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*AUSTRALIA, NEW ZEALAND & SE ASIA*

**THOUGHT-LEADER IN STEEL PROCESSING AUTOMATION**

# THE ART OF STEEL PROCESSING AUTOMATION



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# INTRODUCTION

**Specialist Machinery Sales (SMS) aims to increase your productivity, efficiency, and profits.**

Is the productivity of all of your machinery at peak performance? SMS capability assessment compared to actual production.

Are your machines performing at their optimum capacity? SMS capacity audit to identify opportunities for optimisation.

Where do you find expertise in global machine tooling to partner with your team and your business? SMS specialises in improving your cycle times and setup times to increase your ability to respond to market conditions and broaden your market sector appeal.

Providing precision-engineered systems to the manufacturing industry allows us to work together to understand market expectations and why you need to adapt. There are world-leading options to create and extend any manufacturing process available from SMS.

We will work with you to understand and develop your design, manufacture, and assemble, quality control, install, and commission with involvement from the machine manufacturer.

**A true 'single source' for  
manufacturing strategies.**



# ADVICE MADE OF STEEL

**I am not your cousin, nor am I your friend. However, we may become business associates.** We are interested in discussing with you or your representative the strategies your workshop employs to add value to your steel profiles, plate and fabrication, or welding automation processes. Our goal is to help you grow your business.

In terms of your fabrication and steel processing automation, you are already aware of the factors contributing to your success. You have looked internally for improvements.

Now, consider looking outside your business for additional improvements and automation strategies to add value to your steel processing and fabrication operations. Whether familiarity breeds contempt or trust depends on the value of the relationship. A sustainable relationship is built on honesty, confidence, and belief.

We do not ask for your trust—yet. Be confident that we can demonstrate honesty and expertise. Our legacy of sustained automation improvement strategies has benefited your peers throughout Australasia.

How do you choose your friends and business associates? If logic, measurable data, and evidence-based outcomes are as important to you as they are to Specialist Machinery Sales (SMS), we have the potential for a strong business association.

## **How Do I Recognise Good Advice for My Business?**

Everyone in the steel fabrication and processing industry shares similar experiences, though from different perspectives. Whether mining ore, making steel, fabricating structures, or working as design engineers and machinery manufacturers, we have all faced the sharp end of the industry's challenges.

Together with our clients, we have witnessed the significant contributions our industry makes, driven by determination, expertise, and teamwork. Consider these various perspectives and the numerous challenges that test our ability to remain competitive and relevant.

- What criteria do you use to evaluate good advice?
- What methodology do you follow to design strategic change?
- What metrics do you apply to measure ROI?

**You can choose your  
friends but **not your family.****

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# STEEL PROCESSING AUTOMATION

The purpose of this forum is to inform, educate, and share ideas that will help grow your business. Your continued interest in our portfolio of metalworking machinery is highly appreciated.

Investing in the right steel processing automation strategy is crucial for streamlining operations and improving efficiency in your workshop. Our goal is to guide you through a specification-driven buying process to ensure you make the best choices for your business.

In this forum, we will share a wealth of knowledge covering all aspects of innovation in automation, including:

- Technical summaries
- Case studies
- Time studies
- Practical videos of steel processing machinery for various steel profiles

These resources will highlight opportunities and strategies to support your investment in the best steel processing machinery and automation solutions for your fabrication workshop or steel service center.

If you find a particular topic relevant or useful, please let us know and include why. We look forward to your ideas, suggestions, and collaboration on enhancing your machinery automation strategies.

## **Project Timeline and Milestones**

Specialist Machinery Sales works collaboratively to design a metalworking machinery specification to meet our client's performance outcomes so a competitive advantage is achieved.

This is our suggested project timeline to evaluate automation and innovation strategy appropriately. SMS will be providing your business intellectual property to support every step of this project timeline to meet agreed milestones.

**It is not the strongest of the  
species that survive, nor the  
most intelligent, but the one  
most responsive to change.**

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# MARKET POSITION

## Automation and Innovation Strategy

Specialist Machinery Sales (SMS) is grateful for the opportunity to support your project by leveraging our extensive experience and proven capabilities. We have consistently delivered successful outcomes for clients with similar needs and are confident in our ability to do the same for you.

Our subject matter expertise and versatility will be employed throughout the entire project lifecycle—from concept to commissioning and handover. This approach ensures that we can supplement your existing capabilities, increase capacity, and improve competitiveness.

To ensure the effective delivery of your project, SMS will provide detailed recommendations based on agreed specifications and desired outcomes.

To dedicate the appropriate resources locally and through our machine tool building alliance partners, we require additional project information. Upon reviewing this information, we will proceed to the next critical step: the selection of equipment and systems tailored to your specific needs.

## Stage of Interest

- Why is this project important to your business?
- What is the time frame for project completion?
- What are the reasons behind this specific timeline?

## Stage of Work

- Is any work currently in progress?
- How developed is the project at this stage?
- Why does your business want to engage with Specialist Machinery Sales?
- What do you know about Specialist Machinery Sales?

## Costing Allocation

- Has a budget been set for this project?
- If so, what factors influenced the budget decision?
- How was the budget determined and by whom?

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# PEST ANALYSIS

## PEST ANALYSIS - Why and How?

The PEST analysis is a valuable tool for understanding market growth or decline, as well as a company's position, potential, and direction. PEST stands for political, economic, social, and technological factors, which are used to assess the market for a business or organizational unit. These headings provide a framework for reviewing a situation and can also be used to evaluate a strategy, position, company direction, marketing proposition, or idea.

Conducting a PEST analysis is straightforward. However, like a SWOT analysis, it is crucial to clearly identify the subject of the PEST analysis because it offers a four-way perspective specific to a business unit or proposition.

A blurred focus results in a blurred analysis. Thus, it is essential to be precise about the market being analyzed. A market is defined by what addresses it—be it a product, company, brand, business unit, proposition, idea, etc. This clarity is particularly important when using PEST analysis in workshops, team exercises, or as a delegated task.

The subject of the PEST analysis should be a clearly defined market being addressed. This might include:

- A company evaluating its market.
- A product assessing its market.
- A brand in relation to its market.
- A local business unit.
- A strategic option, such as entering a new market or launching a new product.
- A potential acquisition.
- A potential partnership.
- An investment opportunity.

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# SELECTION OF EQUIPMENT AND SOLUTION

## Refining your approach to machine selection

When purchasing a new machine, what metrics have you applied to ensure it aligns with your ambitions? Every decision, whether in business or elsewhere, is driven by its anticipated outcomes.

How confident are you in the robustness of your measures and thought processes, ensuring that you can reflect on them in hindsight and still recognize your forecasted success?

Choosing the right machine involves drawing on our knowledge, expertise, and the lessons learned from experience. Think back to a pivotal moment when you realized you had learned a valuable lesson.

**In a knowledge economy, natural selection favours organisations that can most effectively harness and coordinate collective intellectual energy and creative capacity.**

## How to purchase the correct machine?

In this context, we explore the lessons learned and opportunities to integrate performance metrics into your selection criteria.

This approach is essential for choosing the correct machine and automation strategy that will effectively serve its intended purpose throughout its operational life—a concept crucially defined as the **total cost of ownership**.

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# SWOT ANALYSIS

## SWOT ANALYSIS - Why and How?

Would you agree that each contract and relationship you cultivate hinges on a deep understanding of the mutual value you can offer?

Engaging a new client and clearly articulating your core strengths initiates a potent conversation. Why? Because aligning your expertise with your client's needs is what drives success.

To support you in aligning your business strategies comprehensively, Specialist Machinery Sales (SMS) clients have found immense value in utilizing the attached SWOT Analysis for gaining crucial insights.

From the perspective of performance and business growth, we've observed that as our clients' dialogues evolve, so do their requirements. SMS excels in partnering with businesses to tailor specifications that achieve performance objectives and foster a competitive edge.

During Step 8 of our detailed planning stage, SMS will introduce metrics to gauge the adaptability of any automation and innovation strategy.

Your company's input is pivotal during this phase to define clear performance objectives.

Please share a copy of your SWOT analysis with SMS for review and schedule a discussion to strategize on bridging identified gaps.

In our collaborative efforts, SMS and your business evaluation committee will effectively communicate how our machinery solutions can enhance efficiency and drive revenue over the next decade.

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# SWOT ANALYSIS

The focus of analysis: strategic business development, assessing current capabilities and future ambitions. This SWOT example pertains to a new business or growth opportunity. Many factors may apply across multiple quadrants. Identify criteria relevant to your specific SWOT context.

## strengths

- Advantages of a proposition?
- Capabilities?
- Competitive advantages?
- USP's (unique selling points)?
- Resources, Assets, People?
- Experience, knowledge, data?
- Financial reserves, likely returns?
- Marketing - reach, distribution, awareness?
- Innovative aspects?
- Location and geographical?
- Price, value, quality?
- Accreditations, qualifications, certifications?
- Processes, systems, IT, communications?
- Cultural, attitudinal, behavioural?
- Management cover, succession?
- Philosophy and values?

## weaknesses

- Disadvantages of a proposition?
- Gaps in capabilities?
- Lack of competitive strength?
- Reputation, presence and reach?
- Financials?
- Own known vulnerabilities?
- Timescales, deadlines and pressures?
- Cashflow, start-up cash-drain?
- Continuity, supply chain robustness?
- Effects on core activities, distraction?
- Reliability of data, plan predictability?
- Morale, commitment, leadership?
- Accreditations, etc?
- Processes and systems, etc?
- Management cover, succession?

## opportunities

- Market developments?
- Competitors' vulnerabilities?
- Industry or lifestyle trends?
- Technology development and innovation?
- Global influences?
- New markets, vertical, horizontal?
- Niche target markets?
- Geographical, export, import?
- New USP's?
- Tactics: eg, surprise, major contracts?
- Business and product development?
- Information and research?
- Partnerships, agencies, distribution?
- Volumes, production, economies?
- Seasonal, weather, trends?

## threats

- Political effects?
- Multiple jurisdictions?
- Legislative effects?
- Environmental effects?
- IT developments?
- Competitor intentions - various?
- Market demand?
- New technologies, services, ideas?
- Vital contracts and partners?
- Sustaining internal capabilities?
- Obstacles faced?
- Insurmountable weaknesses?
- Loss of key staff?
- Sustainable financial backing?
- Economy - home, abroad?
- Seasonality, weather effects?





# AUTOMATION DESIGN LIFECYCLE PLANNING

Why do we often neglect the lessons learned in childhood? For instance, from an early age, we honed the skill of solving increasingly complex puzzles. This skill remains crucial in navigating today's intricate industrial environments. How are these strategies being applied in your operations today, and who within your organization challenges the status quo?

To gauge your current strategic position, it's essential to assess the information gathered and utilized thus far to validate your decision-making processes. Your input into this assessment is invaluable. Please share your strategy evaluation team's perspectives with SMS and critically engage with our insights.

**Refer to Page 5 of the Automation Design Lifecycle Process**—what steps have already been evaluated?

Let's collaborate on crafting an agenda to discuss the next phases of evaluating how an innovation and automation strategy will enhance the value across all your steel profiles.

## **Automation Design Lifecycle Processes**

Business progression continues, albeit gradually and not without challenges. Uncertainty persists, demanding deliberate and resilient decision-making to sustain planned advancements.

A discernible shift in consumer behavior is increasingly influenced by apprehension. Fear has emerged as a dominant motivator in purchasing decisions.

Traditionally, three motivators drive buying decisions: greed, logic, and fear. Unfortunately, logic often proves the weakest, evident in various political marketing campaigns where fear exerts the greatest influence.

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# BUSINESS PROCESS BRIEF

Every business, regardless of its size or industry, inevitably seeks growth to sustain its current position. However, determining the how, when, and through which avenues to grow presents its own set of challenges.

Making informed decisions based on facts, evidence, and clear insights rather than relying on gut feelings or the latest anecdotes leads to better outcomes and satisfied new clients.

The business process brief serves as a valuable tool when used collaboratively with your strategic planning team. It helps to pinpoint tangible costs, efficiencies, and shortcomings within your operations. Additionally, it uncovers opportunities for enhancements and outlines actionable steps to achieve them.

How does this approach resonate with your current strategy?

Your participation in this process is pivotal. We value your strategic evaluation team's perspectives and encourage you to engage with our insights. Your feedback will not only refine our understanding but also foster productive discussions aimed at optimizing your business outcomes.

To facilitate this exchange, please share your responses with SMS and your peers through the link provided below. Your input will contribute significantly to shaping the roadmap for achieving sustainable growth and operational excellence.

Feel free to adjust as needed to align with your specific context and audience.

**Strategy** is a style of thinking, a conscious and deliberate process, an intensive implementation system, the science of insuring future success.

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# BUDGET PRICE

Have you ever sensed that your business lacks balance without fully grasping the reasons why?

Having complementary resources in place is essential, but more crucial is understanding why each resource matters and how it contributes to maintaining equilibrium. Instead of merely gathering information reactively, integrate it proactively into your operational strategy to sustain balance effectively.

The strength and credibility of any proposal stem from the assurance of delivery and the confidence instilled in prospective clients. We are eager to collaborate with you to delve into the rationale behind our proposals. Your insights are invaluable in refining our understanding and ensuring alignment with your strategic goals.

Your active participation in this process is pivotal. Please share your strategy evaluation team's perspectives with us and challenge our analysis where needed. This dialogue will not only enhance our partnership but also enrich the outcomes we aim to achieve together.

To facilitate this exchange, kindly use the link provided below to submit your responses for review by SMS and your peers. Your input will significantly shape our mutual path towards achieving sustainable success.

Feel free to adjust the language to better suit your specific context and audience preferences.

**If you can not explain it  
simply, you do not  
understand it well enough.**

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# CONFIDENTIALITY AGREEMENT

Your business stands as a testament to its longstanding reputation and hard-earned credibility. The markets you serve and the projects you've successfully delivered underscore the depth of expertise and capabilities that have defined your success. Understanding how to sustain and build upon this legacy is where SMS seeks to forge a collaborative relationship.

Specialist Machinery Sales (SMS) partners with business leaders across Australia, and New Zealand to foster growth. We collaborate closely with alliance machine tool builders in Europe, the USA, and Australia to introduce cutting-edge machinery innovation and automation within our regions.

As stewards of world-class machinery manufacturers, SMS is committed to safeguarding the sensitive intellectual property of our alliance partners. This encompasses proprietary details on pricing, performance metrics, technological advancements, and time-tested studies. SMS clients rely on our machinery solutions to enhance operational efficiency and drive revenue growth over the next decade.

Before progressing to a detailed proposal tailored for your consideration, we kindly request your agreement that information shared by SMS and our alliance partners remains confidential. This mutual confidentiality ensures that both parties can freely exchange proprietary insights and intellectual property that define our respective strengths.

Once the attached confidentiality agreement is signed, we can proceed confidently to the next phase. Specialist Machinery values the opportunity to collaborate with you on developing an effective automation and innovation strategy that aligns with your business goals.

Feel free to adjust the language as needed to align with your specific business tone and requirements.

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# FLEXIBILITY STUDY PART I

## **Manufacturing Flexibility and the Economic Benefits**

How do you measure the adaptability of your business? We've all seen examples where businesses faltered due to inadequate planning and misjudging intuition for insight. So, I pose the question again – how do you gauge the adaptability of your business?

The aim of this flexibility study is to assess recent changes within your business and markets over the past three years. It seeks to identify necessary adjustments to maintain competitiveness in the short and medium term.

This study evaluates the relevance of flexibility in your company's manufacturing operations based on existing internal data and external market dynamics. The comprehensive '**Flexibility Solution Design Process**' involves intricate calculations to determine actual versus required flexibility, cost justifications, ROI considerations, and more.

All available flexibility solutions and collected data are meticulously analyzed and correlated. The study aims to quantify internal and external changes, assess the required level of flexibility, and recommend optimal flexible solutions that offer maximum value.

Flexible systems are crucial for organizations to effectively handle diverse product lines and low-volume items with short lifecycles. They enhance responsiveness to market fluctuations, making flexibility a strategic imperative in modern manufacturing.

Feel free to adjust the language to fit your specific context and audience.

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# FLEXIBILITY STUDY PART II

## **Manufacturing Flexibility and the Economic Benefits**

Let's take a moment to reflect on your work environment. These aren't just checkboxes; they represent the foundational pillars of your business's success. How deeply do you understand them?

A robust decision-making process, tested against strategic objectives and validated for satisfaction, strengthens confidence and competitiveness. It's essential to ensure that every contributor adds tangible value to this process.

SMS clients have found significant value in completing Part 2 of the attached Flexibility Study. This study provides insights into various types of flexibility crucial for operational excellence and adaptability (refer to bullet points).

Understanding and optimizing these forms of flexibility are pivotal for navigating market dynamics and seizing growth opportunities effectively.

Feel free to adjust the list of flexibilities based on your specific industry or context.

- Material handling flexibility
- Operational flexibility
- Process flexibility
- Product flexibility
- Scheduling flexibility
- Volume flexibility
- Expansion flexibility
- Program flexibility
- Production flexibility
- Market flexibility
- Incremental flexibility
- Tooling flexibility
- Interchange flexibility
- Software flexibility
- Flexibility for sequential investment
- Flexibility in project abandonment
- Flexibility in new project adaptations
- Flexibility in workforce management
- Flexibility in demand forecasting
- Flexibility for capacity management

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# FLEXIBILITY STUDY PART III

## **Manufacturing Flexibility and the Economic Benefits**

If you find most of the clutter and noise from business coaches irrelevant, let me clarify the distinction between noise and valuable information. We often encounter ideas that promise value for our businesses, but understanding how to implement them effectively is where the true value lies.

At the heart of our discussion is the exploration of your business's current flexibility levels to capitalize on new market opportunities and identify any existing gaps that need improvement.

Through Part 3 of the Flexibility Study, we will outline strategies based on their feasibility, affordability, and your organizational readiness. This includes estimating initial and annual costs, as well as implementation timelines, to help you assess affordability and readiness. Top-tier management support and ROI considerations further qualify the innovation and automation strategies.

It's crucial to have a clear grasp of your current operations, target markets, and how you intend to enter new markets. Let's review these concepts together and ensure alignment on how the proposed innovation and automation strategies will drive business growth and achieve forecasted ROI.

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# FLEXIBILITY STUDY PART IV

## **Manufacturing Flexibility and the Economic Benefits**

Have you ever found yourself with wet socks after misjudging the depth of a puddle in the rain? It may seem trivial to carry a depth gauge or have alternative footwear for route planning just to avoid wet socks. Or is it?

Now, armed with insights, you're poised to advance purposefully in enhancing your automation capabilities and ensuring a steady and confident progression. We trust that your selection criteria for achieving this are grounded in discerning insight over mere intuition.

The flexibility study serves to assess your current resources and pinpoint the gaps between them and your aspirations. This process will generate reliable data to forecast improvements accurately, providing a crucial reference point and a sustainable growth strategy.

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# FLEXIBILITY STUDY PART V

## **Manufacturing Flexibility and the Economic Benefits**

Has your perception of your business's versatility, capability, and flexibility evolved since our initial conversation? Do you now have a clearer understanding of the work you've been engaged in? Have you gained insights into the markets you aim to enter and how you plan to penetrate them?

Armed with this understanding, you now have a roadmap to achieve these goals and a clear rationale for their feasibility. Every decision-making process that is tested, validated, and aligned with strategic objectives serves to bolster confidence and competitiveness. It's essential to ensure that every participant in this process adds substantial value.

We'll be in touch to review your flexibility study in detail and delve deeper into how the machinery under consideration can enhance efficiency and drive revenue growth for your business over the next decade.

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# LOOKING TO BUY PRE-LOVED MACHINERY?

Specialist Machinery Sales offer second-hand or used structural steel processing machinery from Kaltenbach, Gietart, Haeusler, SLF and more.

Generally, the machines that SMS has access to are from trading for new machines offered from the machine tool builders to clients of SMS in Australia and New Zealand. Most machines are between 5 and 15 years of age with full-service history available. Some machines can be inspected under power or in their shipping packing ready for immediate delivery to Australasia.



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# READY TO SELL YOUR PRE-LOVED MACHINERY?

Selling your pre-loved machinery may appear to be a simple process but it might be more complicated than you think. Selling pre-loved machinery involves equipment liens, resale certificates and financing a buyer. BUT DO NOT WORRY!

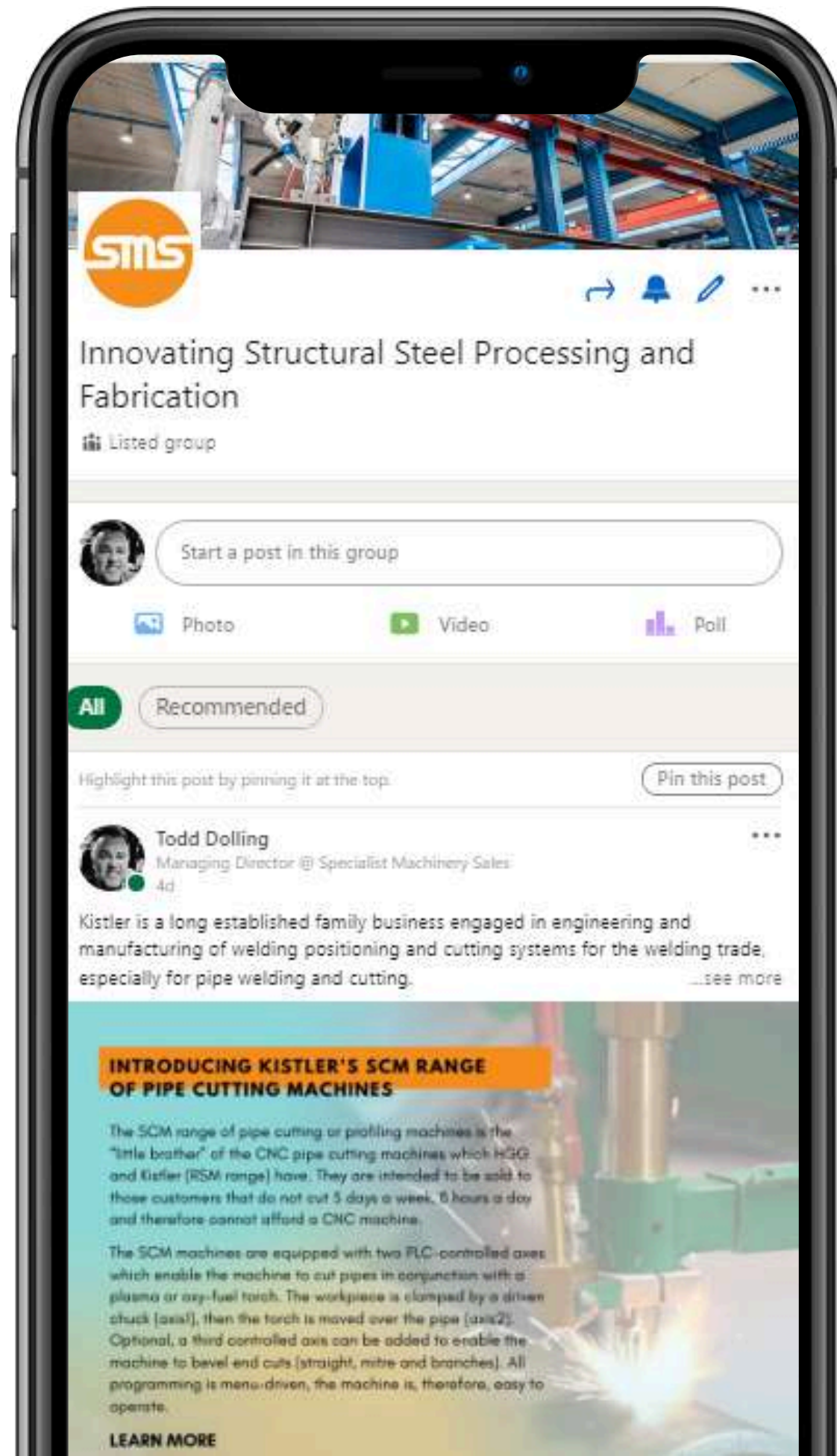
Used Structural Machinery (USM) is here to partner with you. At USM, we are your ideal channel to take your equipment and place it in the right hands, with the security and confidence that characterises us. Review our checklist below to help you understand when to retire your machine and how USM can help you sell it off efficiently and effectively.



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# JOIN OUR EXCLUSIVE AND GROWING LINKEDIN GROUP

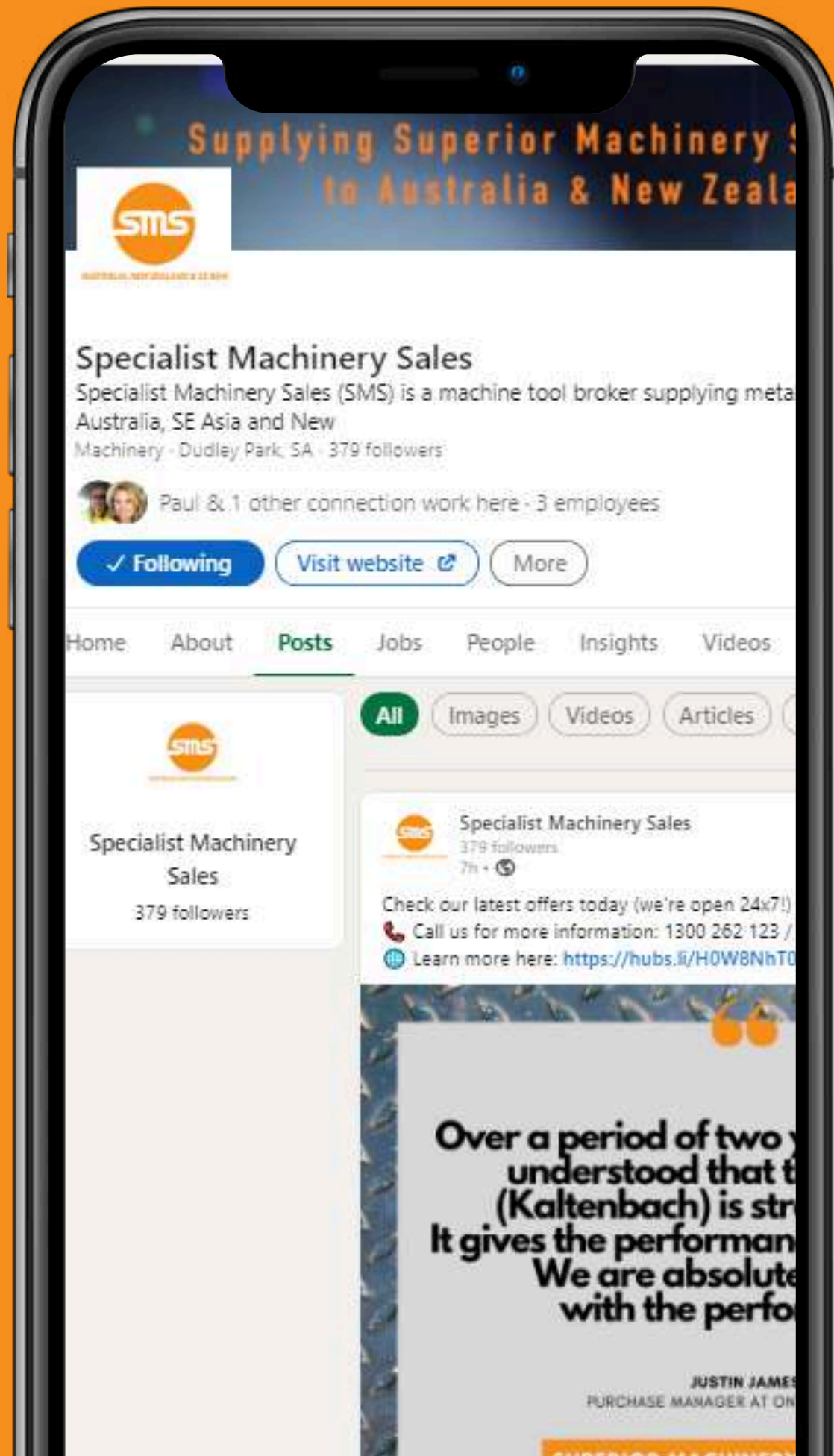
Join our growing and exclusive LinkedIn Group –  
**Innovating Structural Steel Processing and Fabrication Group.**

In this group, we bring in thought leadership content, topics, trends and challenges within the steel industry and steel processing automation. We encourage everyone to share your business challenges and solutions that you have encountered and how steel processing automation had helped achieved your business objectives.

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