

MANUFACTURING MATTERS

Wall of Fame and Innovator of the Year Awards - Nominate Today!

We are currently accepting nominations for our 2021 Manufacturers Wall of Fame and Innovator of the Year awards!

Award recipients will be honored during MACNY's 108th Celebration of Manufacturing later this year. Visit <http://bit.ly/MACNYnominate2021> to submit your nomination by March 1.



Manufacturers Wall of Fame. Since 2001, MACNY has been honoring executive level leaders in manufacturing that have displayed exceptional leadership while navigating through today's complicated economic conditions. These leaders tend to share four key characteristics: They are humble, curious, caring, and dedicated.

Awards are chosen by former inductees on criteria including revenue growth, capital investment, leadership, employee training programs, production quality, energy conservation, philanthropy, and other factors contributing to growth and sustainability. All of our previous inductees can be found at www.macny.org/about/wall-of-fame/.

Innovator of the Year. One of the many reasons our sector remains so strong is our ability to adapt and innovate with the help of individuals within companies who use their abilities, forward thinking, and ideas to help their companies thrive. Examples of innovators within a company may include Operations Managers, Project Managers, Engineers, Designers, or anyone within a company who has demonstrated their ability to innovate.



The award recipient will be chosen by a panel based on criteria such as revenue growth, product development, process development, employee training programs, production quality, productivity, energy conservation, and any other factors contributing to growth within a company or industry. View previous Innovator of the Year award recipients at <https://www.macny.org/about/innovator-of-the-year/>.

Inside This Issue:

Page 3 | President's Message:
It's Time To Refocus On Growing Manufacturing Again

Page 4 | Growth Services:
Why Launching New Businesses Slowly is Actually Riskier and More Expensive

Page 5 | Government Relations:
Governor Cuomo Lays Out His 2021 Agenda

Page 6 | Leadership Development:
Congratulations!

Page 7 | Food for Thought:
Life Before, During, & After COVID

Page 8 | CNY STEM Update:
2021 CNY STEM Scholarships

Page 10 | Apprenticeship Update:
New Year, New U!

REMOVABLE SAFETY & DIRECTIONAL SIGNAGE

Floor Signage • Wall Signage • CDC Posters • And More



Use Promo Code:
MACNY for a 10% discount.

SHOP NOW
Go To MoreWithPrint.COM



MOREWITHPRINT.COM
Call (800) 724-2477



DINE AT HOME IN STYLE!
QUALITY 18/10 STAINLESS STEEL FLATWARE
100% MADE IN AMERICA!
WWW.LIBERTYTABLETOP.COM

UPCOMING

2021 FUZEHUB EVENTS

JAN 2021

- 1.14.2021** *Manufacturing Reimagined: Business Recovery Workshop*
- 1.26.2021** *Cybersecurity Webinar 5: General Advice & Pointers*

JUN 2021

- 6.2.2021 - 6.3.2021** *Manufacturing Expo: How the Mohawk Valley Feeds Innovation*

FEB 2021

- 2.11.2021** *Manufacturing Reimagined: The Path Forward*
- 2.24.2021** *Manufacturing Expo: Rise of the Urban Foodscape*

AUG 2021

- 8.11.2021** *Manufacturing Forum: Strengthening New York's Defense Industrial Base*

APR 2021

- 4.14.2021** *Manufacturing Forum: How the North Country Keeps the World Rolling*

FUZEHUB

FuzeHub.com
info@fuzehub.com
518.768.7030

Keep an eye on our event calendar at fuzehub.com/event-directory for all event updates and additions for 2021.



Randy Wolken
President & CEO

It's Time To Refocus On Growing Manufacturing Again

The elections are behind us now. In both Washington and Albany, newly elected officials will begin to govern. MACNY remains committed to working with our elected officials to enhance and grow manufacturing. It is time for us to focus on one very important lesson learned during this pandemic and economic crisis. U.S. Manufacturing matters greatly to the health and wellbeing of our nation. We learned the hard way that we need to make vital healthcare supplies here, so they are readily available when we need them. We also need to make so many more of the products we use in the U.S. It's vital to our national defense and our overall economic vitality. We will need strong public policy to make that a reality.

We need better public policies that encourage domestic production. As our nation recovers from this pandemic, strong growth policies will help us put people back to work and enhance local manufacturing. This helps everyone. Manufacturing jobs pay the best of any industry and are accessible to individuals with skills training, technical degrees, and college degrees. We can lead in the development of state-of-the-art technologies that can solve our most difficult challenges. New York can lead in so many ways. A healthy manufacturing and technology base will allow New York to recover more quickly from the COVID-19 crisis.

To do this, we need more skilled workers. MACNY and our Manufacturers Alliance Partners are focused on both apprenticeship and pre-apprenticeship paths to help members and others secure the workforce needed. The New York State Manufacturers Intermediary Apprenticeship Program (NYS MIAP) is a nation-leading approach to assisting companies in finding and training the talent they need. We are also the state leader in helping businesses connect to P-TECH programs and Career Awareness at the middle and high school levels. As a nation and state, we will need to invest even more in creating paths to high-tech careers.

We will also need tax policies and other incentives to encourage capital investment and production of manufactured goods in New York State and the United States. It is a global competition to secure these outstanding jobs and companies, and we need to find the will and way to see it happens here. We can build back better with smart growth policies. Such policies will put us on the path to success as we secure the companies that will employ our communities' individuals. Creating a robust ecosystem of growth must be a top priority of local, state, and federal representatives.

When we focus on how we grow back better, we can take the lead in the national recovery. We have the people, the schools, the companies, and the community to once again grow in New York State. That must be our number one goal now as we work together to create a better future for ourselves and our children.



James Shomar
Chief Growth Officer

Why Launching New Businesses Slowly is Actually Riskier and More Expensive

I've noticed a pattern recently. Many CEOs tend to launch new businesses much slower than they should. Whether they're entering a new market, launching a new product, or following a new business model, they tend to execute a very well thought out but relatively slow go-to-market plan. There are a lot of reasons for this, and many sound quite logical upon first glance:

- We want to make sure we get all the bugs out of a new product before sales ramp up.
- We know how important it is to build a strong reputation with our first customers.
- We need to make sure we have all of our marketing figured out first.
- We want to leverage government grants (if possible) to fund product development.
- When my friend launched something new this is the way they did it.
- Launching something new is a big investment for us and we want to do it right the first time.

Counterintuitively, launching a new business slowly and conservatively is actually one of the riskiest things you can do; far riskier than being fast and experimental. Going slow can masquerade as being very judicious and efficient with your resources: man hours, money, time, etc. It would seem logical that if you're taking the time to make decisions that are well thought out and deliberated that you would therefore be using your resources more efficiently. In reality, what usually happens is the financial startup costs (which were high to begin with) usually go over budget,

the opportunity cost is very high because of all of the time that could have been spent elsewhere, and the ROI is low because it takes so long for sales to ramp up and deliver the cashflows necessary to break even.

Moving fast is just the opposite. I'll caution by saying that moving fast does not mean being rash and haphazard. Moving fast actually requires a CEO to be very self-aware and accept the fact that only market data can point you in the right direction. It's about being very intentional with how you spend your time and resources to run focused micro-experiments. Those experiments are designed to give you feedback from the market very quickly so you can iterate without huge upfront investments. When you move fast you are looking to make data driven decisions so when you do iterate, you're hedging your bets. Moving fast allows you to find product market fit before making large investments to ramp up sales. Moving fast can even be a competitive advantage because you learn these things before your competition does. Moving fast allows you to minimize your time to break even because your investment was reduced and you generate sales early. Moving fast also delivers a higher ROI because you can use market data to develop a predictable and scalable sales model. I told you it was counterintuitive, but I've launched and invested in dozens of new businesses and coached hundreds of CEOs and I'm yet to come across an instance where they were better off with a slow, conservative go-to-market strategy.

There is a reason the "lean start-up" model exists and in large part remains best practice. No amount of business experience, brand recognition, or market positioning can fully make up for what lean start-up has to offer. Even entrepreneurs who started their company by practicing lean start-up, will still sometimes fail to leverage it as they mature and launch new growth initiatives.

Someone asked me recently how I look at "risk" in the context of a new business. It's a reasonable question as modern culture often frames entrepreneurs as "people who take risks to try something new." Underlying that assumption is that launching a new business is like playing craps and betting everything on black 22. Smart entrepreneurs, however, prefer to look at new venture risk as a game of Moneyball; a go-to-market strategy in which we can overcome the odds, hedge our bets, get better leverage from our resources, accelerate our time to market, and often create a competitive advantage in the process.

It's not too good to be true. It's thinking like a start-up even when you aren't one anymore.



Tiffany Latino-Gerlock

Director of Government Relations & Communications

Governor Cuomo Lays Out His 2021 Agenda

*The NYS Legislative Session Began January 6th
Joint Legislative Budget Hearing Will Commence in February*

In his 11th State of the State address, Governor Andrew Cuomo laid out his agenda for 2021 – announcing various proposals aimed at supporting New York State manufacturing.

Some of these proposals are as follows:

Medical Supplies Act – to incentivize New York State companies to produce personal protective equipment (PPE) and other medical supplies. The Act will prioritize buying American-made products and provide incentives to New York companies to start or increase the production of critical medical supplies. New York will purchase such supplies from these companies first.

Pathways Pledge - to advance workforce development in the State of New York. Participating employers will report on their progress in implementing certain measures, such as investing in current worker retraining or skills development, creating more apprenticeship programs, and exploring additional support for low-income workers or those in training like childcare or transportation subsidies. There are sixteen founding employers participating in the Pledge, including several MACNY member companies.

Infrastructure – to invest \$306 Billion in a statewide infrastructure plan. These projects throughout the State of New York will boost New York State manufacturing and help create jobs. In Upstate, Governor Cuomo noted the I-81 Viaduct, expected to break ground next year, and Upstate Airport Revitalization projects.

So, what's next?

Governor Cuomo also has released his Executive Budget. The State Legislature will hold Joint Public Budget Hearings during the month of February and then work to pass one-house budget proposals before agreeing to a final State Budget by the April 1 deadline. For a full list of 2021 State of the State Agenda items, visit https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/SOTS2021Book_Final.pdf.

If you have any legislative questions, please e-mail me at tiffanylatinog@macny.org.



David Freund
Chief Leadership Officer

Congratulations!

I would like to take this opportunity to congratulate all of you who have kept your New Year's resolutions. You are amazing, highly intentional, extremely disciplined, and you should be very proud. Now to the 92% of us that haven't stayed the course; oh well, there's always next year. Could someone please pass me another slice of cheesecake?

You read that correctly; 92% of us will not keep our New Year's resolutions. As we enter February, the vast majority of us have given up and are eating the cheesecake. Not because we are just average. Not because we aren't highly intentional. More than likely, it's because our plan failed. We didn't fail; our plan did. Guess what? It's not too late. It's only February, so let's restart this process.

You have heard it said that if you get knocked down, you need to pick yourself up. I like that quote, but unless you learned why you got knocked down, you're just going to get slammed again, so smarten up and stay down for just a minute. Take that minute (or 10) and reflect on why you got knocked down. What part of your plan failed? What can you do differently to improve your plan? I had a grandfather that had smoked for probably 40 years of his life. When he decided to quit, part of his plan was to keep a pack of cigarettes under his car's front seat; just in case he failed. Well, that didn't work; he was planning to fail, rather than planning how not to fail. Thankfully the day came when he tossed the backup plan literally out the window of his Oldsmobile, and low and behold, Gramps quit smoking. So let's take a look at some tips to help you get back on track and stay on track.

Review the plan again. Go back through your change plan and see if you missed anything. Are the goals SMART goals?

- **Specific** - The more specific your goal, the easier it is to build a good plan. It also helps you visualize what you want. If you can see it, you can seize it.
- **Measurable** - Is there a way you can measure your progress daily? This allows you to build momentum and get the Law of Big Mo working for you.
- **Attainable** - Is your goal really attainable, or is it more of a dream that you someday want to achieve? If it's a long-term dream, that's fine, but we need to have a different discussion on how you make a plan to achieve that. Part of that plan might be an annual goal, but not the entire dream.
- **Relevant** - Is what you are trying to achieve relevant to your overall goals and values, or is this a borrowed goal. Until it is personal to you and something that you truly value, you will most likely never achieve it.
- **Time-Bound** - Let's get specific on the timing. How much by when? Without this, the urgent daily items will always take priority.

Establish accountability partners. Growth and change are always accelerated in an accountability environment. To be successful in making a meaningful change, make it public. When Thomas Edison had an idea that had a reasonable opportunity for success, he called a press conference and made it public. He could then use the media as his accountability partner.

Create Success Habits. Try to find ways of making the steps needed to achieve your goal a daily habit. Eating healthy daily results in being healthier. Exercising daily results in being physically fit. When these two activities become a daily habit, you are almost guaranteed to achieve your desired outcome.

Don't just give up. Take some time to see what happened to the plan. What did you miss, and what can you do differently? If you would like additional tips, Marisa and I did a four-part series on The Next Page podcast titled *Four Steps to Meaningful Change*. They are Episodes 184, 185, 186, and 187. You are amazing, and you can choose to be part of the 8% who achieved their New Year resolutions.



Cindy Oehmigen

Director of Energy & Corporate Services

Life Before, During, & After COVID

There is little argument about the fact that COVID-19 has changed our world. We miss the personal connections with our friends and families. In fact, the inability to congregate has likely limited our connections to our existing group of friends. I love meeting new people, so this fact of the times has been hard for me. I also love being with friends and family. However, necessity is the mother of invention and I have witnessed creativity at its best. Virtual is now the norm. We are making do until it is safe to gather again.

Thank goodness for technology. Since 1967, Consumer Technology Association has hosted a tech event in Las Vegas. Consumer Electronics Show is the global stage for innovation “showcasing manufacturers, developers, and suppliers of consumer technology hardware, content, technology delivery systems and more.” Last year’s attendance was 171,268 including 6,517 media attendees. If you operate in the tech world, it is a notable event to attend. This year it was all virtual. Not so good for Las Vegas, however there was a plus side. Worldwide attendance was expected to increase. The surprise for me, given the industry featured, is that this was the first time it was virtual. As I know from events closer to home, there is something missing when events are completely virtual. More people are able to participate, but I am betting the relative number of fruitful connections will be less. Regardless, it still accomplishes the intended objective—getting the word out about what is new and what is up and coming—while avoiding the obvious challenges of COVID.

COVID has been a driver of all kinds of new technology and new uses for existing technology such as touchless kitchen faucets (voice or motion activated), robo cleaning devices with security motion sensors to alert you to intruders (Samsung product due out this year in the U.S.), smart

displays for return-to-work that are voice activated, and a variety of air purifiers.

One product I ran across is a robotic ‘not quite’ pet¹. It is a soft, round-ish shaped stuffed critter that has a tail and responds favorably to touch. Research shows it has a calming effect like a live animal but particularly suited to nursing home residents and hospital patients.

And for those who prefer the latest in display options, LG has launched a rollable 65-inch TV². It pulls up out of its box like an old-fashioned movie screen except it is a full on, high resolution TV. When you are ready to stop watching, it rolls back into its box. If you live in Korea, you can have one of these gems for \$87K.

The advancements that are being made with screens like this not only compete with movie theater cinematics but surpass and appear even more lifelike.

And then there are transparent large screen TVs³ (also by LG) that can serve as barriers between restaurant tables or office cubicles.

And one of my favorites: A robot that cleans your house and pours you a glass of wine⁴. That one speaks to me.

One more worth mentioning is the MyQpet portal⁵. It looks just like a regular door but is equipped with an elevator-style sliding door that lets pets in and out at will and can track the pet’s activity from anywhere. It has a microphone, speaker, and camera for two-way communications as well.

I encourage you to check out some of these websites. It’s a fun way to keep up with what’s new and different.

¹<https://www.cnet.com/videos/robotic-pets-of-ces-2021-purr-wag-and-squeal/>

²<https://www.cnet.com/news/lgs-rollable-oled-tv-is-now-on-sale-in-south-korea-for-87000/>

³<https://www.cnn.com/2021/01/10/tech/ces-2021-preview/index.html>

⁴<https://www.cnet.com/ces/must-see/>

⁵<https://www.techhive.com/article/3602819/chamberlain-myq-pet-portal-is-an-automated-doggie-door.html>



Marianne Ferris

Associate Director, Partners for Education & Business

2021 CNY STEM Scholarships

6 companies offer 9 scholarships worth \$100,000

Since 2013, local companies have been offering scholarships to students majoring in STEM areas. This year's offerings will bring the total committed to almost \$700,000.

Central New York's economic growth is dependent upon its ability to attract a talented and skilled workforce. The scholarship program's goal is to keep our most talented students here to fill those jobs. The unique piece to this scholarship program is that it also includes paid internships for the sponsored students.

Partners for Education & Business, Inc. (PEB) has coordinated this program of the CNY STEM Hub since its inception. That coordination includes recruiting businesses to sponsor the scholarships and communicating annual scholarship announcements to thousands of counselors, administrators, and STEM teachers in more than 80 school districts throughout Central New York.

Dr. Donna DeSiato, CNYSTEM Hub Chair and Superintendent of the East Syracuse Minoa CSD STEM Learning Ecosystem reports that, "The CNY STEM Hub is grateful for our business partnerships in Central New York, sponsoring internships and scholarships in support of STEM Scholars! These resources provide students with meaningful, rigorous, relevant experiences as an essential component for success in their college and career pathway."

PEB recruits volunteers to screen applications and supporting documents (e.g., letters of recommendation) and sponsoring employers also supply volunteers for the final interviews. Applicants remain totally anonymous until the final interviews.

In 2013, the first four scholarships were offered by SRC looking for Computer and Electrical Engineering majors. SRC has now awarded 31 scholarships and currently employs many of those students.

According to Lisa Mondello, AVP, HR & Corporate Communications, "SRC is proud to be a company headquartered in CNY and we believe these scholarships will help retain the best and brightest students for our area. We encourage students to apply for these unique scholarships that include valuable experience through the internships."

Following SRC's lead, other companies began offering scholarships. King + King offered its first scholarship in 2017 and along with SRC has been on board ever since. INFICON joined the following year and TTM Technologies joined with scholarship offerings last year. While these four companies are again offering scholarships, they have been joined by Novelis and Sherrill Manufacturing this year.

The STEM majors also continue to expand beyond Computer Science and Engineering and now include Science Research, Medical Professions, and specialized areas such as Mechatronics and Process and Automation Engineering.

Each year, I am more amazed at the talented pool of applicants. PEB maintains this database of scholarship applicants and is able to search the database for local employers to find candidates for openings throughout the years.

Help us keep our best and brightest here in Central New York and share the information about this year's scholarships!

9 CNY STEM SCHOLARSHIPS

Scholarships and paid internships for students pursuing STEM degrees



Apply Online at cnystem.com before **March 1, 2021**



- Three scholarships of \$5,000 per year for four years
- **Computer Science, Software or Electrical Engineering** majors will be considered
- Two scholarships will be focused on minority and female applicants



- One scholarship of \$1,000 per year for four years
- Students intending to study **Chemistry, Physics, Biology and Material Science** will be considered



- Two scholarships of \$2,000 per year for four years
- **Mechanical or Electrical Engineering** majors will be considered



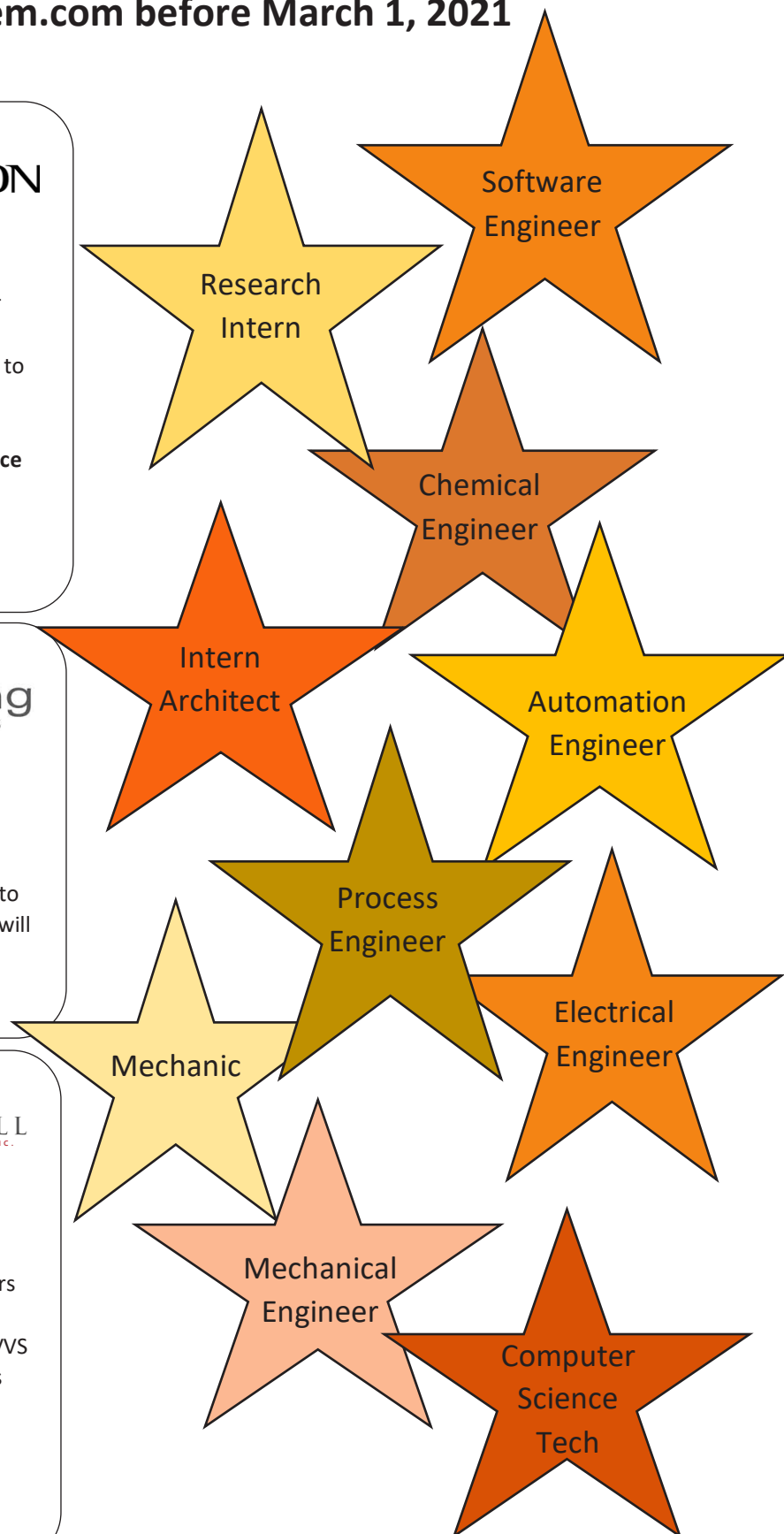
- One scholarship of \$2,000 per year for four years
- Students intending to study **Architecture** will be considered



- One scholarship of \$2,000 per year for four years
- **Electrical, Automation or Process Engineering** majors considered
- Oswego & Onondaga County residents will be given preference



- One scholarship of \$2,000 per year for **two** years
- **Mechatronics** majors will be considered
- Students from the VVS and Oneida districts are preferred
- **DEADLINE** for this scholarship only is **May 1, 2021**



APPRENTICESHIP UPDATE



Eileen Donovan
Workforce Development Specialist

New Year, New U!

New Year, New U! Sorry, couldn't resist it. Emerging as we are from a challenging 2020, we still look forward to achieving our 2021 goals for self-improvement, right?

You probably know by now that MACNY operates a robust Apprenticeship Sponsorship program. As a member of the Apprenticeship Management team at MACNY, I spend much of my day in conversation with our signatories engaged in sourcing meaningful technical instruction for their apprentices. We labor to thread the needle between the trade requirements of the NYSDOL and those of the actual job for which these apprentices are training. It's like working a puzzle as we seek classes offered by SUNY, BOCES, several vendors, and MACNY, as well as any grant money that may be available to our signatories because of their relationship with us. It's a good day when all the pieces fit together.

We are always talking about training. What you may not know is that we're also engaged in incumbent worker training. One of the upsides of our 2020 experience was the expansion of formats available to us for offering classes. MACNY had honed our virtual skills before we were forced to do so, the result of which was the ability to invite participants to join us on location or by web connection. That flexibility had become a real benefit to our business constituents who felt they simply could not afford time/resources to send employees off site for even part of a day, regardless of the value of the class.

Our apprenticeship signatories are familiar with MACNY's partnership with Tooling U-SME; our association makes it possible for us to offer one-year Tooling U-SME subscriptions to each of our signatories' apprentices. Now, after many conversations about incumbent worker training, we're able to offer a new training menu: now we can offer virtual, non-apprentice training through our affiliation with Tooling U-SME.

We're so excited about this new aspect of our Tooling U-SME partnership! Whether you're onboarding a new employee navigating basic manufacturing processes for the first time or upskilling a current operator, Tooling U-SME offers many options. We can customize training packages for you, depending on how many classes you need or how much time you think you'll need access for.

It's a new year. Let's sit down (at our screens for the time being) and talk about the training that your workforce needs to prepare for your new challenges. Contact me at edonovan@macny.org for information, or visit macny.org/tooling-u/ and see what our partnership with Tooling U-SME is all about.

We look forward to working with you on apprenticeship programs and incumbent worker training during 2021 and beyond!



ADVANCED MANUFACTURING — A NEW WAY TO LEARN

BUILD A SMARTER, SAFER WORKFORCE

Training from MACNY and Tooling U-SME provides the knowledge and skills needed to create a forward-thinking, safe, and efficient organization. A properly trained workforce can dramatically improve your bottom line through increased productivity, reduced risk, the ability to leverage new technologies, and more. An investment in workforce training is an investment in your company's future.

FLEXIBLE AND CONVENIENT

Online classes are self-paced, typically taking 60 minutes to complete. They are easily and conveniently accessible on desktops and laptops, and on tablets and phones with the Tooling U-SME app.

IN-DEMAND MANUFACTURING TOPICS

Offer training in the areas needed most by modern manufacturers. Each program features a series of classes covering the foundational and critical content that will make the most impact for your organization.

- Assembly
- Composites
- Engineering
- Forming Fabricating Stamping
- Industrial Safety
- Leadership
- Lean
- Machining
- Manufacturing Awareness
- Mechatronics
- Plastics Processing
- Quality
- Smart Manufacturing
- Welding

Online Training offers:

- Content developed by industry experts
- Accessible anytime, anywhere
- Self-paced
- Predefined curriculum for each job role
- Engaging and interactive content
- Pre- and post-training knowledge assessments
- Access to Tooling U-SME's Learning Management System (LMS)
- Guidance from our Client Success team, including advice, insights, and ideas built on best practices and years of experience



5788 Widewaters Parkway
Syracuse, NY 13214
www.macny.org

Non-Profit
U.S. Postage
PAID
Permit No. 4015
Syracuse, NY

MACNY STAFF | (315) 474-4201



Randy Wolken, Ext. 15
President & CEO



Cindy Nave, Ext. 11
Chief Operating Officer



David Freund, Ext. 20
Chief Leadership Officer



Mary Rowland, Ext. 21
Chief Financial Officer



James Shomar
Chief Growth Officer



Cindy Oehmigen, Ext. 14
Director of Energy & Corporate Services



Tiffany Latino-Gerlock, Ext. 13
Director of Government Relations & Communications



Patty Clark, Ext. 10
Accounting & Benefits Manager



Marisa Norcross
Communications Manager



Stephanie Adams, Ext. 51
Membership & Training Coordinator



Jim Beckman
Senior Consultant

WORKFORCE DEVELOPMENT TEAM (315) 474-4201



Martha Ponge, Ext. 16
Director of Apprenticeship, MACNY; COO, PEB



Joe Vargo, Ext. 12
Director - Special Programs, PEB



Marianne Ferris, Ext. 47
Associate Director, PEB



Laury Ferguson, Ext. 49
Associate Director of Apprenticeship



Eileen Donovan, Ext. 22
Workforce Development Specialist



Kathy Birmingham, Ext. 26
Workforce Development Coordinator



Althea Strife, Ext. 28
Apprenticeship Coordinator