

MANUFACTURING MATTERS NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | DECEMBER 2025

A DECADE OF LEADING, LEARNING, AND TRANSFORMING LIVES AT MACNY'S 10TH ANNUAL LIVE2LEAD EVENT



On Friday, November 7th, MACNY hosted its 10th Annual Live2Lead event at The Lodge in Skaneateles, NY.

Live2Lead is a one-day leadership retreat that brings together leaders from across the region for a day dedicated to learning, connection, and inspiration. Guided by David Freund, MACNY's Chief Leadership Officer and Certified Maxwell Trainer, the event offers attendees a space to recharge, reflect, and gain practical tools they can bring back to their organizations.

The program featured this year's Live2Lead broadcast, with keynote messages from:

- **John C. Maxwell:** #1 New York Times Bestselling Author, Coach, and Speaker.
- **Anthony Trucks:** Former NFL athlete, America Ninja Warrior competitor, and identity shift coach.
- **Tiffani Bova:** Thought leader, bestselling author, and former Growth & Innovation Evangelist at Salesforce.
- **Jesse Cole:** Founder and owner of the Savannah Bananas, creator of Banana Ball, bestselling author, and international keynote speaker.

Each speaker delivered inspiring lessons on growth, resilience, and the power of purpose-driven leadership. John Maxwell set the tone for the

day, while Anthony Trucks shared his journey of transformation and emphasized the importance of aligning actions with the person you want to become. Before lunch, Tiffani Bova led attendees through a thoughtful activity centered on future reflection and personal growth. In the afternoon, attendees enjoyed a lively session from entrepreneur Jesse Cole, who challenged leaders to infuse creativity, fun, and authenticity into everything they do.

Throughout the day, David Freund, joined by Steve Maloney, MACNY's Director of Training, guided attendees through moments of discussion and reflection. The Lodge was buzzing with energy as participants leaned into thought-provoking conversations that left them inspired and equipped with actionable ideas.

A highlight of the event was the presentation of MACNY's Transformational Leadership Award to Lisa O'Dell. Lisa's servant-leadership approach perfectly reflects the spirit of Live2Lead. Though she couldn't attend in person, her nominator, Donna Paddock, accepted the award on her behalf and spoke about Lisa's deep commitment to empowering others.

As the day concluded, one message stood out: leadership isn't a destination; it's a lifelong journey. This 10th anniversary served as both a celebration and a call to action. When leaders choose to keep learning and reflecting, they strengthen themselves, their teams, and the communities that they serve.

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PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

THE RISE OF ADVANCED MANUFACTURING: REBUILDING THE AMERICAN EDGE



In a world defined by rapid technological change and global competition, the U.S. is rediscovering one of its most powerful engines of progress: advanced manufacturing. The resurgence of advanced manufacturing represents far more than economic growth — it's a movement to strengthen national resilience, restore innovative leadership, and create a cleaner, more prosperous future.

At its core, advanced manufacturing combines automation, data analytics, and innovative materials to transform the design and assembly of products. By merging physical production with digital intelligence, manufacturers can produce more efficiently, sustainably, and creatively. Innovative systems enhance the process while ensuring greater precision, waste reduction, and minimized energy consumption. In this sense, advanced manufacturing has become a symbol of innovation where creativity meets technology to solve real-world problems.

There are three main factors behind the U.S. drive toward advanced manufacturing:

- **Economic competitiveness:** For decades, the U.S. led the world in industrial innovation, but offshoring and underinvestment left many communities struggling. Rebuilding domestic manufacturing is a way to reignite productivity and strengthen the middle class.
- **Technological leadership:** Advanced manufacturing connects laboratories with factory floors, enabling the rapid transformation of ideas into products. This marriage of science and production ensures that American discoveries translate into American jobs and exports.
- **Supply chain resilience and national security:** The pandemic exposed just how dependent the U.S. had

become on foreign suppliers for critical goods, from semiconductors to medical equipment. The lesson was clear: a strong nation must control its own essential production. By producing domestically, the U.S. not only secures its economy but also its safety. Policies such as the CHIPS and Science Act and the Defense Production Act reflect a new national consensus: America must manufacture what matters most, here at home.

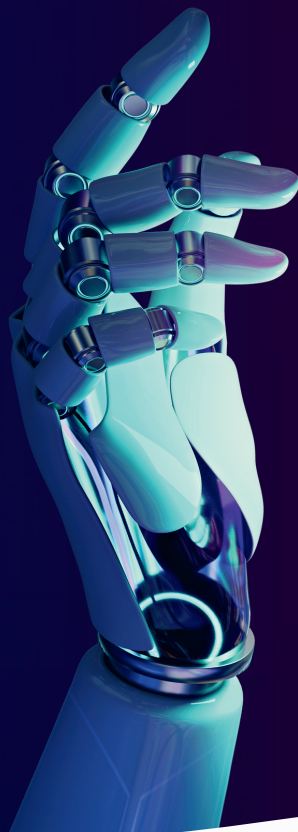
Workforce development is a key pillar of this transformation. Advanced manufacturing creates high-skill, high-wage jobs that can revitalize communities long affected by industrial decline. MACNY and our talent development programs are already preparing for the next generation of innovators who will shape the manufacturing floors of tomorrow. When you invest in workforce development, you end up with a modern manufacturing sector that offers opportunity and purpose for millions of American workers.

Ultimately, the push for advanced manufacturing is driven by global competition and geopolitical considerations. As China and the European Union invest heavily in their own manufacturing ecosystems, the U.S. can't afford to fall behind. Control of advanced technologies, from semiconductors to quantum computing, will define economic power in the 21st century. By investing in advanced manufacturing, America strengthens its position as a leader in innovation and helps set the standard for the technologies that shape our future.

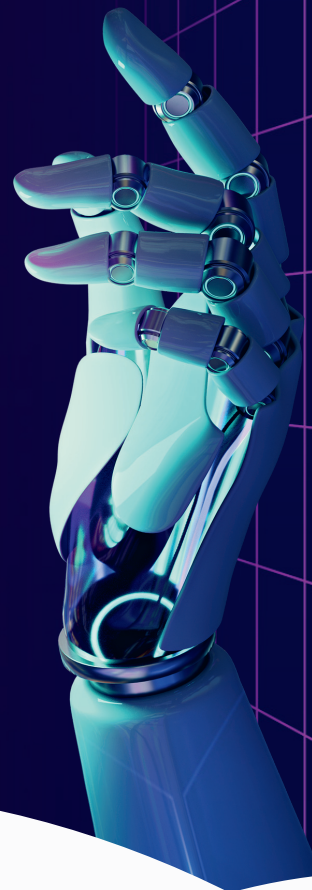
Looking ahead, the U.S. must maintain a pipeline that connects research and development to production and commercialization. Regional manufacturing hubs, strong workforce pipelines, and smart legislative policy will ensure that America's industrial base remains both competitive and resilient. Advanced manufacturing honors our past while serving as a leap toward a new industrial future where technology, sustainability, and creativity converge.

Ultimately, advanced manufacturing is more than an economic strategy — it's a vision for national renewal. It embodies the idea that America can once again build boldly, innovate fearlessly, and lead confidently in a changing world. As this movement accelerates, one truth becomes abundantly clear: manufacturing is the heartbeat of progress, and when it thrives, innovation and prosperity follow.

CNY STEM SCHOLARSHIP



CNY STEM SCHOLARSHIPS



The CNY STEM Scholarship Program supports Central New York high school seniors pursuing college degrees in STEM fields. Administered by Partners for Education & Business, Inc. (PEB), the program aims to build an inclusive STEM workforce, highlight local career opportunities, and retain local talent. Scholarships are awarded based on a number of criteria. Participating companies are encouraged to offer a paid internship opportunity following the student's sophomore year of college.

APPLICATION PROCESS

Applications open in November and close in mid-March. Top candidates are selected by sponsoring companies using a standard rubric and scheduled for virtual interviews coordinated by PEB. Company representatives conduct the interviews and choose scholarship recipients based on both applications and interviews. Final decisions are announced via email in early May.

ELIGIBILITY CHECKLIST

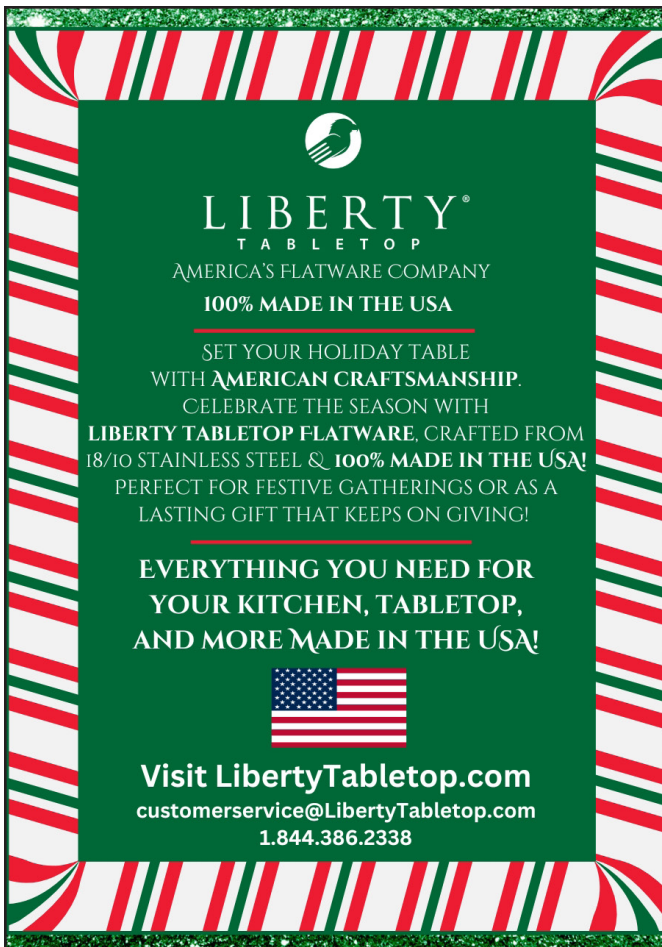
- Current High School Senior
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- Required Cumulative Average: 85+



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WORKFORCE DEVELOPMENT

Eileen Donovan, Manager of Apprenticeship & Workforce Development

ONE MISSED EXIT



Sean Carter's journey is an inspirational one for two audiences: employers considering implementing Registered Apprenticeship for training and anyone out there wondering what Registered Apprenticeship could offer them.

Sean Carter, Bausch + Lomb's Maintenance Training Supervisor, was once a high school student with dreams of playing professional hockey and a backup plan to become a lawyer. Neither ended up being his path. Instead, Registered Apprenticeship became his vehicle for career success -- something he couldn't have imagined when he was skating around the ice in front of an imaginary, screaming crowd of hockey fans. Today, he's on his way to becoming a Mechanical or Aerodynamics Engineer.

Sean describes his career pathway as a succession of seized opportunities. He came to Bausch + Lomb with an Automotive Technology degree, a 4.0 GPA, and an attendance record of over 99 percent. Starting as a Production Technician Operator, Sean quickly added Certified Trainer and Backup Group Leader to his growing list of job titles.

However, Bausch + Lomb's Plant Maintenance Department 90-day "try it before you buy it" program was the opportunity that accelerated Sean's progress. After completing that program, the next step was to complete the four-year Electro-Mechanical Technician Registered Apprenticeship Program. In June 2025, Sean completed his apprenticeship and became a certified Journeyworker. In January 2026, he'll replace John Scharr as Apprenticeship Program Manager after his retirement. Scharr was instrumental in utilizing the National Institute for Industry and Career Advancement (NIICA) - Growing Apprenticeship in Nanotechnology and Semiconductor (GAINS) program and other incentives to develop and grow apprenticeships.

When asked what he feels are the benefits of Registered Apprenticeship for employees, Sean listed:

- You have a mentor at work who can impart real-time knowledge of the equipment.



- Your education/materials are paid for.
- You gain a NYS Journeyworker certification upon successful completion which can be utilized anywhere in the country.
- You receive a paycheck WHILE you're learning.

To that end, we'd like to add that Registered Apprenticeships are also instrumental in preparing you for promotion when the opportunity comes along. On the flip side, employers should consider honing their training programs to include "next steps" for exceptional employees. These employees represent the sustainability of your company.

Sean's experience at Bausch + Lomb is a shining example that employees on the front end of their careers would do well to, as Sean says, "be teachable, have an open mind, [and] ask questions...try to challenge yourself and don't quit."

Congratulations to Sean Carter for his perseverance, determination, and inspirational success. As Sean says when asked what kept him moving forward after missed opportunities, "I'm on a great path toward my own success. If I miss an exit, it just means I wasn't meant to take it and there will be another opportunity on the horizon."

We applaud Bausch + Lomb for their commitment to employee training and development and their creative use of Registered Apprenticeship to attain these goals. While we'll miss collaborating with John Scharr, we're grateful that Sean Carter will be filling his shoes and continuing the work of growing Registered Apprenticeship at the company.

PARTNERS FOR EDUCATION & BUSINESS, INC.

Mohamed Thiam, Workforce Development Specialist,
Partners for Education & Business, Inc.

PREPARING STUDENTS, STRENGTHENING COMMUNITIES: A VISION FOR CNY



Partners for Education & Business, Inc. (PEB) focuses on connecting education and industry through hands-on, meaningful experiences that help students explore careers, build real-world skills, and prepare to thrive in Central New York's growing economy.

As someone who is here today because of the chance my education gave me, what drives me most in this work is a deep-seated belief in the power of opportunity. Workforce development is more than just helping students find jobs. It's about helping them see what's possible for their future and providing them with the tools, confidence, and experiences they need to get there. In addition to my role at PEB, I'm a passionate community advocate, collaborating with school districts, colleges, local leaders, and businesses to expand equal access to opportunities, promote economic empowerment for underrepresented communities, and ensure that everyone in CNY has a fair chance to succeed, regardless of background.

My academic journey began at Cheikh Anta Diop University of Dakar in Senegal, where I earned my Bachelor of Arts in African, British, and American History, Literature, and Civilizations. Later, I pursued a Master of Arts in Pan-African Studies at Syracuse University, focusing on Global Migrations and Policies, International Relations, and the Political Economy of Developing Countries. These studies deepened my understanding of global systems and inspired me to work on creating more equitable pathways for people to reach their full potential.

Before joining PEB, I served as a Research and Teaching Assistant in the Department of African American Studies at Syracuse University. During that time I also worked as a Guest Lead Editor and Writer for the International Journal of African Studies (IJAFRS), a peer-reviewed journal focused on empowering communities of

African descent worldwide. Most recently, I worked as a Job Coach for the Office for New Americans at Interfaith Works, overseeing the NYS Professional Pathways Program and helping highly skilled immigrants connect with employers, navigate career transitions, and rebuild their professional lives in Central New York.

I found my experience in that role profoundly meaningful. Traveling across different counties, meeting people with incredible stories of resilience who understood that their circumstances didn't define them, and seeing their determination to contribute to our region gave me a stronger sense of purpose. It also revealed how vital education and workforce training are to meeting the skill needs of our local industries and strengthening the economic future of our community. Those lessons led me directly to PEB, where I intend to collaborate with my team to drive change in our education and workforce ecosystem.

Today, I'm honored to oversee the Pathways in Technology Early College High School (P-TECH) work-based learning programs at the Institute of Technology at Syracuse Central (ITC) and George Fowler High School. P-TECH gives students the opportunity to earn a high school diploma, a no-cost associate degree, and receive hands-on experience in high-demand STEM fields. Helping students grow, explore, and realize their full potential reminds me every day why this work matters.

In addition to P-TECH, I'm excited to share that applications are now open for the CNY STEM Scholarship program, which provides financial support to students pursuing STEM education and careers in CNY. This initiative is one of the ways PEB and MACNY are investing in the next generation of skilled professionals and ensuring equitable access to opportunities in high-demand fields. Employer participation is critical to helping develop talent, promote equity, and strengthen industries across the region.

To connect, collaborate, or learn more, feel free to reach me at mthiam@macny.org or visit www.macny.org/peb. To learn more about partnering with the CNY STEM Scholarship program, please visit www.cnystem.com.

Partners for Education & Business, Inc. (PEB) is an affiliate of MACNY. We collaborate with schools, industry partners, and community members to create career pathways by coordinating career exploration and preparation programming in the Central New York area.

UPDATES IN ENERGY

Colleen Blagg, Manager of Corporate Services & Workforce Development

EAST SYRACUSE ENERGY UPDATE: HITTING STRIDE AFTER TWO YEARS

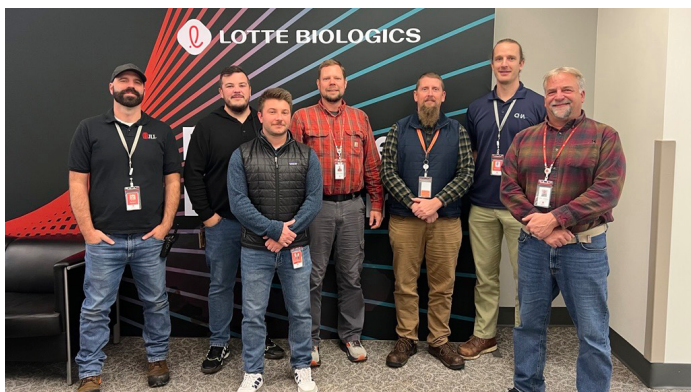


Two years into its energy management journey, LOTTE BIOLOGICS in East Syracuse has redefined how it selects projects, collaborates across teams, and transforms good intentions into measurable energy and environmental, social, and governance (ESG) outcomes.

The journey began with an audit by the Syracuse Industrial Assessment Center (IAC), that revealed untapped efficiency opportunities and provided a high-level roadmap for savings.

Building on those insights, the site partnered with CHA and enrolled in the NYSEERDA On-Site Energy Manager (OsEM) program. CHA, acting as the on-site Energy Manager, brought fresh perspectives and focused the team on achieving a four percent reduction in both electricity and natural gas usage.

LOTTE also launched the Energy Management Program by forming a cross-functional energy team that includes reliability, maintenance, electrical engineering, and electrician managers. As word spread across the site, employees from all corners of the organization submitted ideas. The team prioritized these ideas based on National Grid incentives, ESG impact, initial cost, and return on investment (ROI). Simple emails sparked projects, and the team quickly followed up with data checks, field walks, and funding searches. They fast-tracked low-cost, high-impact wins while placing long-payback projects lower on the list.



LOTTE's East Syracuse campus spans roughly 100 acres and includes four production buildings and two administrative buildings. With roots dating back to the 1940s, a major renovation in the 1990s, and a newly opened antibody-drug conjugate (ADC) facility, the site presents both complexity and opportunity. From the start, the team aligned with NYSEERDA on best practices for motors and variable frequency drives (VFDs) and recently completed the NYSEERDA New Construction Program to ensure new assets operate efficiently.

The team now integrates reliability and energy efforts into their designs. When equipment fails, they conduct root-cause analyses as well as failure mode and effects analyses (FMEA) and then consider if they can upgrade for efficiency and incentives while they're making repairs. Many of the most effective projects, which helped fund the energy program and deliver quick wins, originated from a maintenance check. One standout project — insulating the boiler house — required significant investment in a rarely seen area but yielded major energy savings and improved safety.

Good Manufacturing Practice (GMP) and regulatory requirements haven't hindered progress, but they do demand careful planning. Since air handlers and HVAC systems drive high costs, the team plans smart adjustments like targeted air change reductions and recirculation. To accelerate work in GMP-sensitive areas, the energy team is expanding to include a quality division, aligning with the Contract Development and Manufacturing Organization (CDMO) mindset: meet high standards with leaner execution and less waste.

The OsEM process revealed the power of data discipline. The team built living spreadsheets, tracked monthly utility trends (including seven separate water bills and detailed electric views), and created a shared language for decision-making. They present wins to site leadership and continue to embed ESG into everyday business.

Looking ahead, LOTTE aims to intensify its efforts and maintain a two percent annual savings rate. A recommendation for other manufacturers considering a similar path is that dedicated resources make all the difference. If internal capacity is limited, they suggest seeking external support to build the program. At LOTTE, everyone owns the energy strategy, and the proof lies in daily huddles, idea sharing, and progress check-ins. The cultural shift is real—and it points to a stronger, more sustainable future.

For more information about NYSEERDA's Onsite Energy Manager Program, you can learn more at www.nyserda.ny.gov/All-Programs/On-Site-Energy-Manager or contact me at cblagg@macny.org.



Thank you to NYSEERDA for sharing your insights.

LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

THE MOST WONDERFUL TIME OF THE YEAR



If you've been following my writing for more than a year, you know we're entering what I consider to be the most wonderful time of the year. There's something magical about the season between Thanksgiving and New Year's. The beautiful decorations, the abundance of delicious food, and the genuine kindness in the air never fail to lift my spirits.

Though I appreciate the trimmings of the season, what I'd really like to share is something even more meaningful — an invitation to prepare your heart and mind for the year ahead.

A Season for Reflection

For more than a decade, I've used the days between Christmas and New Year's to pause, reflect, and prepare for the year ahead.

As Socrates said, *"An unexamined life is not worth living."*

That might sound harsh, but the truth behind it is powerful. If we want to make the most of our lives and reach our fullest potential, we must make time to reflect. Reflection shows us where we need to course correct, and moves us closer to our desired outcomes.

My Seven Daily Questions

I've always admired people who faithfully keep journals. My challenge is that I've never been disciplined enough to maintain one — and my handwriting is so poor that sometimes even I struggle to read it! Instead of journaling, I began asking myself a few questions each day. Over time, this list evolved into seven daily questions:

1. **What attitude am I choosing today, and why?**
2. **What am I feeling this morning?**
3. **What went well?**
4. **What didn't go well?**
5. **What did I learn?**
6. **What will I change?**
7. **What was the highlight of my day?**

I ask myself the first two questions each morning. These help heighten my self-awareness and set the tone for the day.

The next five are reflection questions. I typically answer those ones the following morning, when my mind is fresh and I'm in the proper headspace to reflect on the previous day.

Pause and Reflect

Life can easily sweep us along, but taking a moment to pause helps me slow down, notice what truly matters, and learn from my experiences. I use those seven questions to guide this process. They serve as simple prompts that transform the day's events into insight and action.

Here's a closer look at how I approach each one:

- **What went well?** This helps me recognize the wins — moments that moved me closer to my purpose.
- **What didn't go well?** This prompts me to make adjustments — or stop doing something altogether.
- **What did I learn?** Perhaps the most powerful question of all. Without reflection, we tend to repeat experiences — good or bad — without ever learning from them.
- **What will I change?** Here's where I take action. How can I "adjust the sails" to increase my chances of success?
- **What was the highlight of my day?** This helps me identify what truly matters — the moments that fill my heart with joy. Over time, I've learned to intentionally add more of those moments into my schedule.

Annual Reflection and Renewal

I'll admit, I'm not quite disciplined enough yet to summarize my reflections on these daily questions every week or even monthly. Maybe someday! For now, each year, during that special time between Christmas and New Year's, I do something powerful: I review my years' worth of reflections.

It may sound tedious, but it's actually energizing. As I revisit the joys, challenges, and lessons of the year, my heart fills with gratitude and renewed purpose. I can see where I've grown, where I still need to improve, and what I want to carry into the new year. This past year, one experience that stood out was my 10th Live2Lead event with MACNY. It was a meaningful reminder of the impact of leadership and intentional action. Listening to inspiring speakers and connecting with others who are committed to growth reinforced the importance of reflection and forward planning — exactly the mindset I aim to cultivate as I move into a new year.

As the year ends, I encourage you to pause and reflect — not just on what has happened this past year, but on what truly matters most to you.

Wishing you a very Merry Christmas and a joyful holiday season!

THE BOTTOM LINE

Daniel Krol, CPA, Audit Partner
Bowers CPAs & Advisors

NAVIGATING FINANCIAL HEADWINDS IN MANUFACTURING: A CPA'S PERSPECTIVE ON 2025 TRENDS

As 2025 draws to a close, manufacturers are facing a complex financial landscape with both challenges and opportunities. Persistent inflationary pressures, evolving trade policies, and a cautious investment climate require leaders to plan strategically around cost, capital, and competitiveness. As a CPA and advisor to middle-market manufacturing clients, I've seen that operational and financial agility has been the key to success this year. Four key themes define this year's financial landscape.

Tariffs & Cost Management

Trade tensions and tariff adjustments continue to affect input costs and pricing strategies. The reintroduction of tariffs, particularly on steel and aluminum, has reignited cost volatility. Many manufacturers are reporting material cost increases of 8 to 10 percent, prompting supply chain reevaluation and more precise contract negotiation. Cost management discipline is now a strategic necessity. Financial teams must also incorporate tariff sensitivity into their forecasting models and scenario planning to avoid margin erosion. We advise our clients to maintain a robust arsenal of strategies to navigate the volatility. Manufacturers can dual-source, diversify regionally, integrate real-time cost analytics, and leverage tax incentives such as tariff engineering or R&D credits to maintain margins and competitiveness.

Labor Cost & Talent Gaps

While inflation has cooled slightly compared to 2024, wage pressures remain elevated. According to Wipfli's 2025 benchmarking study, top-performing manufacturers averaged \$139,800 in output per employee, yet hiring remains cautious. Despite significant labor and Selling, General, and Administrative (SG&A) costs, many manufacturers are finding ways to maintain profitability by organizing their

operations and managing costs strategically. As advisors, we recommend clients prioritize strategic hiring, focusing on retaining core technical talent while leveraging automation and outsourcing for efficiency. Smart workforce planning, combined with data-driven compensation analysis, is helping companies avoid overextending payroll.

Real-Time Financial Insights

Financial Planning and Analysis (FP&A) technology has moved from large enterprises into the middle market. Modern platforms now allow manufacturers to connect operational data with real-time financial reporting, transforming how leaders plan, forecast, and respond to change. For CFOs and controllers, adopting FP&A tools is about agility and confidence in decision-making, rather than efficiency. Real-time FP&A tools are allowing manufacturers to respond to rapid changes in supply chain costs, project delays, and regulatory shifts. As a Partner in a CPA firm that is embracing new technology and AI in our own practice, we see firsthand how the right tools can transform decision making. We understand the challenges that come with implementing new systems because we've faced them ourselves. This perspective, combined with our experience working alongside manufacturers, allows us to help clients confidently adopt FP&A technology into their workflows.

Investment Trends

Amid higher capital costs and cautious lending environments, manufacturers are investing more selectively. The investment focus has shifted toward strategic growth: targeted automation, digital transformation, and acquisitions to enhance core strengths. A recent analysis noted that U.S. manufacturing construction spending has surged and that nearly \$220 billion in domestic manufacturing capacity has been pledged through 2026, creating jobs and boosting supply chain resilience. Strategic investments in advanced manufacturing, reshoring, automation, and digitalization remain critical. By aligning expansion or upgrading plans with these higher-return, policy-supported pockets, manufacturers can position themselves for resilient growth amid broader economic ambiguity.

In Summary

The year ahead demands both vigilance and vision. Manufacturers that pair financial discipline with forward-looking strategy, leveraging technology, talent, and transparency, are best positioned to turn headwinds into opportunity. If your organization is looking to strengthen its financial planning or explore new growth opportunities, let's connect. Email us at info@bcpllc.com

Daniel earned his Master's in Public Accounting from SUNY Oswego and joined Bowers CPAs & Advisors in 2014, becoming Partner in 2022. He leads the Audit Technical and Procedural Committee and specializes in auditing for-profit companies, not-for-profit and governmental agencies, specifically focusing on school districts, manufacturers, and railroads.





LIVE2LEAD

JOHN MAXWELL EVENT BROADCAST AND DISCUSSION

DAVID FREUND
CHIEF LEADERSHIP OFFICER
MACNY



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Interested in bringing a dynamic and interactive leadership experience to your organization?

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December 3rd | 9:30 AM – 3:30 PM

FORKLIFT OPERATOR SAFETY TRAIN-THE-TRAINER

December 4th | 8:30 AM – 3:30 PM

SUPERVISOR DEVELOPMENT PLANS: CREATING CAREER PATHS

December 5th | 8:30 – 10 AM

CREATING AND USING PROMPTS FOR AI TEXT GENERATION

December 5th | 9 AM – 12:30 PM

CREATING AND USING PROMPTS FOR AI IMAGE GENERATION

December 5th | 1:30 – 5 PM

MAXIMIZE YOUR MEMBERSHIP

December 9th | 9:15 – 10 AM

AS9100D INTERNAL AUDITOR TRAINING

December 10th | 8:30 AM – 4:30 PM

CRUCIAL CONVERSATIONS:

MASTERING DIALOGUE

December 10th & 11th | 9:30 AM – 3:30 PM

MAXIMIZE YOUR MEMBERSHIP WEBINAR

December 11th | 9:15 – 10 AM

MICROSOFT EXCEL FOR OFFICE 365 - PART 1

December 15th | 9 AM – 5 PM

2026 LABOR LAWS & POLICY OUTLOOK

December 16th | 8:30 – 10 AM

INTENTIONAL LIVING WEBINAR

December 17th | 9 – 10:30 AM

CRUCIAL CONVERSATIONS: ACCOUNTABILITY

December 17th | 9:30 AM – 3:30 PM

DRIFT TO DRIVE

Starting December 19th | 9 – 10:30 AM



REGISTER FOR AN EVENT OR TRAINING