



**SPECIALIST  
MACHINERY  
SALES** AUSTRALIA, NEW ZEALAND & SE ASIA

# THE ART OF STEEL PROCESSING AUTOMATION



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## INTRODUCTION 01



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

**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 solutions 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.

## ADVICE MADE OF STEEL

02

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

**I am not your cousin, I am not your friend.  
However, we may become business  
associates.**

**We are interested in having a conversation  
with you or your nominee on what  
strategies your workshop has to add value  
to all your steel profiles, plate and  
fabrication, or welding automation  
processes to grow your business.**

With regards to your fabrication and steel processing automation, you already know why, how and with whom your business succeeds. You already know that you have been able to look inside your business for improvement.

Please consider that now you know where else you can look outside your business for improvements and automation strategies to add value to steel processing and fabrication of structures.

Whether familiarity breeds contempt or trust is decided by the value of the relationship. A relationship that is sustainable is built on honesty, confidence, and belief. These decide if you choose to offer contempt or trust.

We do not ask for your trust – yet. Be confident that we can demonstrate honesty and your belief in our informed expertise that has built a legacy of sustained automation improvement strategies for 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 SMS, we have a potential business association.

## ADVICE MADE OF STEEL

03

### HOW DO I RECOGNISE GOOD ADVICE FOR MY BUSINESS?

All those working in the steel fabrication and processing industry have shared similar experiences, although some of us from different points of view.

We have all seen ourselves as being at the sharp end, whether we are mining ore, making steel and fabricating structures, or as design engineers and machinery manufacturers.

With our clients, we have collectively seen the contribution our industry makes, always driven by determination, learned expertise, and teamwork.

Take a moment to think about those different points of view and all of the pulls and pushes that challenge our business's ability to be not only competitive but relevant.

### THINGS WE DON'T KNOW

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

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## STEEL PROCESSING AUTOMATION

04

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

CHARLES DARWIN

**The purpose of this forum is to inform and educate all of our client's and to share ideas with you that will grow your business.**

Your continued interest in our portfolio of metalworking machinery is appreciated.

A specification driven buying process to invest in the correct steel processing automation strategy for your workshop is crucial to streamline and improve efficiency for your business.

We will share with you a combination of subject matter representing all aspects of innovation in automation today.

These will include:

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

These will highlight opportunities and strategies to support this process to invest in the best steel processing machinery and automation strategies for a fabrication workshop or steel service centre.

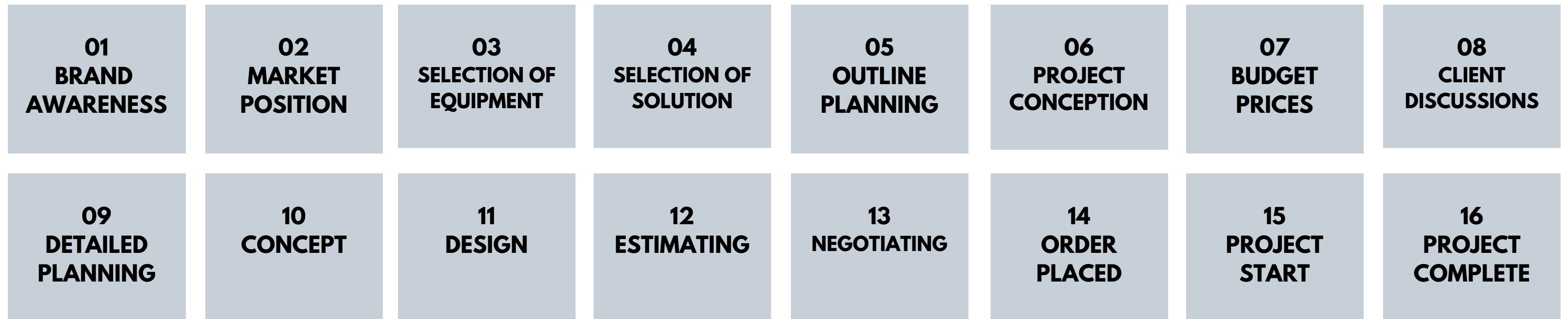
If you find a particular topic of relevance to you today please tell me; be sure to include why.

We look forward to your ideas, suggestions and collaboration regarding your machinery automation strategies.

# YOUR STEEL PROCESSING AUTOMATION 05

**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.



## WORKING TOGETHER - MARKET POSITION 06

### AUTOMATION AND INNOVATION STRATEGY

Specialist Machinery Sales appreciates your invitation to support your project with the capabilities that we have delivered to similar clients to deliver their expected outcomes.

Specialist Machinery subject matter expertise and versatility will be used from project concept to commissioning and handover to supplement existing capabilities and improve competitiveness through increased capacity.

Specialist Machinery will detail recommendations for the effective delivery of your project based on agreed specifications and aspired outcomes. So SMS can dedicate the appropriate resources to this project locally and from our machine tool building alliance partners, we will require additional project information.

Once this information has been reviewed we can advance to the next step: **Selection of equipment / selection of solution.**

### Stage of interest

- Why is this project important to your business?
- What time frame are we working towards to get the work done?
- Why are we working towards this timeline?

### Stage of work

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

### Costing allocation

- Has a budget been set?
- If so, based on what?
- How was the budget decided?
- By whom?

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## WORKING TOGETHER - PEST ANALYSIS 07

### PEST ANALYSIS - WHY AND HOW?

The PEST analysis is a useful tool for understanding market growth or decline, as well as a company's position, potential, and direction.

PEST is an acronym for political, economic, social, and technological factors, which are used to assess the market for a business or organisational unit. The PEST analysis headings are a framework for reviewing a situation and can also be used to review a strategy or position, the direction of a company, a marketing proposition, or an idea. Completing a PEST analysis is very simple.

Like in SWOT analysis, it is important to clearly identify the subject of PEST analysis because a PEST analysis is a four-way perspective in relation to a particular business unit or proposition. If you blur the focus, you will produce a blurred picture. So be clear about the market that you use PEST to analyse.

A market is defined by what is addressing it, be it a product, company, brand, business unit, proposition, idea, etc., so be clear about how you define the market being analysed, particularly if you use PEST analysis in workshops, team exercises, or as a delegated task.

The PEST subject should be a clear definition of the market being addressed, which might be from any of the following standpoints:

- A company looking at its market.
- A product looking at 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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## WORKING TOGETHER - SELECTION OF EQUIPMENT AND SOLUTION

08

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

JUSTIN ROSENSTEIN

### **What metrics have you applied to ensure your next machine delivers on your ambitions?**

Each choice and decision made in business, or elsewhere, is motivated by what you expect it to do for you.

How confident are you that the measures and thought processes are sufficiently robust that, in hindsight, you can still see how you forecasted success?

### **HOW TO PURCHASE THE CORRECT MACHINE?**

When we make significant choices, we apply our knowledge, expertise, and, importantly, the experience we have developed over time. Can you recall when you realised that you had just learned an important lesson?

Here we discuss lessons learned and the opportunities to bring performance metrics into selection criteria. This will assist when selecting the correct machine and automation strategy to do the job needed for its expected life. We consider this the **total cost of ownership**.

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## WORKING TOGETHER - SWOT ANALYSIS 09

### SWOT ANALYSIS - WHY AND HOW?

Would you agree that each contract and relationship that you win is based on a thorough knowledge and understanding of what value you can offer each other? Going to a new client and articulating where your true strengths are is a powerful conversation. Why? Knowing your business as well as knowing your client's business is what wins.

To support you in aligning your business modelling strategies across the business, SMS clients have found that using the attached SWOT Analysis provides the necessary insights.

From a performance and business growth point of view, we have observed that as our clients' conversations change, so do the specifications.

SMS can work in partnership with a business to design a specification to meet performance outcomes and provide a competitive advantage. SMS will provide ways to measure the flexibility of any automation and innovation strategy during Step 8 of the detailed planning stage.

Your company's commentary is critical in this step to identify performance outcomes. Please send a copy of the SWOT analysis to SMS for review and arrange a time to discuss strategies to close the gap identified.

When working collaboratively together, SMS and your business evaluation committee will be positioned to articulate how a machine will improve efficiency and revenue for the next 10 years.

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# WORKING TOGETHER - SWOT ANALYSIS

10

**The situation being analysed: business development positioning, capabilities and ambitions.**

This SWOT example is for a new business/growth opportunity. Many criteria can be applied to more than one quadrant. Identify the criteria appropriate to your own SWOT situation.

## strenghts

- 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?

# WORKING TOGETHER - AUTOMATION DESIGN LIFECYCLE PLANNING

11

Why do we choose to forget the lessons learnt in childhood? For example, from an early age, we learnt to build more and more complex puzzles. An essential skill when working in the complex industrial environments we do today is How are you applying these strategies today and who is challenging the status quo in your business?

To understand where you are today regarding your strategic evaluation, we must review the information you have collected and used to-date to validate your selection process.

Your input into this process is crucial. Therefore, please share the views of your strategy evaluation team with SMS and challenge our commentary. Please review **Page 5 of the Automation Design Lifecycle Process**— What steps have been evaluated?

Let us work together to plan an agenda that discusses what the next steps are to evaluate how an innovation and automation strategy will add value to all of your steel profiles.

## AUTOMATION DESIGN LIFECYCLE PROCESSES

Business is moving forward, albeit slowly and certainly not painlessly. Uncertainty still looms, and considered and robust decisions must be made to continue any planned progress.

A definitive pattern of change in buyer behaviour is based on fear. The shift in the motivating factors for buying is significant.

There have always been three motivating factors for buying: greed, logic, and fear. Sadly, logic is the weakest, and one only needs to examine any political marketing campaign to understand that fear is the most powerful of the three.

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## **WORKING TOGETHER - BUSINESS PROCESS BRIEF**

**12**

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

PETE JOHNSON

We all know that every business needs to grow, even if only to sustain its current footprint.

How we decide to grow, when and by doing what, is where it becomes challenging. Informing yourself with facts, evidence, and clear insight rather than gut feelings or the latest anecdote makes for better decisions and happy new clients.

The business process brief can be used with other members of your strategic planning team to help identify in real terms what the costs, efficiencies, and deficiencies are. It will also identify any opportunities for improvements, as well as how to achieve them. How does this sound to you?

Your input into this process is crucial. Therefore, share the views of your strategy evaluation team with us and challenge our commentary.

For review by SMS and your peers, you can send your response in the in the link below:

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## WORKING TOGETHER - BUDGET PRICES STEP

13

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

ALBERT EINSTEIN

Have you ever felt that your business was unbalanced and did not quite understand why?

Complementary resources must be in place and there for a reason that you can explain simply and clearly. Instead of taking the time or making time to extract the information, incorporate it into how you maintain balance.

The validity and viability of each proposal's content come from the certainty that you can deliver and generate the confidence that you can win. We are keen to work with you to understand how we arrived at this content.

Your input into this process is crucial. Consequently, share the views of your strategy evaluation team with us and challenge our commentary.

For review by SMS and your peers, you can send your response in the in the link below:

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## WORKING TOGETHER - CONFIDENTIALITY AGREEMENT

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Your business is long-standing with a credible and hard-earned reputation. The markets and clients that you support, as well as the projects that you have delivered, are testaments to the capabilities and expertise that have earned that success. The necessary insights and related expertise to best understand how you can continue this trend is the relationship that SMS proposes to develop.

Specialist Machinery Sales (SMS) works in partnership with business leaders to help their businesses grow in SE Asia, Australia and New Zealand. SMS works with alliance machine tool builders located in Europe, the USA, and Australia to promote machinery innovation and automation in our territories.

As a responsible agent for world-class machinery manufacturers, SMS has provided a commitment to protect the sensitive intellectual property of our alliance partners. This includes information about price, performance, technology, and time studies.

Clients of SMS understand how our machinery solutions will deliver efficiency optimisation and improved revenue to their business for the next 10 years.

Before we advance to a more detailed proposal for your business to consider, we would like to receive your agreement that the information supplied by SMS and our alliance partners will remain confidential.

This works both ways, as we will both be sharing information and intellectual property that makes our businesses unique.

Progressing to the next step will be possible once the attached confidentiality agreement is signed. Specialist Machinery values the opportunity to collaborate with you on your business's automation and innovation strategy.

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# WORKING TOGETHER - FLEXIBILITY STUDY PART I

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## MANUFACTURING FLEXIBILITY AND THE ECONOMIC BENEFITS

How do you test the versatility of your business? We can all cite examples of failed enterprises where their versatility was tested through poor planning. Mistaking intuition for insight has been blamed for failures big and small. So again, I ask you - how do you test the versatility of your business?

The purpose of this flexibility study is to understand what has changed in your business and your markets during the previous 3 years. Also, what changes are necessary to continue to be competitive over the short and medium-term?

This flexibility study carries out an assessment of the need for and relevance of flexibility in your company's manufacturing operations. This is entirely about information that already exists in your business as well as external market changes.

The "Flexibility Solution Design Process" as a whole requires complex calculations, such as the actual and needed flexibility, cost justification, ROI issues, etc.

All available flexibility solutions and gathered data must be correlated. The purpose of this study is to assess the need for flexibility in a manufacturing facility. Specifically, models to quantify the internal and external changes experienced, evaluate the needed flexibility, and suggest the most value-loaded flexible solution to address these changes have been developed.

Flexible systems are known to enable organisations to take advantage of diversified products and low-volume production items with short life cycles. They also improve the ability to respond to market changes. Flexibility is a strategic manufacturing imperative.

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# WORKING TOGETHER - FLEXIBILITY STUDY PART II

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## MANUFACTURING FLEXIBILITY AND THE ECONOMIC BENEFITS

Before we go any further, I want you to consider your work environment.

This is not a checklist, these are the fundamental markers for your business's success. How well do you understand them?

A decision-making process that can be tested, validated, and satisfied with strategic objectives reinforces confidence and competitiveness. In addition, it is critical to ensure that all contributors are adding value to the process.

SMS clients have received value from completing Part 2 of the attached Flexibility Study to gain insight regarding the following types of flexibility:

- 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 control
- Flexibility in demand management
- Flexibility for over-demand control

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## WORKING TOGETHER - FLEXIBILITY STUDY PART III

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### MANUFACTURING FLEXIBILITY AND THE ECONOMIC BENEFITS

If you find most of the clutter and noise from business coaches as irrelevant as you find it, then please let me clarify the difference between noise and information. We have all seen things that can bring value to our business, or so we think. Seeing the value is easy; understanding how to implement it is the real value.

At the core of our conversation is the need to understand the degree of flexibility that currently exists in your business that will create opportunities in new markets and identify any gaps that may exist to enable you to improve.

The strategies identified by completing Part 3 of the Flexibility Study will be listed based on feasibility, affordability, and organisational readiness.

The estimated initial-and annual-cost and implementation timeframe will help you decide the affordability of the strategy, and organisational readiness, top-tier management support, and ROI are also considered to assist in qualifying the innovation and automation strategy.

It is important that you understand the work you have been doing, the markets you are aspiring to be active in, as well as how you plan to be in those new markets.

Let us review the concept and receive agreement on how the innovation and automation strategy will grow your business and provide the forecasted ROI.

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# WORKING TOGETHER - FLEXIBILITY STUDY PART IV

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## MANUFACTURING FLEXIBILITY AND THE ECONOMIC BENEFITS

Have you ever gotten your socks wet while walking in the rain because you misjudged the depth of the puddle? Yes, it would be silly to take a depth gauge that has been calibrated or to have alternative footwear and contingencies for route planning simply to avoid getting your socks wet. Or would it?

You are now equipped to take a purposeful step forward in your automation capabilities and make a sure and firm landing. We are confident that the resulting selection criteria to achieve this is based on your appreciation of insight versus intuition.

The purpose of the flexibility study is to understand your current resources and the gap that exists between them and your ambitions.

This assessment process to develop the qualified data necessary to reliably forecast those improvements is valuable and will give you an important point of reference and the strategy to grow sustainably.

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# WORKING TOGETHER - FLEXIBILITY STUDY PART V

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## MANUFACTURING FLEXIBILITY AND THE ECONOMIC BENEFITS

Is your view of how versatile, capable, and flexible your business is the same as it was before we first spoke?

- Do you have an improved understanding of the work you have been doing?
- Do you have an improved understanding of the markets you are aspiring to be active in?
- Do you have an improved understanding of how you plan to be in those new markets?
- Now you know how to achieve this and why it is possible.

Every decision-making process that can be tested, validated, and that satisfies strategic objectives has the effect of reinforcing confidence and competitiveness. Ensuring that all contributors add value to the process is also crucial.

We will contact you to review your flexibility study and to discuss in greater detail how the machinery the business is considering is going to deliver efficiency optimisation and improved revenue into the business for the next 10 years.

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