



**Shannon
CHAMBER**
IN BUSINESS FOR BUSINESS



Zone

News and views from Shannon Chamber, and Members

WELCOME to our world



- > Three
- > Lufthansa Technik
- > Atlantic Aviation Group
- > Shannon Group plc
- > Intel
- > Shannon Foynes Port Company
- > Modular Automation
- > Action Plan for Jobs...*plus lots more*

In Association with



Three.ie

Minister for Education and Skills Launches Shannon Chamber Skillnet



GROW YOUR BUSINESS
through training that is...



Training Programme: 2016

Date Course Title

January 27th:	Intermediate Excel
February 3rd:	Present and Express with Confidence
February 11th:	PowerPoint
February 17th:	Fundamentals of Employment Law
February 25th:	Digital Media for Business
March 3rd:	MS Project
March 10th:	Influencing and Negotiating Skills
March 22nd:	Leadership Development to Enhance Leaders' Capabilities
March 30th:	Advanced Excel
April 7th:	Supervisory Management
April 12th:	PowerPoint
April 28th:	Business Finance for Managers
May 4th:	Present and Express with Confidence
May 18th:	Advanced Excel
May 25th:	Fundamentals of Employment Law
June 28th:	PowerPoint
July 13th:	MS Word
August 10th:	Business Finance for Managers

Shannon Chamber has set up a new Skillnet training network in response to a demand for new areas of training and for training that would be member-driven. The Network is funded by member companies and the Training Networks Programme, an initiative of Skillnets, funded from the National Training Fund through the Department of Education.

The new Skillnet, which currently has 64 member companies – set to increase to 75 by year end - will deliver 722 training days to 358 trainees, five per cent of which will be unemployed, by September 2016. Training will be cross-sectoral, demand-led and tailored to members' specific needs, ensuring that member companies are equipped with leading edge knowledge and techniques. Training programme content will enhance Shannon's capability as a multi-sector centre of excellence and facilitate intra-company and intra-sectoral networking for collective gain.

The Shannon Chamber Skillnet will be led by a steering group, which comprises: Helen Downes, CEO, Shannon Chamber; Liam Kirby, Operations Training Co-Ordinator, Genworth Financial; Marie Clifford, MD, Advanced Technical Concepts; Vicky Howard, HR Manager, Reagecon; Edmund Jennings, MD, The Cregg Group; Aidan McMahon, MD, Gentian Services Ltd; Vivian Farrell, Business Strategy & Marketing Manager, Modular Automation; David Brown, Finance Manager, IDEX Pump Technologies; Elaine Hartigan, HR Manager, PTG Hi-Life Tools; and Michelle Quaid, Senior HR Business Partner, Operations, Element Six Group. Shannon Chamber's Cillian Griffey has been appointed Network Manager.

As Minister Jan O'Sullivan said at the launch: *"The new Shannon Chamber Skillnet, through catering for the needs of a mix of sectors, reflective of Chamber membership, and through including training for the unemployed in its training schedule, will greatly enhance the operational capacity of its membership through delivering training at many levels – shop floor, operational and executive."*



Minister for Education and Skills, Jan O'Sullivan T.D., with members of the steering group.

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The Shannon Chamber Skillnet is funded by member companies and the Training Networks Programme, an initiative of Skillnets funded from the National Training Fund through the Department of Education and Skills.



A New Deliverable from Shannon Chamber

When the idea of a new Chamber publication was first proposed we had no real concept of what the end product would look like. We knew we did not want it to be a rehash of news stories about events that had passed; this type of content is now well catered for in our website news section (www.shannonchamber.ie/news). What we did want to project, and what we knew was not being adequately told, was the Shannon story – the long tradition of business, the synergies that exist between the multinationals and SMEs and the innovative undertakings that are happening in and around Shannon on a daily basis.

As a nation, we constantly acknowledge our sporting heroes. We need to do the same for our business heroes – they are the people taking the risks; they are the people creating the jobs. We also need to acknowledge the Government's contribution to improving the environment for businesses to succeed.

How better to do that than to create a platform to project all that is good about business in the Shannon region. Our new *iZone* will be that 'Information Zone' – it will be the mechanism through which we, as a Chamber, will share the news and views not only of the Chamber but of members across sectors and operating as SMEs and multinationals.

We thank all contributors to this first issue for sharing their views on business and for giving us such insightful information about their operations. Some companies, such as Modular Automation, start off as small sub-suppliers but through the energy and commitment of management grow to become sizable operators in their niche sectors; such companies sit alongside multinationals and global brands such as Intel and Lufthansa Technik.

Our CEO and HR Forums have provided a facility whereby CEOs and HR practitioners from a range of sectors come together to share experiences and pain points; we want *iZone* to be a Forum of a different type...for the sharing of ideas, issues, and news.

A big thank you to all contributors: **Three, Atlantic Aviation Group, Career Decisions, Grant Thornton, Intel, Local Enterprise Office (LEO) Clare, Lufthansa Technik Shannon Ltd, Modular Automation, Shannon Group, Shannon Foynes Port Company, Shannon Chamber Skillnet and the University of Limerick.**

We're delighted to launch this first issue of *iZone*.

As our team (pictured on front cover, from left): Kevin Thompstone, president; Dymphna O'Callaghan, public relations; Cillian Griffey, Shannon Chamber Skillnet manager; Lijana Kizaite, administrator and events co-ordinator; Jackie Finucane, accounts; and Helen Downes, chief executive, say.... **Welcome to our world.**

We hope that you enjoy the read!



Helen Downes
Chief Executive

A Chamber President's View... of Shannon Chamber

Kevin Thompstone has been president of Shannon Chamber for the past two years. He has presided over some innovative undertakings that the Chamber has introduced and now, as he steps aside to focus solely on his extremely busy business commitments, he shares his views on the learnings he will take with him as he moves on.

Q: What is the role of Shannon Chamber in its business community?

A: *It's the voice of business in Shannon, not just a loud voice but an informed and action-orientated voice. Shannon Chamber is a membership organisation; its members are drawn from a wide spectrum of sectors, business sizes and types – each has a different, but oftentimes overlapping, set of needs and issues. The Chamber's role is to inform itself of those issues, understand them, and figure out how to provide solutions, through engaging with the stakeholders who can provide those solutions.*

Shannon Chamber is also the conduit for telling the wider business community – regional, national and international – what its members are doing. If people understand what businesses are doing, if they know how it impacts on their lives, there is a much better chance of engagement with business.

Shannon Chamber also creates opportunities for members to engage and, where members engage, opportunities arise. The Chamber is creating an environment where members can develop opportunities which they can subsequently realise.

Q: What have you learnt about the Chamber since becoming President?

A: *Having worked in the public sector and been at the receiving end of representative organisations, in Shannon Chamber I have witnessed an organisation that has stepped away from the herd, taken time out to analyse, understand and be informed before presenting its case. This approach is more likely to get traction, to achieve results.*

I've seen a Chamber that has taken a deep dive into its strategic relevance, looked at best practice worldwide, developed clarity about what's important and then moved on to creating its own unique value. I've seen a Chamber that listens to and is very close to its customers, keen to learn about and understand their issues and follow up with a speedy response.

Q: How has the Chamber benefited from your personal business engagements?

A: *My work, as an international economic development consultant (www.thompstonegroup.com), has taken me far and wide – to Central Asia, the Gulf region, Africa, Eastern Europe and places such as Armenia, Uganda, Gambia, Saudi Arabia, United Arab Emirates, Qatar, and Kazakhstan – countries with very diverse investment bases. There's as much learning from that as there is delivery; you learn from other places, how approaches and models have been updated and I have been able to bring that back to Shannon to the work of the Chamber and that of other key stakeholders in the region.*



Kevin is a founder director of The Shannon Venue, and is also a board member of Shannon Swimming and Leisure Centre, the International Advisory Board of the Kemmy Business School at UL, a member of the Institute of Management Consultants and Advisors, and an active member of the Institute of Directors.

Shannon Chamber is extremely appreciative of the time Kevin has given to the Chamber during his term of office.

The National Aviation Policy for Ireland points to the high level of collaboration and supportive competition that exists within the aviation community as the key differentiators between the Irish aviation system and other competitor countries. It suggests that the inter-dependence of the different service providers in completing specialist tasks should be encouraged and facilitated to allow the Irish aviation sector to offer a total package of services. Lufthansa Technik Shannon and Atlantic Aviation Group are doing just that.



ECONOMY CLASS

"Aviation is a captivating industry. I was warned on my first day that if its "perfume" - aviation fuel, got a hold on me, it would never let go."



Lufthansa Technik
Shannon

So it has proved to be, says Patrick Shine, managing director of Lufthansa Technik Shannon, and, after spending the past twenty-five years immersed in the sector, he knows what he is talking about.

"There has never been a dull moment since I moved into this facility on 2 April 1991. It has been challenging in every way, intellectually and operationally. The fact that we have maintained the scale of facility we have here, in an industry that is very cost sensitive, has been a major achievement. It has come through the creativity and the ingenuity of the people who work here; they are flexible, solution focussed and innovative," he says.

A niche player intent on a new direction

Lufthansa has been the backbone of this six-bay maintenance, repair and overhaul (MRO) facility since it opened, as Shannon Aerospace, in 1990 - a joint venture between GPA, Swissair and Lufthansa - then becoming a subsidiary of Lufthansa Technik in 2002, and finally changing its name to Lufthansa Technik Shannon in January 2015.

Shannon is one of six Lufthansa Technik maintenance locations in Europe, the others being in Budapest, Sofia, Malta, Hamburg and Berlin. Shannon specialises in the overhaul of the narrow-bodied A320 family, the Boeing 737NG (next generation) family and B757/767 aircraft.

"The B757 and 767 are currently niche yet strong markets for us. However, we are also looking towards their successor, the B787, and discovering what it will take for us to be ready to overhaul this new aircraft type when they require their first significant checks. It's a completely different build of aircraft with new materials and technology and will require different skill sets, equipment and tooling," says Shine.

Lufthansa Technik Shannon handles more than 100 heavy maintenance events in a year, with throughput peaking between October and June. With up to 600 people on site daily at this airside facility - 500 directly employed (350 technical) with up to 100 additional contractors added for the peak winter season and with additional personnel from outsourced



"It's easy to see why Shannon is regarded as the most experienced narrow-body maintenance facility in the Lufthansa Technik group; a lot of innovative ideas have come from Shannon."

service providers, tackling seasonality and keeping the hangars busy year-round is a high priority. The Shannon Leadership Team is already looking at alternatives to manage the summer trough. With most of the top ten leasing companies in the world headquartered in Ireland, who own at least 50% of the world fleet, aircraft transitions are a natural fit.

"Shannon is in the vanguard of what Lufthansa Technik wants to do to serve the leasing community and we are developing a model that will enable us to support transitions from an A318 to an A380 and from a B737 to a B787. It's a different approach but it's where we want to be in terms of the long-term future of this company. We want to keep Ireland Inc., and particularly Shannon, as the engine to satisfy the leasing community who are based here. Anything we can do to

facilitate and make the end-of-lease transition of an aircraft easier will help to secure the long-term future of this company and thereby contribute to the economic success of this region and the airport," says Shine.

"We are also looking to the freighter versions of aircraft in our portfolio, particularly B757 and B767, as the demand for maintenance in this market is not so seasonal," adds Shine.

It's easy to see why Shannon is regarded as the most experienced narrow-body maintenance facility in the Lufthansa Technik Group; a lot of innovative ideas have come from Shannon. Shannon personnel have been involved in setting up the Budapest and Sofia facilities. One of its major talents is the COO at LT Malta while another is now head of production

in the newest facility in Puerto Rico, where he has been joined by other key Shannon personnel. Shannon has been a major contributor to the corporate SixToONE restructuring programme, whereby systems and processes from all six locations have been developed into one virtual company, providing centralised support services to the six MRO production facilities.

"Shannon provides an environment of opportunity and development for those who want to work in aviation. Being part of the Lufthansa Technik network provides opportunities to work in other locations around the globe. It is an exciting place to work with great people and an excellent product. To lead such a team of dedicated professionals is indeed a privilege and an honour," concludes Shine.





A love of the West of Ireland, a desire to be an owner manager again, and a well-run company with huge employee knowledge were the triggers that attracted Ballina native, Patrick Jordan to buy Transaero, now known as Atlantic Aviation Group. A newcomer to the aviation sector, he shares his views on the challenge he has set himself.

Benefits to the Economy



Over 80%
of AAG's revenue
comes from overseas
customers, so important
for the balance
of payments

Over €9.5m
of an annual
wages bill
between staff
and contractors

Contribution to
Clare County
Council for
rates

Employs 220
people + ongoing
additional jobs
for contract
labour



"...an ability to save jobs; huge employee knowledge and expertise; good facilities; the business had a good reputation built up over fifty years, and; I liked the people."



Patrick Jordan knows that if he placed his decision to buy Transaero before an MBA class, it would probably have been thrown out after thirty minutes with the warning: 'Don't do it'. With no previous experience in the aviation sector, he would be facing an uphill battle. But Jordan is not a man to turn his back on a challenge. He has been self-employed since he was twenty-five.

A Commerce graduate from NUIG with a Masters from UCD, he first worked in the UK, returning to Ireland in 1992 to set up scaffolding and formwork company, Easy Access, which he subsequently sold to Siteserv in 2006, remaining with them as COO until 2012. His intention at that time was to buy another business, but he chose instead to take minority investments in start-ups and businesses that are scaling before sealing the deal on Transaero in April 2015.

"It was not a fast decision", he says. "I originally said no as I felt it would involve too much personal responsibility. I did not know the sector but factors that swung my decision were: a West of Ireland opportunity; an ability to save jobs; huge employee knowledge and expertise; good facilities; the business had a good reputation built up over fifty years, and; I liked the people.

He is quick to praise the previous management, under William McGonagle, for keeping the business alive during the examination process. He applauds customers who supported the company by putting work into the hangar of a company that was essentially 'bust', which, he says, is practically unheard of, and, he praises the employees for their exceptional courage and faith in staying with the company.

Having looked 'under the bonnet' of the ailing company, Jordan saw a management team that were tired from too many changes in direction under different owners.

"They were in survival rather than growth mode and naturally, by association, the employees were also a little drained and needed a new, challenging future. The business was carrying excessive overhead, the shift work patterns could be improved and the business was essentially suffering from lack of investment.

"Knowing that customers were prepared to support us, and knowing that Shannon and the industry wanted us to survive, we worked hard during the 60/70 days of the examination process to get a deal finalised; as the final signoff, the courts had to be convinced that the business had a reasonable chance of survival post the process. Thankfully, we are on an improved trajectory now and in a much better place than I imagined we would be six months later," adds Jordan

New beginnings

Quickly changing the name to Atlantic Aviation Group to instil a sense of place and size, the 2.5-bay hangar, which deals with Boeing aircraft, is again a busy environment. The company is making a real contribution to the local and regional economy and Jordan sees his responsibility as taking the company to a better place by 2020.

"The business has a tremendous reputation for quality and we need to rediscover that sense of pride in the business. One of our apprentices won gold in the World Apprentice both in 2015 and 2013. That has to say something about our standard of training in Shannon," he says.

Jordan's initial nervousness linked to why no-one else was looking at the business has been replaced by a sense of intent. Knowing that he loses €250,000 a week if the hangar is not busy, he is speedily strengthening up the company's commercial acumen; he has recruited industry outsider, Connor Flanagan as CEO. The business model is changing as the company looks to provide additional services to its customers.

Work is well underway on changing management thinking, on getting everyone involved in the change process and excited about their futures.

"Naturally, everyone in the organisation has to take responsibility for the future of the company, give up or contribute something – additional hours, different work practices – and if we stay focused on efficiency at all levels, continue to grow the level of ambition and ownership, keep working smarter, the results will follow. We had 350 applicants for twelve apprenticeship places so we are an attractive company to work with," adds Jordan.

Harnessing Sectoral Knowledge

With an annual turnover of €25million, Jordan's focus now is on finding out where he can add value and to become a contributor to the ambitions of the International Aviation Services Centre, where possible. Having already invested €100,000 on internal scaffolding and €100,000 on IT, becoming LEAN is a high priority as is examining market segments to increase the throughput of aircraft in the hangar.

"The business and its 220 employees need to become and stay ambitious and hopefully, I, as the owner will facilitate that process by making the right decisions," says Patrick Jordan, modestly.

The 5 Exemplary Practices of Leadership

Leadership

When reading stories about Paul O'Connell over the last few months the question occurred to me, how did he transform from a young Limerick boy into a world renowned rugby star? As I ponder this, I realise that Paul O'Connell is actually a "transformational leader" and clearly demonstrates the five exemplary practices of leadership in the model developed by James Kouses and Barry Posner.

✓ Model the Way

To be an effective leader, it is important to model the behaviour you expect others to follow. It is important for leaders to clarify their values/principles concerning the way people should be treated and the way goals should be pursued. Leaders create standards of excellence and lead by example for others to follow. They set interim goals so that people can achieve small wins as they work towards achieving larger goals. They coach people who are unsure of where to go or how to get there and they create opportunities for them and the organisation to win.

✓ Inspire a Shared Vision

Important questions a leader must ask are: "Where are we going?" and, "Is that where we want to go?" A leader must envision the future, creating a compelling and exciting picture of what the organisation can become. To bring about the full commitment of a team to a shared vision, a leader must enlist team members in brainstorming, planning and taking action to develop a shared vision. A shared vision breathes life into an organisation and engages and motivates people to see exciting possibilities for the future.

✓ Challenge the Process

Leaders look for innovative ways to improve the organisation. In doing so, they experiment and take risks. Some great examples of this are the iPhone, iPad or Apple computer. The transformation in technology would not be available if Steve Jobs had not challenged the status quo and sought out innovative ways to improve technology. This involved experimenting and taking risks. Leaders know that risk-taking involves mistakes and failures and they accept the inevitable disappointments as learning opportunities.

✓ Enable Others to Act

Leaders recognise that they cannot do everything themselves. They foster collaboration and build trust in their teams and everyone who has a stake in achieving the vision. Leaders "enable others to act" and make it possible for them to do good work. They don't hoard power – they give it away in order to foster commitment. Great leaders build relationships based on trust and develop their team members' skills and capabilities. Leaders develop others, making each person feel capable and powerful.

✓ Encourage the Heart

Research shows that the highest performing leaders are more open and caring, demonstrate more passion and are more positive and encouraging than lower performers. Knowing that achieving extraordinary results takes hard work, strong leaders understand the importance of recognising and celebrating their team's accomplishments. In every winning team, the leader makes the team members feel like heroes.



Why not take the first step and contact us for further information on our programmes:

- Leadership Development
- Team Building
- Employee Engagement
- Executive Coaching

CAREER DECISIONS IRELAND

ADVANCING YOUR TALENT & ORGANISATION

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In the few short years since Shannon Airport gained the autonomy to chart its own future, a lot has changed, not just at the airport but in the structure of the corporate entity and in each of the four strategic businesses that now constitute the Shannon Group plc. Group CEO Neil Pakey is understandably proud of what his team has achieved...



Shannon Airport

Seventy years in transatlantic aviation this year is not the only significant number that makes an impression when you calculate Shannon Airport's impact on the region: Thirty-five destinations to eleven countries; a 21% growth in passenger numbers - from 1.39million in 2014 to a forecasted 1.7million by the end of the year; transatlantic frequency expansions from airlines such as Delta, United Airlines and American Airlines - an increase that will deliver even greater economic benefit to the region in terms of visitor spend. The passenger experience has also been enhanced through lower-cost car parking, new passenger walkways in front of the terminal and topped off with a re-brand of the Shannon Duty Free shop: to a livery that gives it the brand nostalgia that the world's first duty free deserves - a rebrand which has already generated a 22% increase in sales.

www.shannonairport.ie

International Aviation Services Centre (IASC)

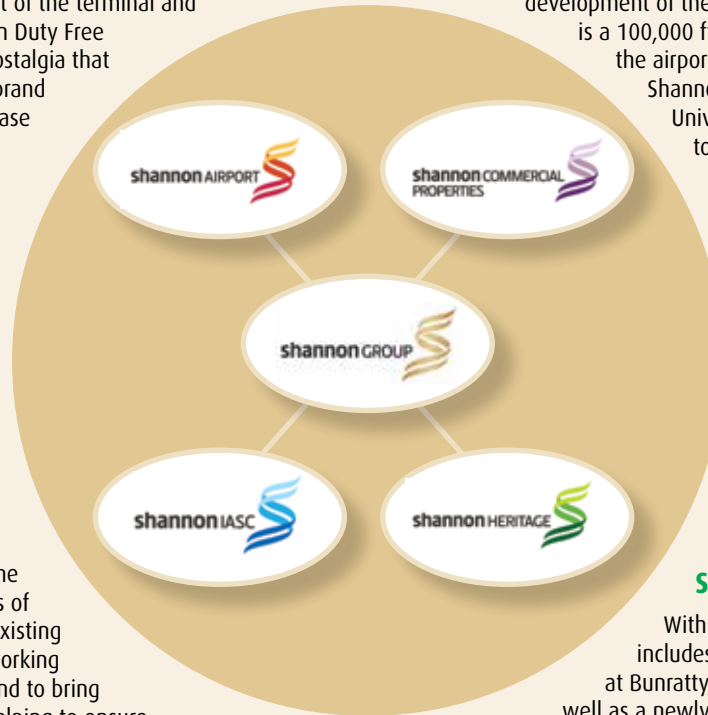
The International Aviation Services Centre (IASC), is the business unit within Shannon Group plc tasked with building on the well-established aviation and aerospace cluster at Shannon, which comprises 45 aviation companies, employing over 1,600, and spanning the industry value chain. IASC is Ireland's epicentre for the development of a world-class centre of excellence for the aviation and aerospace industry. The focus of the IASC cluster is global and IASC helps existing firms develop their business, as well as working alongside IDA Ireland and Enterprise Ireland to bring new companies to Shannon. Its work is helping to ensure that Ireland remains a global centre for the aviation industry. IASC aims to achieve significant competitive advantage for Shannon by repositioning it as a centre that will support a dynamic community of high potential start-up aviation businesses and a hub of entrepreneurial enterprises, a world-class education and training institute and business/investment support services. In conjunction with the Irish Aviation Authority, Shannon IASC has established a new registration choice for owners and operators of private and corporate jets - E-J. This will also leverage additional corporate aviation services for Shannon.

www.iasc.ie

Shannon Commercial Properties

Recently crowned as the best Free Zone in Western Europe, and also winning a 'Specialism Award for Aviation' in the 'fDi Magazine Global Free Zones of the Year' awards, Shannon Free Zone is set to be transformed over the next ten years as work commences on revitalising one of Ireland's oldest and largest business parks, outside Dublin. Plans for the €21million, phase-one redevelopment of a 12-acre site at the Zone include: the construction of a 40,000 ft² Grade A office block and a new 30,000 ft² advance technology manufacturing unit, at a combined cost of €10million; a €4million upgrade and development of the existing 'Boart' building, which is a 100,000 ft² warehousing unit adjoining the airport, and; a €1.5million upgrade at Shannon Airport House and the adjacent Universal House. Work undertaken to-date includes: the demolition of three former manufacturing buildings while work has begun on a €6 million 67,000 ft² technology manufacturing facility at Shannon Free Zone East for GE Measurement & Control. This comes after the €1.3million refurbishment of a 56,000 ft² office and warehousing facility located in the Shannon Free Zone West, now complete.

www.shannonproperties.ie



Shannon Heritage

With a portfolio of products that includes medieval castles and banquets at Bunratty, Knappogue and Dunguaire, as well as a newly refurbished visitor centre at King John's Castle, the management contract at Malahide Castle in Dublin and a soon to be unveiled €7million Easter Rising commemorative visitor attraction at the GPO in Dublin, opening Easter 2016, Shannon Heritage is well underway in its quest to manage and operate some of the top visitor attractions in Ireland. A new admission area and shop is planned for Bunratty as are some new innovative ideas to elevate the entire Bunratty experience. And that's all coming hot on the heels of the delivery of a state-of-the-art, highly animated, visitor centre at King John's Castle.

www.shannonheritage.com

Making it Happen

Neil Pakey's track record and his legacy at other airports proved invaluable in turning around the fortunes at Shannon. Whilst driven by results and passionate for success, he takes little credit for what has been achieved since his arrival in June 2013, instead drawing attention to the performance of the team, across the Group.



"We are pleased with our financial performance, with an 11% increase in turnover between 2012 and 2014 at the Airport alone and with our other companies also performing strongly since the formation of Shannon Group in Sept 2014. However, we have our challenges going forward and none more so than the investment needed on the businesses which are hugely demanding. The business we inherited had suffered from major underinvestment be that in the airport or in Shannon Commercial Properties, and it's our responsibility to catch up on some of the necessary investment and to prioritise.

"Current earnings won't go very far when you consider some of the investment projects that we need to undertake. We have challenges; we

can't do everything at once so we have to grow income and margins to have a chance to fund it all and that's our overriding objective."

Since arriving in Shannon, Neil Pakey has learnt that Shannon has a special place within the community.

"Shannon is pretty unique when it comes to the loyalty that exists. Everybody wants Shannon to do well and the airport in particular is vital for the area. We try to work with our community with a very active team who want to continuously improve our charity and our corporate and social responsibility work, and that's one way the airport and this region will reach even greater heights," he concludes.



Mobile security is a key concern for business.

*Organisations can
address mobile security
without losing the
productivity benefits
of mobile working
according to Karl
McDermott of Three.*

Results from a recent survey of Irish IT professionals carried out by TechBeat in association with Three has indicated that the mobile network environment, whilst it has brought huge benefits in terms of flexible working and productivity, has certainly uncovered a heightened threat to security with 77% of those surveyed citing mobile security as a key concern for their organisation.

According to research carried out by Ernst and Young, approximately 22% of the total number of mobile devices produced will be lost or stolen during their lifetime, and more than 50% of these will never be recovered. With employees now walking around with highly sensitive data in their pockets, it is not surprising that organisations are concerned about mobile security.

Despite this concern, it is surprising to see that 57% of those surveyed do not have a mobile management system (MMS).



Organisations can often shy away from implementing a MMS as they don't want to lose the productivity benefits enabled by mobile working. However, a properly implemented MMS can strike a balance between maintaining these benefits whilst managing the security and operational requirements.

For example, Kirby Engineering and Construction operates more than 250 smart devices, from smart phones to tablets, using a range of operating systems. The devices are provided to staff for business purposes.

The company was benefiting from the productivity created by these devices but they were experiencing business challenges in managing them. Firstly, the security risk if a device was lost or stolen, secondly, the management and control of each device with users having the ability to download personal apps that could pose a risk to the device and the reconfiguration of devices and roll out of new or updated apps or systems.

Kirby required an integrated approach that allowed its staff to be fully productive, while addressing these IT security and management concerns. The implementation of this system by Three provided seamless integrated email, browser, data sharing and support apps. IT gains control over mobile devices with full configuration, security, provisioning and support capabilities.

The MMS system has freed up a lot of IT time to focus on core business critical issues. The solution has not only reduced the cost, hassle and time of managing their device fleet but boosted data security and peace of mind.

When asked about content restrictions, it is surprising that, in almost 71% of the organisations surveyed, content restrictions were not extended to mobile devices.

Organisations can no longer think of mobile devices as different to PCs and Laptops - they now hold and have access to the same sensitive data and so the same necessary steps need to be taken to protect them from viruses and malware. Some employees can often feel that, as this is the device they use for personal use, there should be no restriction to content. However, the risk cannot be underestimated. A solution that many of our customers are implementing is having a separate business and personal profile on their handset which allows more stringent restrictions to be applied to the business profile without affecting the personal use.

Despite the obvious benefits that Irish organisations enjoy with mobile technologies and working, it is clear that more needs to be done on how this is managed, The lack of controls indicate that the processes need to be formalised and a mobility strategy adopted to ensure that the benefits of these technologies do not become outweighed by the potential threat from lost or stolen devices and inappropriate use.

Karl McDermott is Head of ICT with Three

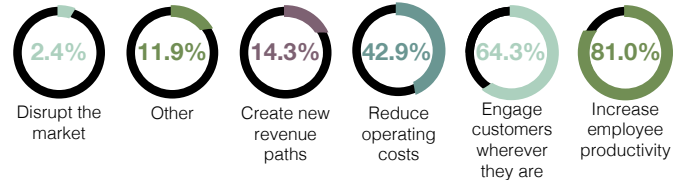


Business

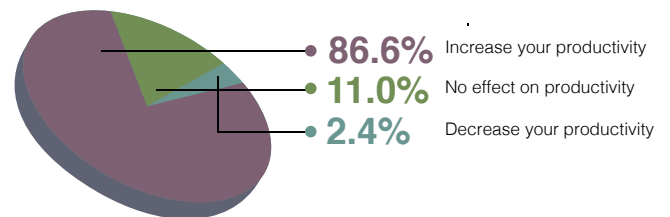


PRODUCTIVITY

What are your primary business goals when it comes to mobile?

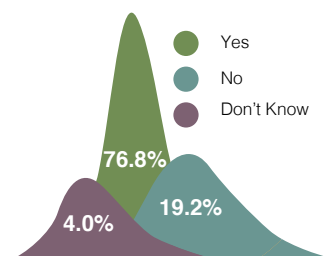


Do you feel that mobile resources at your disposal:

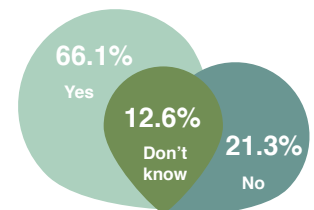


SECURITY

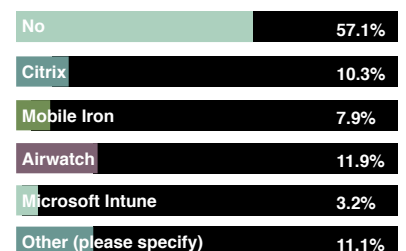
Is security of mobile devices a concern for your organisation?



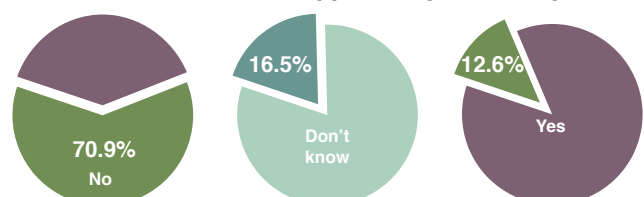
Does your IT department have the capacity to deal with mobile support and security?



Does your company use a mobile device management system?



Are content restrictions applied to your work phones?





Shannon Foynes
PORT COMPANY



Rising tide on estuary set to lift all boats

The announcement recently by CPL Industries that it is to develop a 200-job smokeless solid fuel production facility in Foynes, Co. Limerick resonated a lot deeper than even this very positive investment declaration would suggest at first glance.

For this very positive announcement of a €22million investment by the company was by no means an event in isolation but, instead, was the first coming in terms of job announcements envisaged by a plan unveiled by Shannon Foynes Port Company in early 2013.

Back then, with the region very much still gripped by the recession, the top-lines of this plan were a welcome early sign of optimism beginning to take hold again in the Mid-West.

Vision 2041 plotted a course that would see the company doubling its trade at its ports over the lifetime of the plan and attracting thousands of jobs to the area.

The reason for the optimism – the asset that is the Shannon Estuary, the only natural watercourse in Ireland capable of handling the world's largest vessels and among only a small percentage of watercourses in Europe that can do this.

This, in short, creates a huge opportunity, with the Estuary a potential location for future industrial investment - FDI or otherwise - from industries with bulk shipping requirements that need deep-water for shipping of raw materials in and products out.

It's an asset that is responsible for the Moneypoint power station being located on the Clare shoreline and Rusal's Alumina plant across the estuary on the Limerick side. The engine room for the port authority is the company's largest general port across the estuary at Foynes.

However, Shannon Foynes Port Company's ability to drive the growth envisaged by the plan is predicated on the company investing heavily in infrastructure at its ports as well as supporting third-party, namely Government interventions. These are principally in regenerating a rail link to Foynes and the upgrade of the N69 linking the West Limerick port to Limerick city and the primary national roads' network.

Under three years after the launch of the masterplan, the pieces are now already falling into place.

In February of this year a €50m jetty infill programme to create greater port capacity and facilitate growth in tonnage being shipped in and out of Foynes was unveiled.

Work has already begun with the first phase of the project – the €12.5million investment in infilling 3.45 acres on the port's East Jetty – and will be completed in the New Year. And it will be followed quickly by the next phase – the linking of the East and West Jetties.

On the key issue of enhancing the road and rail transport network at Foynes, there has been extremely positive news this year as well.

The inclusion of the N69 upgrade in the Government's Capital Investment Plan is effectively a green light for the project. Once in place, this new road link will not alone relieve congestion on the existing N69 but will transform access to the port, significantly enhancing its ability to attract new investment.

Furthermore, earlier this year EU funding of €800,000 for a feasibility study for the regeneration of the rail link between Limerick and the port was announced – a real sign of intent for the project. Together with the new road link, this will give Foynes port unrivalled ease-of-access.

The words of Minister for the Environment Alan Kelly at the CPL announcement tapped into the new mood abounding on the estuary in terms of the opportunities ahead.

The port/estuary, he said, had the potential to become a cluster for the bio-fuels sector and CPL's would be the first of a number of similar type of investments.

CPL is not on its own in terms of private investment, with planning permission lodged this year also for another similar €20m plant and a 40,000sq ft storage facility developed at the port by a local stevedoring company.

In the fullness of time, 2015 will be seen as the year in which the ambitious plans launched by Shannon Foynes Port Company's CEO Pat Keating and Chairman Michael Collins to stimulate growth across the rich asset of the estuary really began to take hold.

The John F Kennedy quote that a 'rising tide lifts all boats' can very aptly be applied to what's unfolding on the estuary right now, with Clare, Limerick, Kerry and the wider region all set to benefit.





Research and Development (R&D) tax credit: *Claiming back what you're owed*

What is the R&D tax credit?

Ireland's R&D tax credit system is a major benefit to both multinational companies and SMEs operating in Ireland. The R&D tax credit was first introduced in Finance Act 2004 and offers a company undertaking R&D in Ireland a very significant tax break given that it represents a potential 25% refund of costs incurred. In essence, it means companies incurring qualifying R&D spend can potentially claim a refund from the taxman of €25 for every €100 of expenditure on R&D.

Qualifying R&D activity

In order to qualify for the R&D tax credit, the activities undertaken by the company must meet the criteria set out under Irish tax legislation. The R&D activity must be:

- systematic, investigative or experimental activity;
- in a field of science or technology;
- either:
 - basic research;
 - applied research; or
 - experimental development.
- involved in the resolution of a scientific or technological uncertainty and seek to achieve a scientific or technological advancement.

What is qualifying R&D expenditure?

In order to utilise the R&D tax credit fully and optimally, it is important to ensure that all eligible costs are captured in the claim. Eligible R&D expenditure can come from a multitude of sources such as:

- direct costs;
- limited indirect costs;
- plant and machinery;
- third party royalties;
- payments to third party subcontractors and third level institutions; and
- qualifying buildings/structures.

Rewarding key employees

Companies in receipt of the R&D tax credit now have an option to use a portion of the credit to reward key employees who have been involved in R&D activities. The effective income tax rate for such key employees may be reduced to a minimum of 23%, provided certain conditions are met by the company and the individual.

Claiming the relief

All R&D tax credit claims must be submitted no later than 12 months after the end of the accounting period in which the expenditure was incurred. The R&D tax credit may also be surrendered between group companies provided certain conditions are satisfied. For companies with corporate tax liabilities, the credit can be used to offset tax payable. For companies who do not have corporate tax liabilities, the credit can be claimed as a refund over three years, subject to the total payroll taxes remitted by the company to Revenue.

Grant Thornton assists a wide array of companies to claim the R&D tax credit, and to ensure that they have the necessary documentation in place in the event of enquiries from Revenue. The team at Grant Thornton would be happy to help you and your company in this area.

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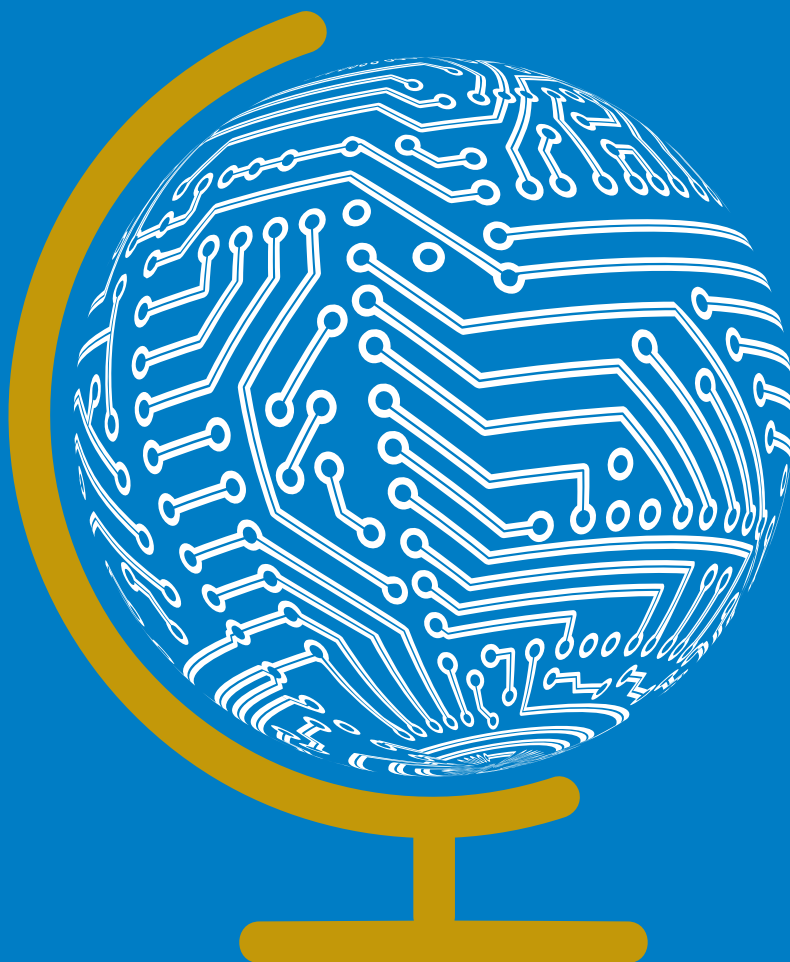
Offices in Dublin, Belfast, Cork, Galway, Kildare, Limerick and Longford.



Grant Thornton
An instinct for growth™



Growing up in the blue and white of his native GAA club, Kilbrin in North West Cork, Brian Aherne had little awareness of the technology industry, but now, as GM of Intel Shannon, whose brand colours are incidentally also blue and white, he is intent on showing young people that a career in science and technology is 'cool'. He explains why...



A US start-up with technology designed for the then fledgling broadband communications sector, was the catalyst that turned Intel Shannon into a vital part of the company's global networking platform group. Now celebrating its fifteenth year in Shannon, since acquiring Basis Communications in 2000, Intel Shannon's 300-plus employees deliver processors and associated software that power the global communications infrastructure.

Brian Aherne has been an intrinsic part of Intel Shannon's growth since he first walked through the doors in January 2000 as an applications engineer, rising through the ranks before assuming the role of General Manager and director of EMEA communications infrastructure in 2014.

"Our customers look to Intel leading edge technologies and its Intel Shannon's strength in chip design, software engineering, product marketing, and applications engineering support that has enabled us to be leaders in Intel networking platforms. It has taken tremendous leadership at multiple levels in the organisation to get us to where we are today, while working in a market that is moving and changing at an increasing pace."

Acutely aware that it is people who make the organisation what it is, Brian Aherne is very passionate about engaging employees at all levels in the organisation blending

the experience of networking industry professionals with recent graduates to create an innovation engine for the company that can meet the pace of the world we live in.

"The millennial generation, for example, are bringing new skills, ideas and approach to the workplace that we need to harness. That's why we continue to work with the colleges and schools in the area and throughout the region and country. We want to introduce young people to science and engineering. Many young people don't see engineering as a career and we'd at least like to provide them with that option," says Aherne.

Having started his own career as a co-op student in AIB's networking division, where he remained for a further three years after graduating with a Computer Science degree from Waterford Institute of Technology, Aherne not only supports current co-op programmes, but is proud of the fact that an Intel Shannon driven 'Women in Technology Diversity' programme has enabled young women to progress their careers in engineering and is now being adopted in other Intel sites.

"Each year the programme offers scholarships valued at €3000 per annum as well as opportunities for work placements on the Intel Shannon campus and the provision of an Intel mentor. The total invested since the programme began is now over €800,000 with 37

scholarships being awarded in total since 2006. The amount of time invested in the programme by Intel volunteers is in excess of 2,500 hours and since the initiative was first introduced, 55% of those receiving a Women in Technology scholarship have gone on to work at Intel Shannon."

Intel Shannon is well regarded at a corporate level. It has a strong track record of execution and has consistently met or exceeded its commitments to the business group; it has an ability to build strong relationships into North America, China and of course Europe; incentives such as the government R&D tax credits allows it to keep costs down and; the team are trusted to run the business.

"Right now we consider ourselves to be at an inflection point in our industry," says Aherne. "Communications infrastructure is going through a real transformation and together with the Internet of Things we are going to see tremendous changes in how products and services will be delivered.

"We believe that Intel has a very large market opportunity there and we want Shannon to be central to Intel's future growth, through delivering innovative products to that market."

Brian Aherne, together with the management and staff of Intel Shannon, are well positioned to make that happen.

Ten-Year Celebrations for Women in Technology

Past and present scholars of the Intel Shannon Women in Technology scholarship programme pictured at the recent 10th anniversary celebrations at which the latest round of scholarships were presented to 7 new recipients as well as the renewal of 8 existing scholarships.



Continuing & Professional Education (CPE)

Continuing & Professional Education (CPE) at the University of Limerick delivers an extensive range of professional and personal development programmes across all disciplines which are delivered in a flexible manner to balance work and learning.

Courses are designed to meet the needs of working professionals by up-skilling through academic content and building on their existing skills and expertise. Several of our courses have been designed in collaboration with companies.

Collaborating with CPE gives the company a leading edge on theoretical content which is applied in work-place settings involving industry based projects that provide significant benefits to the employer organisation. These ties with business ensure that CPE can tailor courses to provide graduates with the skills and knowledge that industry professionals are looking for.

Given the need for a constant supply of qualified graduates in the region,

CPE is a leading player in Limerick for Engineering and Limerick for IT with the objective of creating employment and exciting career options for the Mid-West in Engineering and Information Technology.

CPE offers Springboard+ / ICT Conversion courses to address skills shortages through targeted industry-focused skills development and education for the unemployed in collaboration with companies. With a new call in January 2016, CPE is interested in hearing from any company that is interested in participating.

For our full list of programmes and information on CPE please go to www.ul.ie/cpe



Summer 2015 Graduation of the General Motors class in Middleware Integration and Software Development (Higher Diploma), ICT Skills Conversion programme at the University of Limerick

The Shannon Venue: Adding a New Cultural Dimension to Shannon

Plans to develop a multifunctional community, civic and arts facility for Shannon Town Centre are well underway.

The 2,600sq. metre 'Venue', a not-for-profit initiative for the community, by the community, is set to make Shannon a better place to live, work and do business in. It will create a sense of place and purpose, helping Shannon become a destination for visitors, and will cater for many community groups as well as offering facilities to local businesses and their staff. There are plans to develop a tourism product to complement the other attractions of the region.

In addition to having a number of flexible spaces/rooms available for hire, The Venue will contain a 366-seat theatre, a cafe, and a large multi-purpose foyer.



Milestones achieved:

- Site Identified & secured
- Design team appointed
- Plans approved to fit Shannon Town Plan & Local Area Plan
- Planning permission received
- €900,000 committed to project

To learn more about The Venue and how you can help to make it happen see www.shannonvenue.com and www.facebook.com/thevenueshannon or call 061 362000.





Local Enterprise Office

Oifig Fiontair Áitiúil An Clár

Local Enterprise Office Clare

...We talk Business



Offshore Handling Solutions' director Eugene Earley in China on a training course.

Offshore Handling Solutions, based in Cratloe, applied for a Business Development Grant from the Local Enterprise Office Clare to increase capacity at their facility to meet growing international demand.



Emdalo Technologies, located in Abbey House in Shannon Town Centre, added new members to its team and created an "Internet of Things / machine learning area" at their offices through the support of a priming grant from the Local Enterprise Office Clare.




Local Enterprise Office Clare was there to support Aaron Value Adding Services, Shannon, founded by Gerard Murray, when they were starting out in business, by providing direct financial support. As the business became established, the Local Enterprise Office Clare was there again to support the business in acquiring new machinery to improve efficiency, increase capacity and more importantly, create new employment.

Local Enterprise Office Clare is a first-stop shop to provide support and services to help start, grow and develop micro and small businesses. We provide a range of services such as:

- Direct and alternative funding
- Business information, advisory services and enterprise support
- High-quality training
- One-to-one mentoring

Phone 065 6821616 **Email** localenterprise@clarecoco.ie **www.localenterprise.ie/clare**

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European Union
European Regional
Development Fund



Modular Automation... Engineering Driving Results



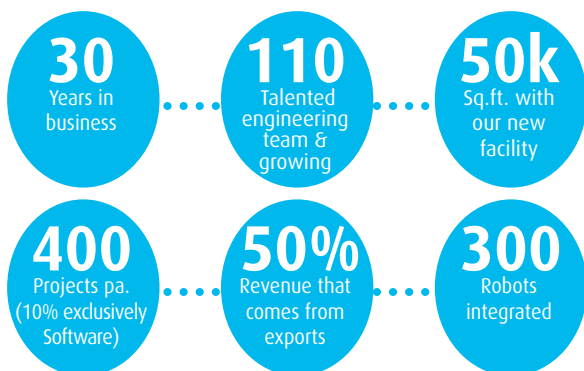
Modular Automation is a modern high-tech indigenous automation business that is growing. Founded in 1986 as a support company for local industries, the business has transformed itself and is now competing on a global scale.

It is now the largest bespoke automation company in Ireland and is very much focused on delivering automation solutions to the medical device and connector sectors and, with a strong customer base of multinationals, as its customers thrive, so does Modular.

Managing Director Mike Lane says: "We are very fortunate to have world-class multinational manufacturers on our doorstep here in Shannon and across the Mid-West. We are working close with many of these multinationals and this opens opportunities for us, not just at home but in international markets also."

Lane is tremendously proud of his team and is keen to encourage more young people to look towards engineering as a career.

Growth



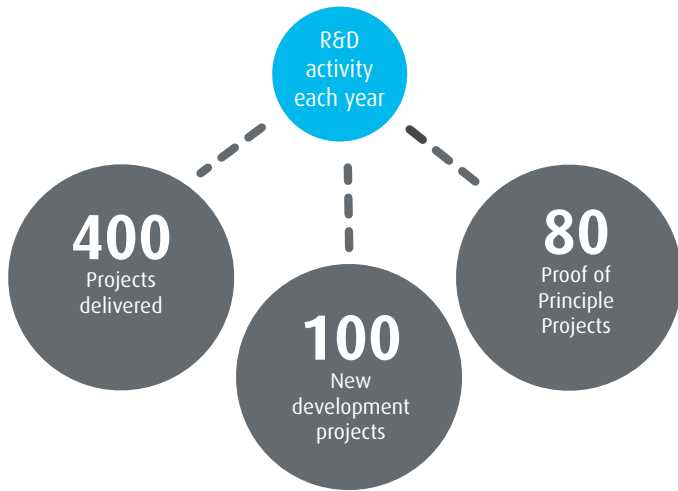
"Over 50% of our revenue is derived from exports, and this is increasing. Our machines are shipped all over the world and this offers opportunities to our staff to travel and gain international experience. We have a talented team of over 100 engineers and this is continuing to grow. We're doubling the size of our facility and building an 'Innovation Centre', and have just opened a US subsidiary in response to the growth in demand from our US-based customers."

Customer Focussed



"We partner with our customers in the development of cutting-edge automation solutions. We've worked with some of our customers for 30 years and have never failed to deliver a project in that time. We have built up a strong reputation for delivering innovative automation solutions and that is resulting in us now getting business from customers all over the world. We are very proud of our talented team in Shannon and for what they have helped the business to become. We are proud of our success and look forward to continued growth in to the future."

Innovation



*"Designing and building innovative solutions for our customers is key to what we do. We partner with our customers to deliver bespoke, customised solutions that enable them to improve their manufacturing processes. This means that we drive competitive advantage for our customers locally, which keeps their business based in Ireland. We invest in the latest automation technologies and through this we understand which technologies complement each other. Our new **Innovation Centre** will provide a space for our engineers to generate ideas, collaborate and test new technologies."*

Opportunities

"To support our growth over the next 3 years we are currently recruiting for engineers at all levels, from apprentices to senior managers. We invest heavily in training our people in both technical and soft skills. Engineers work to deliver projects so they get exposure to all aspects of the project delivery from initial prototype design right through to test and installation."

Modular Automation has big ambitions for 2016 and beyond. An expansion project is almost complete which will double the size of the Shannon facility. As part of its international growth plans it has just opened a new US office in Florida. There couldn't be a better time to join this flourishing Irish company.

Meet Some of the Team...



Declan Hickey graduated from UL with a masters in computer aided engineering and design. He is currently working in the controls department developing software for various machines and dealing with customers on the control aspects of their projects.



David Jones started in Modular in 1995 as an apprentice toolmaker and moved to the mechanical design department in 2003. David progressed to a design team lead role and now manages teams to deliver projects for customers such as Molex, Aerogen and Boston Scientific.



Tomas Ryan recently graduated from LIT with a degree in mechanical engineering and joined Modular Automation as a mechanical technician. Tomas is involved in a number of build projects where he is working hands-on building the final machine.



Where we're going

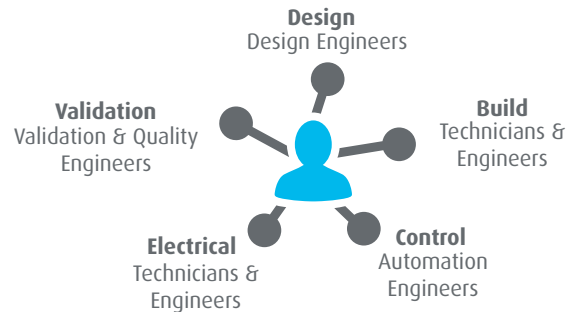
"We are continuing to build and develop our team and have exciting opportunities for talented engineers."

Check out www.Modularautomation.ie for career opportunities.

A Talented Team

**MODULAR
AUTOMATION**
DESIGN | BUILD | CONTROL

- ✓ 110 people
- ✓ Up from 60 in 2012
- ✓ 80% growth over 3 years



"We have a strong tradition of collaboration both internally and also with external partners. This means we always get the very best expert team working on a project. We often scan the globe to find the best experts in a particular technology or process and this brings new learning into our business."



Mid-West Action Plan for Jobs: Shannon Chamber Delivers on Key Actions

The Mid-West Action Plan for jobs 2015-2017 is comprehensive and ambitious and Shannon Chamber will become fully immersed in its implementation in areas for which we have the wherewithal, knowledge, skillset and linkages to make a lasting and measurable impact.

The Plan is all about growth, with some targets linked to capacity building and others with clearly measurable attainables. A key imperative is that, in 2017, all the actions in the Plan should be realised. The will is there to make this region renowned for its sectoral specialisms, most notably in aviation, life sciences, engineering, internationally traded services, food and agriculture, not to mention the wealth of diversity in its tourism offering; let's turn this will into quantifiable action delivering exceptional results.

www.djei.ie/en/Publications/Publication-files/Action-Plan-for-Jobs-Mid-West-Region-2015-2017.pdf



Shannon Chamber has already fulfilled a number of key actions assigned to it in the Plan:



ACTION 31: Shannon Chamber, in partnership with Enterprise Ireland and British-Irish Chamber of Commerce, will deliver a half-day conference on 'Doing Business in Britain' (delivered 21 October).

Keynote speakers at the 'Doing Business in Britain' seminar (from left): Neil Pakey, CEO Shannon Group plc; Stephen Keogh, Keating Connolly Sellors Solicitors, Limerick; Hussein Casey, ACA, senior consultant, tax advisory, Grant Thornton; Christine Esson, UK manager – New Market Entrants, Enterprise Ireland; Conor Kenny, head of investment, UK Trade & Investment; Helen Downes, chief executive, Shannon Chamber; Garret Grogan, head of long-term interest rate trading at Bank of Ireland Global Markets; James Blakemore, managing director, JMB Partnership; Willie Wixted, director, ABC Nutritionals; and Paul Caplis, commercial director, British-Irish Chamber of Commerce.



ACTION 68: Shannon Chamber, in partnership with Enterprise Ireland and member company Molex, will run a lean workshop for companies in the region (delivered 10 November).

Keynote speakers at the Shannon Chamber Skillnet 'Lean in Business' seminar (from left): Alan Keogh, plant manager, Molex Ireland; Gene Leonard, managing director, LBS Partners; Richard Keegan, manager, competitiveness department, Enterprise Ireland; Peter Willmott, Willmott Solutions Ltd; Helen Downes, chief executive, Shannon Chamber; Breda O'Toole, head of department, business development and client networking, IDA; Elaine Daly, partner and head of business consulting, Grant Thornton; Oliver McCarthy, operations manager, Tekelek Europe Ltd; and Neil Enright, lean six sigma black belt at Molex Ireland.



ACTION 69: Shannon Chamber, in partnership with Enterprise Ireland and member company Modular Automation, will run an R&D workshop for companies in the region at Intel Shannon (delivered 8 October).

Brian Aherne (centre) general manager, Intel Shannon and director of Intel Network Computing Division EMEA with, from left: Martin Dolan, commercial director, Modular Automation; John Barron, managing director and chairman, Reagecon Diagnostics Ltd; Helen Downes, chief executive, Shannon Chamber; Theresa O'Gorman, tax director, Grant Thornton; and Sean Burke, Enterprise Ireland, at the R&D seminar held in Intel Shannon.

To find out more, contact Shannon Chamber

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 Shannon Chamber of Commerce

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