

PRESIDENT'S MESSAGE



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President & CEO

Growth is a Choice

Growth is a choice for individuals, teams, and companies. In today's hyper-competitive environment, we must choose a growth strategy to be successful. So, what does your growth strategy look like?

Company Growth

As a company, your business success is no longer only driven by what your company does. The game has changed. Manufacturers and businesses must increasingly participate in new ways to be successful in the 21st Century. Countries now compete to help create clustered technology-driven industries that can excel in the global marketplace. Therefore, your company must learn to actively pursue efforts to be part of regional and super-regional industry clusters. Successful clusters can significantly improve the return on private and public investments in research and development and provide global leadership in key technologies. So what does a successful regional cluster look like? Successful regional clusters need to:

- **Leverage local strengths:** Regional innovation cluster initiatives should be built upon existing knowledge clusters and comparative strengths of a geographic region.
- **Encourage self-organization:** Clusters should be developed from the ground up. Private businesses, local education institutions, and economic development agencies are in the best position to identify opportunities, gauge competitive strengths, and mobilize community-wide support.
- **Pool resources and share risks:** Cluster initiatives maximize their impact by pooling resources and organizing programs in a comprehensive way while sharing risks.
- **Grow a trained workforce:** An entire ecosystem needs to be in place including provisions for workforce training.

- **Connect clusters with local universities and labs:** Government-funded research in universities and national labs must be coordinated with regional innovation clusters so they can provide the context for practical growth opportunities.
- **Secure long-term commitments:** Corporations must know that federal and state incentives and support for research infrastructure will be consistent, predictable, and sustainable.
- **Secure incentives:** Public incentives are often necessary. Given the increasingly intense global competition in key industries, government seed grants, loan guarantees, tax credits, and other financial incentives are critical to influence corporate decisions on where to locate corporate research and development and manufacturing investments.
- **Monitor and measure:** Performance must be monitored and measured. Measuring performance is important to gauge which tools work, making a compelling case for continued public support, and keeping a focus on results.

If you are interested in company-driven cluster growth, contact us here at MACNY. We have facilitated a new cluster launch within the aerospace industry. The Aerospace Alliance of Upstate New York (AAUNY) is just one example of how clustering can and does work. If you are interested you can contact Cindy Oehmigen at coehmigen@macny.org.

Individual Growth

Another critical area of growth resides within our teams at the individual level. The capabilities of our organizations are driven by the speed at which our individual performers are acquiring new skills. With each passing day, new technologies and new competitors are emerging. Does your company have a strategy to keep up and excel? Have you empowered individuals in your company to seek their own growth strategy? These are important competitive questions for all organizations.

MACNY offers great opportunities for individuals to excel at their professional growth. We have hundreds of events and training opportunities offered annually as well as guidance and coaching for leaders at all levels within an organization. Our fastest growing offering, Individual Membership, offers over 60 learning events with our councils and mastermind group, online learning tools, and discounted training to help everyone in an organization grow. Hundreds of MACNY members are now using this tool to stay competitive and gain important skills. For more information about Individual Membership, contact Marisa Norcross at mnorcross@macny.org.