS pre 2005 – has it changed for the better post 2005 and if so, in what respect?

Context and Key Drivers

4. Value of the manufacturing sector to the East Midlands economy
Probe how this has evolved
5. View of key issues and needs facing the manufacturing sector in the East Midlands
Probe in terms of:
 - *If specific issues to SMEs;*
 - *Potential effects of the recession on the East Midlands manufacturing sector; and*
 - *Whether businesses that have used MAS are better placed.*

6. In the absence of MAS, awareness and knowledge of other interventions to support East Midlands manufacturers

Probe in terms of:

- *Development of activity by businesses regardless of MAS*
- *Benefits that would otherwise gone to other firms in the East Midlands in the absence of MAS*
- *List other identified regional or national interventions*

Impact and Achievement

7. What were your hopes and expectations of MAS post 2005, and have they been realised?

8. How well overall do you feel MAS East Midlands is performing?

Probe reasons for success or weakness:

9. More specifically, to what extent do you think MAS has contributed to following principal objectives:

- Economic – improve efficiency and profitability of manufacturing firms in the East Midlands
- Technical – improve awareness and adoption of innovative techniques and technological solutions
- Management – working with Business Link and wider business support
- Productivity – increase 'value added' aspect of firms e.g. producing higher value added goods or improving efficiency

10. Views on the sustainability of impacts.

Probe behavioural or attitudinal changes amongst businesses.

Process

11. How well overall do you feel Pera is delivering MAS East Midlands?

Probe differences between pre and post 2005

12. Particular aspects (or key service) of MAS that has worked well?

Probe in terms of:

- *Different Levels 1-5; and*
- *Services – MAS+ (strategic product and market development advice); Cross Regional Supply Chain; Improving Manufacturing Design; Subsidiary Support*

13. Are there any particular areas of service that need strengthening or could be delivered more effectively?

14. To what extent is MAS East Midlands meeting the needs of all types of business in the region.
Probe in terms of types of manufacturers; age, size, ethnicity, location of businesses.

Added Value

15. What difference has ERDF funding made to the delivery of MAS East Midlands
16. Knowledge or awareness if MAS East Midlands post 2005 has influenced other partners, may be other RDAs, in adopting or changing approaches or services for businesses.
17. How effective has MAS East Midlands been in engaging with other partners generally and also in terms of knowledge sharing and coordination of activities.
Probe differences between pre and post 2005
18. Any notable examples of innovative or good practice.
Probe examples of either successful businesses or approaches

Future

19. What do you feel are the key future areas of improvement for MAS East Midlands?
Probe in terms of:
- *Nature of services being delivered; and*
 - *Delivery mechanisms.*
20. What do you feel would be the main impacts of these improvements?
21. Is there anything else you wish to comment to assist the evaluation?

THANK THE INTERVIEWEE

Manufacturing Advisory Service East Midlands (MAS EM)

Non MAS EM Users Questionnaire

Introduction

ECOTEC has been commissioned by *emda* to carryout an evaluation of the Manufacturing Advisory Service (MAS) in the East Midlands between April 2005 and March 2009. As well as speaking to businesses that have used MAS during this period, we are looking to survey businesses that have not used the MAS EM Services.

Could I just check that you have not received any support from MAS East Midlands to date.
Prompt: *if asked, MAS offers practical, hands on support to manufacturers focused on improving business bottom line. Support includes a telephone helpline providing information and advice, on-site manufacturing reviews to identify areas for improvement, subsidised consultancy support and referrals to other business support services.*

This research will cover areas such as your use of business advice and support services received, the impact they have had on your company and business performance. Could I check that you are the correct person to deal with this type of research?

We anticipate that this interview will take no more than 15- 20 minutes. We are able to make an appointment with you should it not be convenient at this time.

[Record booking details (date/time): _____]

A. Baseline information *(Interviewer: please check these details against those provided by Project Manager and fill any gaps where identified)*

(Note to interviewer – please check against details provided by Project Manager and fill gaps where identified)

A1. Is this the only site the business operates from? [Tick one only]

	TICK
Yes – single site	
No – multiple sites, others in East Midlands only	
No – multiple sites, others in the UK only	
No – multiple sites, others internationally only	
No – multiple sites, others in EM, across UK or internationally	

A2a. How many employees do you have currently have?

	TICK
1-9 (Micro)	
10-49 (Small)	
50-249 (Medium)	
250+ (Large)	

A2b. What proportion of your employees are full time and what proportion are part time?

	%
Full Time	
Part Time	
Total	

A3. What proportion of your workforce have the following qualifications?]

	ENTER PERCENTAGE
Postgraduates or members of professional/technical institutes	
Degree level	
A-levels	
5 or more GCSEs or O-levels	
Less than 5 GCSEs or O-levels	
Don't know	

A4. What is the main business activity at this site? [Write in or code to list]

	TICK
Manufacture of food products	
Manufacture of beverages	

Manufacture of tobacco products	
Manufacture of textiles	
Manufacture of wearing apparel	
Manufacture of leather and related products	
Manufacture of wood and of products of wood and cork, except furniture manufacture of articles of straw and plaiting materials	
Manufacture of paper and paper products	
Printing and reproduction of recorded media	
Manufacture of coke and refined petroleum products	
Manufacture of chemicals and chemical products	
Manufacture of basic pharmaceutical products and pharmaceutical preparations	
Manufacture of rubber and plastic products	
Manufacture of other non-metallic mineral products	
Manufacture of basic metals	
Manufacture of fabricated metal products, except machinery and equipment	
Manufacture of computer, electronic and optical products	
Manufacture of electrical equipment	
Manufacture of machinery and equipment n.e.c.	
Manufacture of motor vehicles, trailers and semi-trailers	
Manufacture of other transport equipment	
Manufacture of furniture	
Other manufacturing	
Repair and installation of machinery and equipment	
Other (please specify)	

A5. What are the primary sectors your business serves? *[Record fully below and code sector after]*

	TICK
Agriculture or Fisheries	1
Energy or Water	2
Construction	3

Manufacturing (<i>state sub-sector</i>)	4
Transport, Communications or Logistics	5
Retail / Wholesale, Hotels or Restaurants	6
Business or financial services	7
Education or health	8
Other services	9

A6. What percentage of your sales is to customers based in the East Midlands? [*Tick one only*]

	TICK
1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know (<i>do not read out</i>)	

A7. How long has your business been trading? [*Tick one only*]

	TICK
Less than a year	
More than a year but less than 3 years	
More than 3 years but less than 5 years	
Between 5 and 10 years	
More than 10 years	
Don't know (Do not read out)	

A8. What is the current turnover of the business? [*Tick one box only*]

	TICK
Zero/nothing	
Less than £50k	
£50k to £100k	
£101k to £200k	

£201k to £500k	
£501k to £1.5m	
£1.5m + to £2m	
£2m to £3m	
£3m to £5m	
Greater than £5m	
Don't know	
Refused	

B. Awareness of MAS East Midlands

B1. We understand that you have not received support from MAS, but how aware are you of the various levels of MAS services?

[Read out each description and tick one per row]

Level	Description	Fully Aware (1)	Limited Awareness (2)	Not Aware (3)
Level 1	Telephone helpline – providing manufacturers with information and advice on a wide range of technical issues?			
Level 2	Manufacturing Review - an on-site review of company manufacturing operations and recommendations for improvement?			
Level 3	Training and Events – awareness raising and promotional activities, networking activities, seminars and workshops			
Level 4	Consultancy Support - to help a business action the recommendations identified from the Manufacturing Review and embed actual change within the organisation?			
Level 5	Referral – referral to specialised 'non core' services. Signposting and referral for non-manufacturing queries, such as financial, hr or legal issues			

If response is "fully aware" or "limited awareness" for any of the Levels, ask Question B2.

If interviewee is "not aware" of any of the Levels, go to Question B4.

B2. How did you first become aware of MAS EM? *[Tick one only]*

Contact from MAS EM	
Business Link referral	
Other referral-from whom, please specify	
Local business seminar/event	
Supplier/customer	
Word of mouth	
Other- please specify	
Don't know	

B3. Why haven't you used MAS EM support?

	TICK
Did not need any support	1
Do not think support could help me	2
It would be too expensive	3
Not enough time	4
Planning to do it in the future	5
Not sure where I would find support	6
Other:	Specify

B4. How interested would you be in terms of potentially using the following levels of MAS support in the future? *Rank on a scale from 1 to 5, with 1 being "not interested" and 5 being "very interested" (Prompt – see Question B2 if an explanation of the different levels is required).*

Level	Level of Interest
Level 1	
Level 2	
Level 3	
Level 4	
Level 5	

C. Other Support Accessed

C1. Have you accessed any support to help you improve the performance of your business since April 2005?

	TICK
Yes	(GO TO C3)
No	(GO TO C2A)

C2a. If you have not accessed any external advice or support please would you indicate why (*Tick all that apply*)

	TICK
Did not need any support	1
Do not think support could help me	2
It would be too expensive	3
Not enough time	4
Planning to do it in the future	5
Not sure where I would find support	6
Other:	Specify

C2b. What would help you to access business support in the future? [*Record open response*]

GO TO SECTION F

C3. What business support services have you accessed between April 2005 and March 2009?
[Don't read out, code to list, tick all that apply]

	TICK
Customer/Supplier	GO TO C4
A trade association	GO TO C4
A business consultancy	GO TO C4
DTI (BERR) Now BIS	GO TO C4
RDA	GO TO C4
University	GO TO C4
Business Link	GO TO C4
Bank	GO TO C4
Accountant	GO TO C4
Other (specify)	GO TO C4
None	GO TO F1

C4 What types of support did you receive? *[Do not read out, code to list, tick all that apply]*

	TICK
Productivity Improvement (i.e. Lean thinking, 5S/6 Sigma, value stream & process mapping, improving layouts & space utilisation, reducing work in progress, improving quality & delivery, materials and production innovation)	
Finding suppliers, services or equipment	
Improving resource efficiency	
New product development/implementation support	
Working within a supply base or with supply chains	
Developing a long term manufacturing strategy	
Management/leadership support/advice	
Marketing	
Accessing best practice	
Access to finance	
Design advice	
Innovation advice	
Specific technical expertise	

Staff training/skills development	
Other ([please specify])	

C5a Were you required to pay anything for this advice? (*Do not prompt, single code*)

Yes	1 – Go to C5b
No	2 – Go to C5C

C5b How much did you have to pay?

Enter figure in £s _____

C5c. Did you receive any financial assistance from any public sector agency in accessing the advice or support you received? (*Do not prompt, single code*)

Yes	1 – Go to C5D
No	2 – Go to C6A

C5d. How much financial assistance did you receive?

Enter figure in £s_____

C5e. What was the name of the organisation that you received financial assistance from?

Open response, probe fully

C5f. How many hours of support did you receive? (Record number of hours)

C6a. What initially made you interested in receiving support from this service? (*Don't read out but code to list, tick all that apply*)

	TICK
General business advice enquiry	
General manufacturing industry enquiry	
<u>Desire</u> to improve/grow the business	
<u>Need</u> to improve/grow the business	
Had sourcing/supplier issues	
Had process/production issues	
Help on legal issues/compliance with regulations	
Help with quality accreditations	
Help with staff skills development	
Wanted to introduce new product or service	
Wanted help with product development/design (Wanted to keep up with and manage change e.g. new technology)	
Help on introducing new/improved management tools	
Help to develop manufacturing strategy/marketing plans	
Seeking advice on external finance or funding	
Other (please specify)	

C6b. Do you think you could have obtained a similar service with MAS?

	TICK
Yes	ASK C6c
No	GO TO C6d
Don't know	GO TO C6d
Not aware of MAS	GO TO C6d

C6c. Why did you choose not to use MAS for *this support* (*i.e. just the support mentioned above*)? *Probe fully and record all details*

C6d. Do you think you could have obtained a similar service elsewhere (i.e. other than with MAS)?

	TICK
Yes	ASK C6e
No	GO TO C7A
Don't know	GO TO C7A

C6e. If yes, please specify where?

C7a. To what extent did the support you obtained meet your expectations? *[Tick one only]*

	TICK
Surpassed expectations	
Met expectations	
Fell short of expectations	

C7b. In what way? *[Open question, do not prompt but probe for full details]*

PART D: Benefits and Impact of Support Used to the Businesses

D1a. What type of benefits were you **looking** to achieve as a result of this support? *[Read out list and tick all that apply]*

D1b. What type of benefits did you **actually** achieve as a result of the support? *[Read out list and tick all that apply]*

D1c. What do you consider to be the principal benefit achieved for your business as a result of the overall support? *[Tick one only]*

	QD1a. Looking to Achieve	QD1b. Actually Achieved	QD1c. Principal benefit
Increase Jobs*			
Safeguard Jobs*			
Increase Sales*			
Increase Turnover*			
Increase Profits*			
Raise Skills levels			
Reduce Costs			
Improve People Productivity			
Scrap/Defect reduction			
Improve Space Utilisation			
Improve On Time Delivery			
Increase Stock Turns			
Other- <i>Please specify</i>			
No benefits achieved (do not read out)		Go to D3	

*If the respondent has achieved any of the benefits with a * next to them please ask:*

D1d. Can you quantify the change?

	D1d	
	Number	%
Increase in jobs		
Jobs safeguarded		
Increase in sales		
Increase in turnover		
Increase in profits		

D1e. Of benefits achieved, overall, how long did it take to achieve the selected benefits? *[Tick one only]*

	TICK
Within 3 months of implementation	
Between 3 to 6 months of implementation	
Between 6 to 9 months of implementation	
Between 9 to 12 months of implementation	
Between 1 and 2 years from implementation	
More than 2 years	
Unable to answer	

D1f. Of benefits achieved, overall, for how long do you expect those benefits to be sustained?
[Tick one only]

	TICK
Less than 6 months	
6 to 12 months	
1 to 2 years	
2 to 4 years	
4 years or more	
Indefinitely	
Do not know (<i>Do not read out</i>)	

D2. Of the benefits realised, what proportion do you estimate would have been realised anyway if the support had not been used? *[Tick one only]*

	TICK
0%	
1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know <i>Do not read out</i>	

D3. What, if any, were the additional benefits to the business? (*Read out and tick all that apply*)

	TICK
Cultural change	
Higher morale/staff motivation and engagement	
Improved working environment for operative staff	
Management confidence and clarity of purpose (strategic perspective)	
Higher skilled labour retention	
Customer relations	

Respect through achieving recognised industry standards or adopting recognised processes	
Links to other forms of complementary support	
Other, please specify	
None	

Part E: Strategic Added Value

E1. In your opinion, as a result of the support you have received, do you think your business is well equipped to deal with the economic recession?

	TICK
Yes, to a great extent	GO TO E1b.
Yes, to a limited extent	GO TO E1b.
No difference	GO TO F1
No	GO TO E1b.

E1b. Why do you think this? *[Open question, probe fully]*

F. Future

F1. How would you like to see support for manufacturing develop in the future? *[Open question, probe fully]*

Thank you for your time and cooperation in this important survey. The results of the evaluation will be used in the form of a summary report that will be made public and available to participants in this survey. HOWEVER, may we assure you that all information provided and views expressed will remain confidential between us (ECOTEC) and our client (*emda*), and that no individual company or its information supplied will be identified from the survey.

Evaluation of Manufacturing Advisory Service (MAS) East Midlands 2005 – 2009

Draft Telephone Questionnaire (*version 3*) – MAS EM Beneficiaries

ECOTEC has been commissioned by *emda* to carry out an evaluation of the Manufacturing Advisory Service (MAS) in the East Midlands. This evaluation covers beneficiaries accessing MAS East Midlands services and support between April 2005 and March 2009. As a beneficiary of MAS EM services you should recently have received a letter informing you that we are conducting this research.

Please would you confirm that you are the correct person to deal with this research in relation to MAS EM.

This research will cover areas such as your use of business advice and support services received, the impact they have had on your company and business performance. In addition, we are also seeking to learn the lessons for the future of MAS EM.

We anticipate that this interview will take no more than 20-25 minutes. We are able to make an appointment with you should it not be convenient at this time.

Check name and address details and make sure postcode is recorded.

Pre-start question

Did you receive MAS EM support between April 2005 and March 2009?

Yes	Proceed with the survey
No	If no, thank and close. Ask them if they would be willing to participate in the control survey

PART A: Business Characteristics

(Note to interviewer – please check against details provided by Project Manager and fill gaps where identified)

A1. Is this the only site the business operates from? [Tick one only]

Yes – single site	
No – multiple sites, others in East Midlands only	
No – multiple sites, others in the UK only	
No – multiple sites, others internationally only	
No – multiple sites, others in EM, across UK or internationally	

A2a. How many employees do you have currently have?

1-9 (Micro)	
10-49 (Small)	
50-249 (Medium)	
250+ (Large)	

A2b. What proportion of your employees are full time and what proportion are part time?

	%
Full Time	
Part Time	
Total	

A3. What proportion of your workforce have the following qualifications?]

	Enter percentage
Postgraduates or members of professional/technical institutes	
Degree level	
A-levels	
5 or more GCSEs or O-levels	
Less than 5 GCSEs or O-levels	
Don't know	

A4. What is the main business activity at this site? *[Write in or code to list]*

Manufacture of food products	
Manufacture of beverages	
Manufacture of tobacco products	
Manufacture of textiles	
Manufacture of wearing apparel	
Manufacture of leather and related products	
Manufacture of wood and of products of wood and cork, except furniture manufacture of articles of straw and plaiting materials	
Manufacture of paper and paper products	
Printing and reproduction of recorded media	
Manufacture of coke and refined petroleum products	
Manufacture of chemicals and chemical products	
Manufacture of basic pharmaceutical products and pharmaceutical preparations	
Manufacture of rubber and plastic products	
Manufacture of other non-metallic mineral products	
Manufacture of basic metals	
Manufacture of fabricated metal products, except machinery and equipment	
Manufacture of computer, electronic and optical products	
Manufacture of electrical equipment	
Manufacture of machinery and equipment n.e.c.	
Manufacture of motor vehicles, trailers and semi-trailers	
Manufacture of other transport equipment	
Manufacture of furniture	
Other manufacturing	
Repair and installation of machinery and equipment	
Other (please specify)	

A5. What are the primary sectors your business serves? *[record open response]*

A6. What percentage of your sales is to customers based in the East Midlands? [*Tick one only*]

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know (<i>do not read out</i>)	

A7. How long has your business been trading? [*Tick one only*]

Less than a year	
More than a year but less than 3 years	
More than 3 years but less than 5 years	
Between 5 and 10 years	
More than 10 years	
Don't know (Do not read out)	

A8. What is the current turnover of the business? [*Tick one box only*]

Zero/nothing	
Less than £50k	
£50k to £100k	
£101k to £200k	
£201k to £500k	
£501k to £1.5m	
£1.5m + to £2m	
£2m to £3m	
£3m to £5m	
Greater than £5m	
Don't know	
Refused	

Part B: Motivation and Awareness of MAS EM

B1. How did you first become aware of MAS EM? *[Tick one only]*

Contact from MAS EM	
Business Link referral	
Other referral-from whom, please specify	
Local business seminar/event	
Supplier/customer	
Word of mouth	
Other- please specify	
Don't know	

B2. What initially made you interested in receiving support from MAS EM? *(Don't read out but code to list, tick all that apply)*

General business advice enquiry	
General manufacturing industry enquiry	
<u>Desire</u> to improve/grow the business	
<u>Need</u> to improve/grow the business	
Had sourcing/supplier issues	
Had process/production issues	
Help on legal issues/compliance with regulations	
Help with quality accreditations	
Help with staff skills development	
Wanted to introduce new product or service	
Wanted help with product development/design (Wanted to keep up with and manage change e.g. new technology)	
Help on introducing new/improved management tools	
Help to develop manufacturing strategy/marketing plans	
Seeking advice on external finance or funding	
Other (please specify)	

B3. Why did you choose MAS EM? *[Read out and tick all that apply]*

Free/subsidised support	
Confidence in MAS EM	
Recommendation	
Support not available elsewhere	
Previous support or intervention was unsuccessful/unsuitable	
Rejected alternative options <i>(if ticked ask interviewee to specify which other options and why they were rejected)</i>	
Other <i>(please specify)</i>	

B4. Before accessing MAS EM support how aware were you of the following MAS EM services?
[Read out each description and tick one per row]

Level	Description	Fully aware (1)	Limited awareness (2)	Not Aware (3)
Level 1	Telephone helpline – providing manufacturers with information and advice on a wide range of technical issues?			
Level 2	Manufacturing Review - an on-site review of company manufacturing operations and recommendations for improvement?			
Level 3	Training and Events – awareness raising and promotional activities, networking activities, seminars and workshops			
Level 4	Consultancy Support - to help a business action the recommendations identified from the Manufacturing Review and imbed actual change within the organisation?			
Level 5	Referral – referral to specialised 'non core' services. Signposting and referral for non-manufacturing queries, such as financial, hr or legal issues			

Part C: Experience and Satisfaction of MAS EM business advice and support

C1. Are you still receiving MAS EM support? [Tick one only]

Yes	GO TO C2
No	GO TO C3

C2. If Yes - How often do you use the MAS EM services? [Tick one only]

Once a month	
Every couple of months	
Every six months	
Annually	
Less than once a year	

GO TO C4

C3. If No - how often did you use the MAS EM services? [Tick one only]

Once a month	
Every couple of months	
Every six months	
Annually	
Less than once a year	
Only once	

GO TO C4

C4a. What type of support did you receive from MAS EM?

C4b. How many times did you access the support?

C4c. On a scale of 1 to 5 where 1 is very poor and 5 is excellent, how would you rate the service you received for each relevant level of support.

Level	Description	C4a. Type of support received	C4b. Number of times accessed	C4c. Rating 1-5
Level 1	Telephone helpline – providing manufacturers with information and advice on a wide range of technical issues?			
Level 2	Manufacturing Review - an on-site review of company manufacturing operations and recommendations for improvement?			
Level 3	Training and Events – awareness raising and promotional activities, networking activities, seminars and workshops			
Level 4	Consultancy Support - to help a business action the recommendations identified from the Manufacturing Review and imbed actual change within the organisation?			
Level 5	Referral – referral to specialised 'non core' Signposting and referral for non-manufacturing queries, such as financial, hr or legal issues			

Go to

Go to

If level 3 has been ticked go to C4d. and if Level 4 has been ticked go to C4f. Otherwise go to C5a.

For those who received Level 3 support

C4d. How important were training and networking events in encouraging you to use either Manufacturing Review and/or Consultancy support from MAS EM?

Very important	
Important	
Neither important nor unimportant	
Not very important	
Of no importance	

Q4e. To what extent did these events help improve awareness and skills related to manufacturing issues and best practice?

To a significant extent	
To a great extent	
To some extent (
To a little extent	
To no extent	

If level 4 has been ticked go to C4f. Otherwise go to C5a.

For those who received Level 4 support

C4f. Can you please estimate the number of days of consultancy support received? *[Enter number of days below]*

C4g. Can you please estimate the number of staff days your business has dedicated to implementing MAS EM support? *[Enter number of days below]*

C5a. Did the support make you aware of any business needs that you were not aware of previously?

Yes	
No	

C5b. Following your experience of MAS EM business support, are you likely to use business support in the future?

Very likely to use	
Likely to use	
No change	
Unlikely to use	
Very unlikely to use	

C5c. Do you think you could have obtained a similar service elsewhere?

Yes	
No	Go to C6a

C5d. If yes, please specify where?

C6a. To what extent did the MAS EM overall meet your expectations? *[Tick one only]*

Surpassed expectations	
Met expectations	
Fell short of expectations	

C6b. In what way? *[Open question, do not prompt but probe for full details]*

C7. In terms of the overall MAS EM support you received could you rate each of the following on a scale of 1-5. [Tick one for each row]

	Very Poor (1)	Poor (2)	Average (3)	Good (4)	Very Good (5)	Not Used
Competence of Advisors/consultants?						
Relevance of advice from advisors/consultants given?						
Recommendations made and usefulness of support?						
Usefulness and relevance to your business of seminars and workshops?						
Publicity and awareness of MAS EM events, e.g. workshops and seminars						

If the respondent hasn't received Level 2 (Manufacturing Review) or Level 4 (Consultancy Support) go to H2

PART D: Actions and recommendations from MAS EM *For those who answered level 2 and/or level 4 at QC4a, only.*

D1. Did MAS EM make any recommendations for your business? [Tick one only]

Yes	GO TO D2
No	GO TO H2

D2. If yes- Have you acted or are you acting on these recommendations? [Tick one only]

Yes	GO TO D3
No	GO TO D5

D3. If MAS EM recommendations were acted on-to what extent were they implemented? [Tick one only]

Fully implemented	
In process of being implemented	

Only some of the recommendations have been implemented	
--	--

GO TO D4

D4. If yes, were they implemented with MAS EM support or independently? [Tick one only]

With MAS EM support	
Independently	
Don't know	

GO TO D6

D5. If no MAS EM recommendations were acted upon could you indicate the main reason for not implementing them? [Do not read out, code to list, tick one only]

Not considered relevant	
Too complex	
Too costly	
Wider Business environment changed	
Business changed	
Other (please specify)	

GO TO H2

D6. In the absence of MAS EM, would you have come to these same recommendations and action yourself? [Tick one only]

Yes 100%	GO TO D7
Yes but only partially	GO TO D7
Yes but after a delay	GO TO D7
No	GO TO E1

D7. Has MAS EM support [Tick one option in each row]

	Yes	No	Don't know
Brought the timing of an activity forward			
Delayed the implementation of an activity			
Increased the scale of activity			
Decreased the scale of activity			

Improved the quality of an activity or implemented a better project than would otherwise have done			
Diminished the quality of a project			

PART E: Benefits and Impact of MAS EM support to business For those who answered Level 2 and/or Level 4 at QC4a only.

E1a. What type of benefits were you **looking** to achieve as a result of MAS EM support? *[Read out list and tick all that apply]*

E1b. What type of benefits did you **actually** achieve as a result of MAS EM support? *[Read out list and tick all that apply]*

E1c. What do you consider to be the principal benefit achieved for your business as a result of the overall MAS EM support? *[Tick one only]*

	QE1a. Looking to Achieve	QE1b. Actually Achieved	QE1c. Principal benefit
Increase Jobs*			
Safeguard Jobs*			
Increase Sales*			
Increase Turnover*			
Increase Profits*			
Raise Skills levels			
Reduce Costs			
Improve People Productivity			
Scrap/Defect reduction			
Improve Space Utilisation			
Improve On Time Delivery			
Increase Stock Turns			
Other- <i>Please specify</i>			
No benefits achieved (do not read out)		Go to E3	

*If the respondent has achieved any of the benefits with a * next to them please ask:*

E1d. Can you quantify the change?

	<u>Number</u>	<u>%</u>
<u>Increase in jobs</u>		
<u>Jobs safeguarded</u>		
<u>Increase in sales</u>		
<u>Increase in turnover</u>		
<u>Increase in profits</u>		

E1e. Of benefits achieved, overall, how long did it take to achieve the selected benefits? *[Tick one only]*

Within 3 months of implementation	
Between 3 to 6 months of implementation	
Between 6 to 9 months of implementation	
Between 9 to 12 months of implementation	
Between 1 and 2 years from implementation	
More than 2 years	
Unable to answer	

E1f. Of benefits achieved, overall, for how long do you expect those benefits to be sustained? *[Tick one only]*

Less than 6 months	
6 to 12 months	
1 to 2 years	
2 to 4 years	
4 years or more	
Indefinitely	
Do not know <i>Do not read out</i>	

E2. Of the benefits realised, what proportion do you estimate would have been realised anyway if MAS EM support had not been used? *[Tick one only]*

0%	
1-10%	
11-20%	
21-30%	

31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know <i>Do not read out</i>	

E3. What, if any, were the additional benefits of the MAS EM recommendations that were implemented? *(Read out and tick all that apply)*

Cultural change	
Higher morale/staff motivation and engagement	
Improved working environment for operative staff	
Management confidence and clarity of purpose (strategic perspective)	
Higher skilled labour retention	
Customer relations	
Respect through achieving recognised industry standards or adopting recognised processes	
Links to other forms of complementary support	
Other, please specify	
None	

F. Establishing Value for Money and Cost Effectiveness of MAS EM support *For those who answered Level 2 and/or Level 4 at QC4a only.*

F1a. What has been the cost to your business of using the MAS EM consultancy services?

Zero/nothing	
Up to £500	
£501 - £1000	
£1001-£2000	

£2001-£5000	
More than £5001	
Have not used consultancy services	
Don't know	
Refused	

F1b. What has been the cost to your business of implementing MAS EM recommendations?

Zero/nothing	
Up to £500	
£501 - £1000	
£1001-£2000	
£2001-£5000	
£5001-£10000	
£10001-£20000	
£20001-£50000	
£50001-£100000	
£100001-£500000	
£500001-£1m	
£1m-£5m	
More than £5m	
Don't know	
Refused	

F2. How would you rate the benefits of your MAS EM participation in comparison with the costs? [Tick one only]

Greater than the costs	
About the same as the costs	
Less than the costs	
None apply	
Don't Know	

F3a. Has your participation in MAS EM enabled you to lever in investment or finance? [Tick one only]

Yes	
No	
Don't know	

F3b. If yes, is this investment or finance public or private?

Public	
Private	
Don't know	

F3c. How much were you able to secure

Amount	£
Don't know	
Refused to say	

Part G: Impact on Competitors and Supply Chain *For those who received Level 2 and/or Level 4 support only*

G1a.: Do you think that the changes you made, or expect to make, because of MAS EM have had or will have an impact on your main competitors?

Yes	Go to QG1b
No	Go to QG2
No changes made	Go to QG2
Don't have competitors	Go to QG2
Don't know (<i>don't read out</i>)	Go to QG2

G1b. Would that be to increase or decrease their sales?

Increase	Go to G1c.
Decrease	Go to G1d.
Neither	Go to G2
Don't know	Go to G2

G1c. By how much would you expect their sales to increase?

1-10%	
11-20%	
21-30%	
31-40%	

41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know	

G1d. By how much would you expect their sales to decrease?

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know	

G2. What percentage of your main competition, by market share, in the markets in which you compete, is based in the East Midlands? *[Tick one only]*

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know <i>(do not read out)</i>	

G3a. Do you think that the changes you made or expect to make because of MAS EM had or will have an impact on your suppliers/supply chain?

Yes	Go to QG3b.
No	Go to QG4
No changes made	Go to QG4
Don't have competitors	Go to QG4
Don't know (<i>don't read out</i>)	Go to QG4

G3b. Would that be to increase or decrease their sales?

Increase	Go to G3c.
Decrease	Go to G3d.
Neither	Go to G4
Don't know	Go to G4

G3c. By how much would you expect their sales to increase?

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know	

G3d. By how much would you expect their sales to decrease?

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	

71-80%	
81-90%	
91-100%	
Don't know	

G4. What percentage of your turnover is spent on inputs from suppliers based in the East Midlands? *[Tick one only]*

1-10%	
11-20%	
21-30%	
31-40%	
41-50%	
51-60%	
61-70%	
71-80%	
81-90%	
91-100%	
Don't know <i>(do not read out)</i>	

G5. Has MAS EM helped to establish links with business outside of the region? *[Tick one only]*

Yes	
No	
Don't know	

Part H: Strategic Added Value *For those who answered Level 2, 3 or 4 at Q4ca only*

H1. In your opinion, as a result of the MAS EM support you have received, do you think your business is well equipped to deal with the economic recession?

Yes, to a great extent	GO TO H1b.
Yes, to a limited extent	GO TO H1b.
No difference	GO TO H2
No	GO TO H1b.

H1b. Why do you think this? *[Open question, probe fully]*

H2. Moving beyond your own business and looking at the wider manufacturing sector, in your opinion has MAS EM led to any of the following? *[Read out and tick all that apply]*

Improvement in the supply of qualified manufacturing consultants available	
Addressing fundamental market failures	
Improving the knowledge of manufacturing and the issues faced by manufacturing firms among the business support bodies	
Influencing and improving the focus of regional and national policy on manufacturing support	
Improving the awareness of manufacturing within Universities, Schools, the general public.	
Improving the coordination and delivery of business support policies	
Increased market confidence	
Stimulating and adoption of new innovative approaches/process methods	
Improved access and transfer of good practice or sharing of knowledge from elsewhere	
Other (please specify)	
None of the above	

Part I: Use of Business Support

11. Do you regularly use publicly funded business support? *[Tick one only]*

Publicly funded business support is business support funded or subsidised by the Government

Yes	
No	

12. Other than MAS EM support, what other business support services have you accessed between April 2005 and March 2009? *[Don't read out, code to list, tick all that apply]*

Customer/Supplier	GO TO I3
A trade association	GO TO I3
A business consultancy	GO TO I3
DTI (BERR)	GO TO I3
RDA	GO TO I3
University	GO TO I3
Business Link	GO TO I3
Other (specify)	GO TO I3
None	GO TO J1

13. Was any of this similar to MAS EM type support? *[Tick one only]*

Yes	GO TO I4
No	GO TO I4
Don't know	GO TO I5

14a. What types of support did you receive? *[Do not read out, code to list, tick all that apply]*

Product development support	
Management/leadership support/advice	
Marketing/strategy	
Accessing best practice	
Access to finance	
Resource efficiency	
Design advice	
Innovation advice	
Specific technical expertise	
Staff training/skills development	
Other ([please specify])	

I4b. Did you receive any funding?

Yes	
No	

I4c. Did you receive any recommendations?

Yes	
No	GO TO I5

I4d. If yes, did you implement any of the recommendations?

Yes	
No	

I5. How does the support received from MAS EM compare with this other support received?
[Tick one only]

Better/ more effective	
The same	
Worse/less effective	
Too different to make a comparison	
Don't know	

Part J: Future

J1. How would you like to see MAS EM develop in the future and do you have any suggestions for improvements or service additions? If so, what are they?

Thank you for your time and cooperation in this important survey. The results of the evaluation will be used in the form of a summary report that will be made public and available to participants in this survey. HOWEVER, may we assure you that all information provided and views expressed will remain confidential between us (ECOTEC) and our client (*emda*), and that no individual company or its information supplied will be identified from the survey.

We have to prepare a number of case studies as part of the evaluation process and would very much appreciate it if you would be willing to take part. Would you be willing to be contacted for a case study? **Yes/No.**

Finally, would you like MAS EM to contact you again? **Yes/No** We would be pleased to pass your request on.

Evaluation of Manufacturing Advisory Service (MAS) East Midlands 2005 – 2009 – Beneficiary Case Studies

As you are aware, ECOTEC has been commissioned by *emda* to carry out an evaluation of the Manufacturing Advisory Service (MAS) in the East Midlands. This evaluation covers beneficiaries accessing MAS East Midlands services and support between April 2005 and March 2009.

The main purpose of this interview is to facilitate the development of some in-depth case studies of companies that have benefited through MAS support. We therefore wish to have a more in-depth discussion to expand on some of the issues we covered in the initial interview. We will not explicitly name your company in the report, and will show you the draft case study (for your sign off) before the report is submitted to *emda*.

Background Information

1) Much of this information has been collected through the completion of the business survey. However, where there are any gaps in the data and where more detail would be useful, ask the following:

- I. Location of the Business
- II. Main activity
- III. Level of Turnover
- IV. Number of Premises
- V. Company structure, including number of employees (This needs to be asked to every company as detail on structure is very important)
- VI. Length of time trading
- VII. Customer base
- VIII. Period of time when they accessed MAS support
- IX. Levels of support received

Awareness of MAS

2) Just to refresh, how did you first become aware of MAS?

3) What prompted you to seek support from MAS?

4) Why did you choose MAS over other alternative support providers?

Probe which other support providers were considered, and the reasons why MAS was selected.

5) And (*check from survey*), you accessed Level x MAS support – why did you receive support from this Level? Did you consider other Levels of support? Why did you not access the other Levels of support?

Details of Support Received

6) So can you give us a full description of how MAS supported you? *Ask the interviewee to describe:*

- *The type of support provided*
- *How the support was delivered (e.g. one-to-one, seminars)*
- *Where the support was delivered (e.g. at premises)*
- *How regular the support was delivered (e.g. once a week)*
- *The period of time over which the support was delivered*
- *Reasons for the support coming to an end (if appropriate), or reasons for support continuing (if appropriate)*

7) And how satisfied were you with the delivery processes? *Probe fully for:*

- *Strengths (i.e. were there any notable good practice examples emerging from how the MAS advisor delivered the support?)*
- *Weaknesses*
- *Ways in which the support could have been improved*

8a) Did the interviewee access other types of support after MAS? *This could also include working with universities. Probe also whether the business secured any finance.*

8b) Why did the interviewee access this support?

8c) What role, if any, did the support delivered through MAS play in this?

Impacts on the Business

9) So (*quote survey findings*) we understand that since MAS, your turnover increased by x, and levels of employment increased by x, what do you think would have happened to your business had MAS support not been available? *Probe fully whether this could have happened in the absence of MAS support – could other support providers have helped facilitate such changes?*

10) How long do you think these impacts will last? *Also probe what actions (if any) the interviewee will take to ensure the impacts will last.*

11) Were you able to introduce any new innovative products or processes as a result of MAS support? *Again probe fully, and probe the extent to which the products and processes could have been introduced in the absence of MAS support – could other support providers have helped facilitate such changes?*

12) Do you feel that MAS support has, in any way, made you better equipped to deal with the recession?

Future

13) Are there any other types of business support (particularly manufacturing type support that you think you will access in the future? *Probe fully:*

- *Types of support;*
- *Which providers;*
- *Support delivery mechanisms;*
- *Potential timescales for accessing the support.*

14a) Do you feel that you currently encounter any barriers to accessing manufacturing related support? *Also probe for other types of business support.*

14b) How do you feel that these barriers could be addressed?

15) What do you see as being the key challenges currently affecting your economic sub-sector?

16) And how would you like to see MAS support develop within the East Midlands to address these challenges?

- 17) And how would you also like to see other types of manufacturing support develop to address these challenges?
- 18) Is there anything else you would like to say about MAS support that could help us with this evaluation? *E.g. ask interviewee whether there are any images of new products that we could use to support the case study.*

THANK THE INTERVIEWEE

Annex 3: Sample Frames for Beneficiary and Control Group Surveys

MAS Users

- The businesses interviewed operated across a wide range of sub-sectors; however, the most common sub-sectors represented were the manufacture of machinery/ equipment (14% of the sample) and the manufacture of fabricated metal products (12% of the sample). This differs slightly to the overall profile of the region's manufacturing sector (according to the Annual Business Enquiry), where 10% of manufacturing businesses operated in fabricated metal products and 9% operated in the manufacture of machinery and equipment. The most common sub-sector in the region is the manufacturing of food and beverages, which accounts for 18% of the region's overall manufacturing businesses.
- In terms of sizeband, 34% of the businesses interviewed employed fewer than ten people and 45% employed between 10 and 49 people. Just 3% employed more than 250 people. These figures differ to the overall composition of the East Midlands manufacturing sector, where just 7.7% of businesses employ fewer than ten people and 11.7% employ between 11 and 49.
- The businesses surveyed varied significantly in terms of level of annual turnover, with 14% of businesses having an annual turnover of more than £5 million. Furthermore, 20% had a turnover of between £500,000 and £1.5 million and 10% had a turnover of between £1.5 million and £2 million.
- The businesses interviewed served a diversity of sectors. One in three businesses primarily served other manufacturing businesses and 19% serviced the wholesale and retail sector.
- Many businesses appear to operate in relatively large scale geographical markets, given that two in five businesses had less than 10% of their customers in the East Midlands. Furthermore, just 8% had between 91% and 100% of their customers based within the region.
- The majority of companies interviewed were mature, given that 71% had been trading for more than ten years.

Control Group of Non-users

- The businesses operated in a diversity of manufacturing sub-sectors. 10% operated in the manufacturing of machinery and equipment.
- 71% of businesses interviewed employed less than ten people, and 22% employed between 10 and 49. Just 6% employed more than 50 people.
- The geographical scale of markets served by the businesses interviewed as part of the control group was more localised than the MAS beneficiaries interviewed. 20% had more than 90% of their customers in the East Midlands.
- Many of these businesses were relatively mature, as 72% had been trading for more than ten years.
- The businesses varied significantly in terms of annual turnover.

Annex 4: List of Stakeholder Consultees

Stakeholder Consultees

Name	Role
	Stakeholders
Stuart Hilton	MAS Operations Manager, Pera
Tony Pritchard	MAS EM Regional Director, Pera
Simon Hall	Director Midlands and North, Pera
Patrick Keen	Manufacturing Policy Lead, <i>emda</i>
Roger Parr	National MAS Resource Manager, <i>emda</i>
Ann Palmer	National Network Coordinator
Sumeet Kanwar	Business Support Team Manager, <i>emda</i>
Johanne Parkin	Business Support Development Manager, <i>emda</i>
Richard Gill	Business Link East Midlands
John Mckay	Deputy Director MAS, BERR
Peter Roberts	MAS Ambassador, Steering Group member
David Phillipson	MAS Ambassador, Steering Group member
Simon Beech	MAS Ambassador, Steering Group member
Rosie Smith	Steering Group member (note limited involvement in meetings)
Sonja Smith	Sub-regional Strategic Partnership rep on Steering Group
Chris Brock	Innovation Manager
Lewis Stringer	<i>emda</i> 's Business Investment Team Manager
Peter Hogarth	International Trade Director, UKTI
Martin Traynor	Chief Executive, Chamber of Commerce
George Cowcher	Chief Executive, Chamber of Commerce, Derbyshire and Nottinghamshire
Paul Taylor	Regional Manager for National Skills Academy for Manufacturing
Martin Wassell	Regional Director, EEF
Andrew Mair	Chief Executive, Midlands Aerospace Alliance
Malcolm Healy	Regional Sector Lead - East Midlands, Semta