

Peter Wilson **Associates**

Global SME Development Experts

www.smedevelopment.org



Who We are?

Peter Wilson Associates is an organisation of highly qualified and skilled experts with a wide variety of disciplines that are associated with Enterprise competitive development. All our partners and associates have had over 20 year's field experience in a wide variety of countries and industries.

We have an international reputation for providing respected technical expertise and for being practical, committed and results oriented, often in the most difficult environments.

We have worked in **over 30 countries** and our Clients range from micro, small to medium enterprises (SMEs) to large multi-nationals. A significant part of our work is increasingly now associated with multi-lateral donor organisations such as the **European Union, AusAid, USAID, UNIDO, and UNDP.**

A Short Introduction

Since our formation in 1982, Peter Wilson Associates has been providing consulting, training and technical experts to a wide variety of clients. We originally started by serving UK based SMEs in the textile, apparel and shoe sectors. However, over the last 30 years we have expanded our skills and capabilities both internationally and across different industries. We now work in many sectors on enterprise development. Whilst we include multi nationals, non-governmental agencies, (NGOs) and donor organisations amongst our clients we still keep our core skills of improving the competitiveness of SMEs. We combine innovation and creativity with a cultural sensitivity in all our projects, and we have completed projects in Africa, Asia, and Europe, Russia Turkey, Oceania and parts of the Middle East.

Dr Peter Wilson

Senior partner



Dr Peter Wilson is a Senior Consultant specialising in productivity and quality management improvement programmes aimed at labour sensitive manufacturing companies. Starting his career in electronics and then moving into Industrial Engineering, Peter has also qualifications in management and quality and he is an auditor for quality management systems. He holds a PhD in Cluster Development for SMEs from Manchester Metropolitan University in the UK. He has been involved in the competitive development of many clusters and sectors in Turkey, Egypt, Eritrea, Sri Lanka, Nepal, Poland, Russia and Bangladesh.

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"We're a small and growing consultancy. We look forward to meeting you and your team and helping you define your goals, develop solutions - and realize them!"

—Dr Peter Wilson, Senior Partner, Peter Wilson Associates

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Services

Your Success

We work on strategy for cluster and business development, marketing, training and technology specialising in SMEs across all geographies. We bring deep, functional expertise, but are known for our fun approach to work. We love what we do and we love bringing success to our clients.

Solutions

Peter Wilson Associates is a different type of consulting and training service. We have some of the best industry experts and offer unique access to specialist expertise and analytical tools. Our solutions are innovative and bold, while at the same time being based on industry knowledge and strong strategies. We believe there is always a solution to any business related problem.

Strategies

Peter Wilson Associates has expert strategists, helping our clients with their most complex challenges and building tailored solutions to help them achieve sustained growth. We begin by helping our clients choose where to focus in order to get the most effective boost to their business, cluster or sector. We aim to find the quickest route to success.

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"Some people dream of success. We make it happen."

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Projects

Project Duration	Location	Examples of Consultancy Projects Undertaken
2018 to 2020	Ethiopia, Kosovo and Mongolia	Ethiopia <p>Worked on developing B2B opportunities for enterprises supplying the Bole Leme industrial parks in Addis Ababa, project funded by the World Bank</p>
		Kosovo <p>Working for the USAID project EMPOWER in Kosovo we undertook a review of apparel and shoe manufacturing enterprises and developed a series of interventions that would improve their productivity and export potential.</p>
		Mongolia <p>Undertook a series of Value Chain studies to enable the Ministry of Foreign Affairs (MFA) and the Mongolian National Chamber of Commerce and Industry (MNCCI) to identify and assess non-mining sectors with export potential. Review Value Chains for chosen sectors and develop potential for cluster advancement. Included processed meat, leather, shoe manufacturing, apparel, textiles, cosmetics and Sea Buckthorn. Started the Sea Buckthorn Cluster for export development, design and facilitate cluster initiatives, presented at EU Mongolia Trade day</p> <p>Advised on the setting up of a EU Mongolian Chamber of Commerce.</p>
2016 - 2018	Kutahya, Turkey	<p>The project objective was to increase employment and adaptability of employers and employees of SMEs in the largely rural TR33 Region of Turkey, by promoting lifelong learning and encouraging enterprises, workers and stakeholders to invest in human resources and training. Establish a Regional Human Resources Development Centre (BİGEM), implement regional active labour market policies by increasing the capacity of employers and employees of SMEs along with related regional stakeholders while increasing awareness to invest more in human resources in TR33 Region. This included analysing nine selected value chains, developing and delivering Technical and Vocational training programmes to enterprises in the VCs of Apparel, Textiles, Leather, Furniture, Marble, Food, Electrical Equipment, Metal Working, Plastics and Tourism. Developed a Monitoring and Evaluation system to assess project performance. Close cooperation with ISKUR to deliver VQA training, facilitating the placement of trainees and award VQA Certificates where appropriate. (420 days)</p>

Projects

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2012-2015 515 DAYS	PALESTINE (RAMALLAH)	The implementation of a Private Sector Development Cluster Programme in the Palestinian Territories. Includes cluster selection, developing cluster initiatives, (Stone and Marble, Furniture, Tourism, Date Palms, Shoe Making) training BDS providers, informing of Cluster Policy for competitive development of the Palestinian Economy. Capacity building in public/private dialogue, developing and running a MGF. Beneficiaries are the Ministry of National Economy and the Federation of Palestinian Chambers of Commerce, Industry and Agriculture. Project funded by the French Development Agency.
2012 85 DAYS	SOUTH PACIFIC ISLANDS (BASED FIJI)	Responsible for the mapping of value chains in 9 Pacific Island Countries (Fiji, Samoa, Tonga, PNG, Cook Islands, Vanuatu, Solomon Islands, Papua New Guinea, Federal States of Micronesia) to build business value chain supply in the Pacific Region for MSMEs. Developed and proposed changes required at national policy level, including legislation needed to be adopted or amended by National Governments to build value chain supply. (EU BIZCLIM Project)
2012 35 DAYS	ARMENIA (YEREVAN)	Developed a conceptual framework for assessing the quality and effectiveness of existing management capacity and systems that applied in the value chains of Tourism, ICT, Food Processing and Pharmaceuticals. Developed GMP assessment and management capacity and developed strategic options to promote long-term management upgrading within the value chains. Recommended specific activities required for institutionalizing the management upgrade process and contributed to national SME policy development. (USAid Project)
2010 60 DAYS	UAE (ABU DHABI)	Investigated SMEs and large company value chains within pre-selected clusters, developed value chain and cluster maps and value chain frameworks and designed competitiveness improvement strategies for incorporation into the Abu Dhabi Department of Economic Development 2030 Industrial Plan. Reviewed Business Support Organizations and Business Advisory Centres which aid SME competitiveness. (Emirate of Abu Dhabi Dept. of Economic Development Industrial Strategy Project)

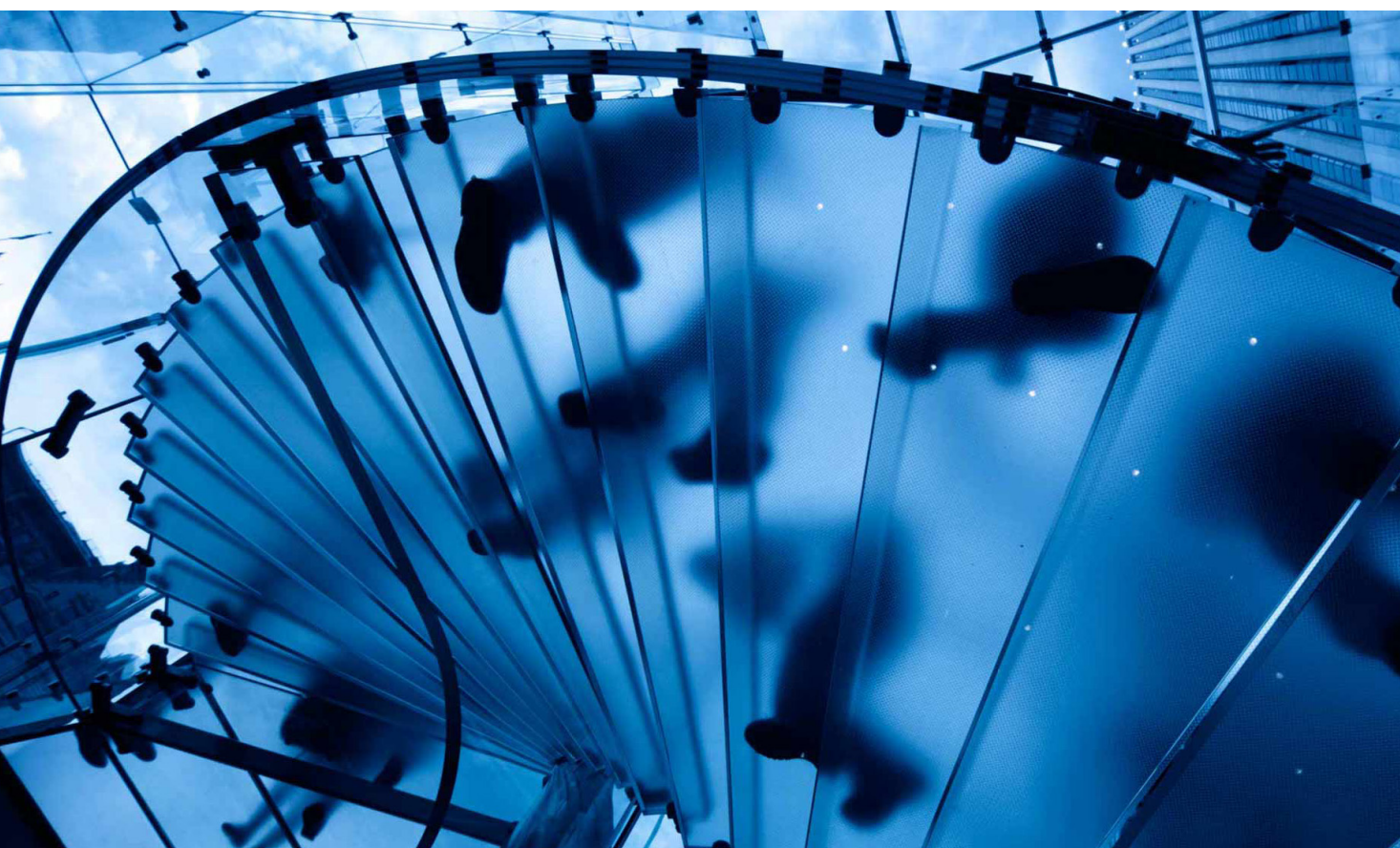
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2008-2010 535 DAYS	TURKEY (ANKARA)	Designed and implemented competitiveness improvement strategies for industrial cluster SMEs in 6 regions of Turkey, including training and developing Business Advisory Centre personnel to deliver Business Development Services. Designed innovative programmes for SME development, including "Lean" manufacturing and "Expo-Link" to assist with exporting activities and stimulate employment opportunities. Worked in close cooperation with TOBB on policy for industrial development with special responsibility for innovation, cluster and value chain development activities. Designed and implementation of cluster SME competitiveness improvement initiatives in tourism, home textiles, footwear manufacturing, aerospace, metal casting, dairy products tourism and agricultural machinery. Developed CNC training centre including curriculum, Developed 12 SME clusters through value chain analysis new product development / productivity and quality improvement activities, and developing export marketing strategies, and assisted them to obtain appropriate funding for cluster initiative projects. Oversaw situation analyses, sector surveys, needs assessments, cluster mapping, value chain modelling, gap analyses, workshop organization and benchmarking activities for the project. Designed and set up 6 innovative common use equipment centres to aid cluster SME competitiveness improvement. (EU Business Centres Network Project (Lot 1) - project value €16.4 million)
2008 60 DAYS	FIJI (SUVA)	Developed competitiveness improvement advantages for cluster SMEs in the footwear and apparel clusters through value and supply chain assessment and framework modelling, developing manufacturing and quality based cluster SME strategies for competitiveness improvement and implementing value chain and process initiatives with individual SMEs. Developed a policy advice paper for competitive development. (Textile, Clothing and Footwear Training Project)
2007 80 DAYS	TURKEY (ADIYAMAN)	Developed competitiveness of rural apparel cluster SMEs in SE Turkey through formulating regional competitiveness improvement strategy. Assessed and mapped the cluster value chain and created a value chain framework, created individual cluster SME strategies for competitiveness improvement and created an overall cluster strategy which included the purchase of joint use equipment for design, joint operative vocational training (including curriculum) to stimulate employment opportunities and collaborative market penetration to increase exports (i.e. non-market distorting use of project finance). Developed the GAP textile strategy based on innovative carbon neutral and organic fibre manufacturing. (EU GAP-GIDEM ATEKS Project - project value €9 million)

2005-2007 520 DAYS	TURKEY (ISTANBUL)	Took a cluster approach to competitive improvement of textile and apparel urban SMEs in Turkey. Analysed the textile, footwear value chains, and developed frameworks, cluster maps, business plans and an industrial capacity building strategy. Also, developed strategies and business plans for a Fashion Institute which aimed to serve cluster SMEs (including VT curriculum), for a Textile Research Centre (inc. equipment and projects), and for a Textile Consultancy Centre (inc. guidance on required services). Prepared technical specifications for supply tenders. Developed an innovation framework and business plans for Incubators. Designed and delivered bottom up cluster-wide interventions to develop export promotion and productivity improvement. Used EU PCM project management techniques to manage the project. Key beneficiary Undersecretary of State for Industry. (EU Fashion and Textile Cluster Project €4 million)
2004 180 DAYS	SRI LANKA (COLOMBO)	Commissioned by the Sri Lankan Government and surveyed and analysed Apparel and Textile cluster SMEs and their value chains. Delivered cluster based interventions for quality and competitiveness improvement. Capacity building of ministry personnel and support organisations. Used EU PCM project management techniques to manage the project. Designed and delivered training for Industrial Engineers. (National Productivity Improvement Project for Manufacturing Clusters - project value €1.5 million)
2004 15 DAYS	TURKEY (GAZIANTEP)	Developed business plans for Business Advisory Centres and trained their staff to deliver Business Development Services (i.e. Business Support Managers). (EU ABiGEM BDS Provider Project)
2003 25 DAYS	ERITREA (ASMARA)	Working with the Government of Eritrea and their Ministry of Industry carried out diagnostic sector surveys of the textile, footwear, leather tanning and apparel industries, and developed an SME training centre to build capacity and create competitive businesses environments for the Eritrean Government. (UNIDO Integrated Programme Eritrea)
2003 60 DAYS	TRINIDAD (PORT OF SPAIN)	Implemented lean manufacturing techniques to improve cluster SME competitiveness. This involved supply and value chain analysis, process optimization and training cluster members in team-working techniques. (Front Row)
2003 20 DAYS	TURKEY (GAZIANTEP)	Developed a business plan for a warp knitting factory, and trained Business Advisory Centre staff to develop SME capacity. (ABiGEM BDS Provider Project)

2003 20 DAYS	NEPAL (KATHMANDU)	Undertook a diagnostic survey of the SME sector and prepared strategies and Terms of Reference for interventions to improve competitiveness. (UNIDO Integrated Programme Nepal)
2002 25 DAYS	TANZANIA (DAR ES SALAAM)	Reviewed the Tanzanian textile industry strategy and recommended strategy improvements to enhance export development. (Export Development Programme)
2002 100 DAYS	SRI LANKA (COLOMBO)	Developed strategies to develop competitiveness of cluster SMEs in the Sri Lankan footwear, leather and apparel clusters. This involved value and supply chain analysis and framework modelling, the development of a diagnostic tool, and the development of individual and overall cluster strategies. (Apparel Sector Restructuring Project)
2001 75 DAYS	RUSSIA (BIYSK, PSKOV, NOVOSIBIRSK)	Provided training and assistance to Business Advisory Centres to increase local capacity and create competitive businesses environments. (60 days - TACIS Programme)



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"If you think Training is Expensive—try ignorance."

—Peter Drucker, management consultant and education guru

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Training — Leadership and Management

Peter Wilson Associates (PWA) is a leading provider of training packages that allow our clients to increase their workforce skills in both contemporary and traditional management techniques, leading to increased competitiveness and market access.

Working with many of the donor organisations, our training solutions deliver relevant content that provides cost effective and time-efficient training programs, complete with appropriate learning materials. Our emphasis is always transferring practical skills and knowhow where possible. For "Train the Trainer" programs we also include teaching aids, manuals and suggested lesson plans.

Our trainers and instructors truly care about generating results for our clients and we have a proven record of helping organisations achieve their training goals. The philosophy behind PWA is that we are "Client First" organisation, first and foremost. Regardless of whether clients require instructor-led training materials, e-Learning, blended learning or custom designed instruction, they know that tremendous time and effort has gone into each PWA course to ensure relevant learning objectives are identified and met.

PWA aims to change workplace learning and performance (WLP) performance by using tailored, relevant and cost effective training packages and training options.



Examples of International Training Projects Undertaken

Training topic	Location	Outline content
CLUSTER MANAGER TRAINING. INCLUDING "TRAIN THE TRAINER"	WEST BANK AND GAZA	<ul style="list-style-type: none"> • Cluster selection, which entails the identification of the cluster(s) to be assisted; • Diagnostic study, an action-oriented analysis of strengths, weaknesses, opportunities and threats of the cluster(s); • Vision building and action planning, which refers to the formulation of a vision and a corresponding development strategy shared by the entire cluster; • Implementation, i.e. the management and coordination of the activities outlined in the action plan, including the establishment of horizontal and vertical networks. • Monitoring & evaluation (M&E)
PUBLIC PRIVATE DIALOGUE (PPD)	WEST BANK AND GAZA	<ul style="list-style-type: none"> • What is PPD and how to approach PPD • Advocacy and Lobbying • Benefits of PPD and where do we start • Selecting PPD issues • Choosing a spokesperson and dialogue channels and methodology • Preparing a "Position Paper" • Preparing for the "Dialogue" • PPD mechanism in practice

MARKETING	UK, TURKEY, TRINIDAD	<ul style="list-style-type: none"> • What is Marketing • Marketing Planning, Objectives and Structure of a Marketing Plan • Situational and Target Market Analysis • Some Marketing Research Techniques • The Marketing Environment and Competitor Analysis • Analysing the Buying Decision Process and Buyer Behaviour • Marketing Objectives • Marketing Strategy • Defining the Product • Some Marketing Strategy Options • Marketing Tactics • Pricing Decisions • Channel of Distribution Decisions • Promotion Decisions • MKIS • The Implementation Process and Action Plan • Financial Budget, Projections and Controls • A Marketing Innovation: Relationship Marketing
BDS DEVELOPMENT, INCLUDING "TRAIN THE TRAINER" WITH TOT MANUALS AND LESSON PLANS	GHANA (NBSSI)	<ul style="list-style-type: none"> • Introduction to the Training Experience • What is New Product Development and Market Access? • Definition MSMEs and Their Importance • Business Growth Models and MSE Growth Needs • Entrepreneurship and Entrepreneurs • Being a Business Advisor - Role, Conduct and Ethics • Obtaining Information - Asking Questions • What is Innovation and Why Innovate? • Turning Creativity and Innovation Into Business • Practical Marketing • Understanding Branding • Profit & Loss and Cash Flow Forecasting • Customer Service and Expectations • Process Flow • The Simple Payback Period and Course Case Study • Recap of the formal training • A Business Plan For NPD and Market Access

VALUE CHAIN DEVELOPMENT	FIJI, VANUATU, SOLOMON ISLANDS AND PNG	<ul style="list-style-type: none"> • Identifying the key VC principles, • How to analyse value chain activities showing specific segments of the value chain. • Understanding the importance of each activity in the total cost of the product within each segment of the value chain. • Identifying cost drivers for each key part of the value chain. • Identifying links between activities within the value chain. • Where to reduce costs in activities and identify opportunities for cost reduction • Identifying value-creating activities for customers. • Identifying and evaluating differentiation strategies for improving customer value. • Strategies to increase product differentiation and customer value such as: • Identifying the best sustainable differentiation option(s).
NEW PRODUCT DEVELOPMENT	TURKEY	<ul style="list-style-type: none"> • What is New Product Development and Innovation • Why innovate • Ideas generation • Concept Screening • Market Strategy Development • Business and Financial analysis of NPD • Develop the Product • Test Marketing • Commercialisation • Factors of Success and Failure
MONITORING AND EVALUATION	WEST BANK AND GAZA	<ul style="list-style-type: none"> • Evaluation Objectives • Issues to be studied • Evaluation Framework <ol style="list-style-type: none"> 1. Relevance 2. Effectiveness 3. Efficiency 4. Impact 5. Sustainability • Methodology • Questionnaire Development and measurement metrics • Effective and Impartial reporting

CLUSTER COMPETITIVE DEVELOPMENT	WEST BANK AND GAZA	<ul style="list-style-type: none"> • Identification of the cluster(s) to be assisted; • Action-oriented analysis of Clusters; • Vision building and action planning, • Implementation, • Monitoring & evaluation (M&E)
BUSINESS SUPPORT ORGANISATION (BSO) AND CLUSTER DEVELOPMENT SERVICES	WEST BANK AND GAZA	<ul style="list-style-type: none"> • What is a cluster • The Cluster Development Process • What BSOs can do to activate Clusters • What can BSOs do post cluster activation • Typical services that BSOs can provide • BSO cluster questions and development process
PROPOSAL WRITING FOR FUNDING. INCLUDING "TRAIN THE TRAINER"	TURKEY	<ul style="list-style-type: none"> • How the Project Funded World Works • Identifying donors and funds • The donor matrix • When to write a proposal • What is a Project Proposal • Identify the problem • Recommended approach • Who gets involved
INTRODUCTION TO LEAN MANUFACTURING	UK, SRI LANKA, TRINIDAD, TURKEY	<ul style="list-style-type: none"> • Short History of the Industrial Revolution (How we became this way.) • What is Lean Manufacturing? • What is Waste? The Eight Wastes. • What is Value-added Vs. Non Value Added? • Standard Work • Balanced and Level Flow • SMED – (Single Minute Exchange of Dies) – Set Up Time Reduction • Single Piece Flow and Product Cell Design • Pull – Kanban Systems. Lean vs. Push Manufacturing. JIT (Just In Time) – Takt • Value Stream Mapping and Spaghetti Charts • Transition to Lean Models • Lean Implementation Tools • Five "S", Visual Controls, Andon Signals, Heijunka Boards • Kaizen Event – Continuous Improvement • Poka Yoke (Mistake Proofing), Five Whys (Root Cause Analysis) • TPM (Total Productive Maintenance)

5S	TRINIDAD, TURKEY, SRI LANKA	<ul style="list-style-type: none"> • Why we need 5S • Elements of 5S • Sort • Set in Order • Shine • Standardize • Sustain • Steps to implementation
TEAM BUILDING AND TEAM WORKING SKILLS	SRI LANKA, TURKEY, UK	<ul style="list-style-type: none"> • Team Building background • Team Building process, Forming, Norming, Storming and Performing • Individual Behaviour • Team Roles and needs (Belbin) • Effective listening Skills • Communications Skills • Team targets for success
STEPS IN ENTREPRENEUR- SHIP AND INNOVATION	UK TURKEY WEST BANK	<ul style="list-style-type: none"> • What is an Entrepreneur • Characteristics on Entrepreneurship and risk taking • What is innovation • How to Innovate • Risk and reward • Manage and market innovation
PROBLEM SOLVING TECHNIQUES	TURKEY	<ul style="list-style-type: none"> • Problem definition • Tools to determine root causes • Evaluation tools • Selecting the solution • Implementing the solution and sustaining the effect
COSTING AND PRICING FOR SALES	JAMAICA, TRINIDAD, WEST BANK, TURKEY	<ul style="list-style-type: none"> • Why is costing different to pricing? • Elements of cost, Raw materials, labour and overheads • How to account for costs in each product/ service • Overhead and cost recovery • Marginal costing • How to price a product for the market

**QUALITY
IMPROVEMENT
TECHNIQUES**

SRI
LANKA,
TURKEY,

- Quality Gurus
 - Why quality
 - Quality improvement methods
 - Systems and control tools for manufacturing and service industry
 - Quality reporting
 - Corrective action and mistake proofing
-

**AN
INTRODUCTION
TO ISO 9000**

UK, USA,
TURKEY

- Background to ISO 9000
 - The Quality Manual
 - The Procedures Manual and its components
 - How to write a quality manual
 - How to write a procedures manual
 - Internal quality auditing techniques
 - Third party audits and accreditation bodies
-

**INTRODUCTION
TO INDUSTRIAL
ENGINEERING**

UK,
TURKEY,
SRI LANKA

- Introduction to I.E. and history
 - The seven wastes
 - Process flow and layout
 - Basic ergonomics
 - Work Measurement techniques
 - Line Balancing and production optimization
 - Production scheduling and output planning
 - Measurements, KPIs and Production efficiency metrics
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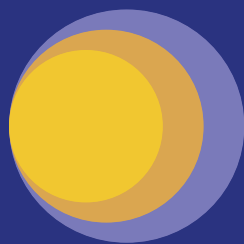




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