

## CSTI Policy Seminar Series

# *Industrial strategy and manufacturing strategy: resource allocation and the role of value chains*

**Professor Alan Hughes**

24<sup>TH</sup> OCTOBER 2017  
5.30PM

INSTITUTE FOR MANUFACTURING  
17 CHARLES BABBAGE ROAD | CAMBRIDGE | CB3 0FS

### Seminar Overview

The publication of the UK government's green paper on industrial strategy has reignited the debate about the basis on which industrial policy support should be allocated across sectors, technologies and/ or missions. It has also led to a rehearsal of old arguments about the impossibility of "picking winners" and selective support policies. In this talk I will first argue that within any industrial strategy for the UK there must be a recognition of the particular role played by manufacturing in the overall economic performance of the UK and in particular its trade performance. I then argue that support policy must involve allocation decisions in using scarce support resources. These decisions (whether sector, technology or mission specific) should I argue be based on a detailed granular understanding of that policy's set of value chain implications. I argue that strategic support policies must be focused on developing activities which generate significant value added which accrues in the UK. This new value chain perspective should be central to any industrial or manufacturing strategy for the UK.

#### *Relevant publications*

Spring, M., Hughes, A., Mason, K., and McCaffrey, P. (2017) "Creating the Competitive Edge: A New Relationship between Operations Management and Industrial Policy" *Journal of Operations Management* 49-51:6-19.

Hughes, A. (with Crafts, N.) (2013) 'Industrial Policy for the medium to long-term', *Foresight Future of Manufacturing Project, Evidence Paper 37*, London: BIS, October.

Hughes, A. (2012) 'Choosing Races and Placing Bets: UK National Innovation Policy and the Globalisation of Innovation Systems' in David Greenaway (ed.) *The UK in a Global World – How can the UK focus on steps in global value chains that really add value?*, London: CEPR

### About the Speaker

Professor Hughes is a Life Fellow of Sidney Sussex College and a Senior Research Associate of the Centre for Business Research at Cambridge. He was from 2000 - 2003 Director of the National Competitiveness Network of the Cambridge-MIT Institute. He has held Visiting Professorships in the USA, Japan, France and



Australia. He is an internationally leading scholar and policy adviser on innovation and industrial policy and was from 2004-2014 a Member of the UK Prime Minister's Council for Science and Technology. He was a member of the Foresight Lead Expert Group for the recent review of the Future of UK Manufacturing and the follow up Report on Manufacturing Metrics. His research interests, on which he has published extensively, include industrial and technology policy; the measurement of innovation; the growth, innovation and financial and acquisition characteristics of business enterprise; the measurement and evaluation of industrial and business support policy; and the relationship between law and economics in the analysis of corporate organisation and performance.

### Programme

5:15pm	Arrival
5:30pm	Seminar begins
6:30pm	Drinks and networking

To book your place, register online: <http://bit.ly/2kDMZ2M>  
or contact [csti-admin@eng.cam.ac.uk](mailto:csti-admin@eng.cam.ac.uk)  
This event is free to attend.

The CSTI Policy Seminar Series bring together experts from across academia, research institutes and think tanks, and policy to discuss topical issues in areas related to our research activity in science, technology, and innovation policy. A particular focus currently is industrial policy.