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SPRING 2013

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SPRING, 2013

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Harold King
Executive Vice President
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BEGINNINGS

A RESOURCE FOR MANUFACTURERS

Welcome to the inaugural edition of HV Mfg.

The Council of Industry has two main purposes in publishing HV Mfg. The first is to keep our members abreast of the latest trends and innovations taking place in Hudson Valley manufacturing. The Valley has a rich manufacturing tradition, with some of the world's great ideas having been hatched and built right here. HV Mfg will be a tool for sharing best practices, ideas and strategies to keep our manufacturers on the cutting edge of innovation.



Our second purpose is to use HV Mfg to share the good news about manufacturing, educating and informing those not directly connected to the sector of its vibrancy and of its importance to our economy. In so doing, we also hope to encourage more young people to pursue careers in manufacturing, careers that can be both financially and personally rewarding.

There are several articles that highlight these purposes. Our cover story focuses on AERCO International, a Rockland County-based manufacturer of high efficiency natural gas boilers. AERCO's products feature sophisticated controllers and other cutting edge technologies that are reducing energy consumption and costs in buildings all over the world. A second article discusses the so-called "manufacturing skills gap," its effect on manufacturers and the opportunities it presents for young people considering future careers.

Finally, this premiere edition of HV Mfg also contains the Council of Industry membership directory. Council of Industry members are a diverse group of Firms, manufacturing everything from apple pie filling to zinc alloys. But they have much in common as well, including a commitment to their employees, their communities and to producing the highest quality products. Together, we are the manufacturers association of the Hudson Valley. CI

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STATUS REPORT

ACTIONS IN WASHINGTON AND ALBANY

Legislative Issues

Perhaps more than ever before, public policy decisions made in Washington and Albany are affecting manufacturers. Here are some of the issues currently being implemented or considered that will affect Hudson Valley Manufacturers.



Patient Protection and Affordable Care Act

Many of the act's provisions take effect in 2013 and 2014, so now is the time prepare. In 2013:

- Employers who average 50 or more full-time employees or 50 or more full-time-equivalent employees during 2013 will be subject to the employer mandate. A

full-time employee is one who is employed (work, paid leave, and vacation) an average of at least 30 hours a week, or 130 hours in a month. Seasonal employees may be counted as full-time. A full-time equivalent refers to a combination of employees, each of whom individually is not a full-time employee. Part-time or part-time seasonal workers can be lumped together to count as full-time equivalent. To calculate the number of Full-time equivalents in a given month, add all hours worked, but not more than 120 hours of service for any employee, and divide the total by 120.

- Employees will be limited to contributing \$2,500 annually to flexible spending accounts (FSAs).
- Self-insured plans are required to pay a Comparative Effectiveness fee: \$2 per enrollee to fund Comparative Effectiveness research.
- Provide employees with written notice regarding availability of Exchange plans and the potential eligibility for federal assistance to help pay for health coverage.

There are many major changes coming in 2014...

- Plan to communicate the insurance reform changes to all employees, including individual coverage mandate, subsidies and tax penalties.
- Large employers are subject to a penalty if they do not offer coverage, offer affordable coverage or coverage meeting minimum value standards.
- Prepare for additional reporting to the federal government on whether you offer health coverage, total number and names of those receiving coverage and any information about the cost of the plan.

Equal Employment Opportunity Commission

The Equal Employment Opportunity Commission (EEOC) issued a five year Strategic Enforcement Plan in September 2012, as a way to warn employers and put them on notice. The highlights of this plan include the elimination of systemic barriers to hiring and the protection of immigrants, migrants and others. They are also designed to combat harassment and discrimination investigating disparate pay claims.

In addition, the EEOC issued a non-legislative expansion of the protections of title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act to victims of domestic violence and stalking. This protection will be provided to applicants or employees who experience domestic or dating violence, sexual assault or stalking.

The National Labor Relations Board

The National Labor Relations Board (NLRB) received a considerable amount of attention in early 2013. One key item is the U.S. Court of Appeals for the District of Columbia Circuit decision stating that the recess appointments of several NLRB members were unconstitutional because the Senate, in fact, was in session when the appointments were made. Thus, Senate consent was required. Whether or not the decisions made by the Board since the illegal appointments took effect are binding will be an important issue to watch throughout 2013, but in the meantime there are several NLRB decisions of which employers should be aware.

- Review of social media policies and "overly broad" policies, in general. These focus on the Costco decision, where a policy on using "appropriate business decorum" was allowed but a prohibition against posting of messages that "damage the company, defame an individual or damage someone's reputation" violated Section 8. Another important ruling was the Knaus BMW decision which looked at "disrespectful" language policies that violated Section 7 of the Act.

- The so called "Quickie Elections," struck down by a US District Court in May of 2012, would have shortened the median timeframe between the filing of a union-representation petition and the conduct of a union election from 38-40 days to 14-21 days. The shortened timeframe would have reduced the ability of employers to effectively respond to a union campaign.

- A rule by the NLRB requiring employers to post a unionization notice in their workplaces remains temporarily halted by a federal appeals court. The rule was set to take effect on April 30, 2012. On April 17, the D.C. Circuit Court of Appeals, however, granted an injunction against the NLRB's implementation of the rule while it decides an appeal filed by the National Association of Manufacturers and other business groups who are challenging the rule as unconstitutional. If the rule is upheld, both union and non-union employers will be required to post in a "conspicuous place" a notice advising employees of their rights under the National Labor



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Relations Act, such as their right to organize a union, go on strike, and picket their employer. The notice also lists various illegal actions by employers, including asking employees about their union-related beliefs and activities.

The Consumer Financial Protection Bureau

In 2010 the Consumer Financial Protection Bureau was created by the Dodd-Franks Act and, as of January 1st of this year, it requires all employers to update their credit check notices to reflect the new regulations. This will affect credit checks that are a part of any pre-employment process.

New I-9 forms

The United States Customs and Immigration Service, part of Homeland Security, has issued a new I-9 Form. The new form and instructions are expanded from 5 pages to 9 pages with the new requirement that the document be completed "no later than the first day of work for pay." The list of acceptable documents is updated and the form asks for the email address and telephone number of the employee. In addition, post office boxes will no longer be accepted as an address.

DOL – FMLA changes to military leave

The Department of Labor has provided additional guidance in regard to the Family Medical Leave Act (FMLA) and leave pertaining to service members and their families. Following a 2008 law that extended FMLA-qualifying leave to certain eligible employees for reasons arising from a family member's service in the military, the National Defense Authorization Act for FY 2010 (NDAA) further expanded the leave entitlements available to relatives of covered service members. The NDAA:

- Adds a new category of qualifying exigency leave giving eligible employees "parental care leave" to care for a military member's parent, which in many cases will be an in-law, who is incapable of self-care when the care is necessitated by the member's covered active duty. The number of days of qualifying exigency leave has also been increased from five days to fifteen to spend time with a military member on Rest and Recuperation.
- Revises the definition of "covered service member" to include veterans, provided they were a member of the Armed Forces at any time during the five-year period preceding the date of the medical treatment, recuperation, or therapy.
- Clarify that, for a veteran, an injury or illness that existed before the beginning of the member's active duty and was aggravated by service in the line of duty on active duty may constitute a "serious injury or illness" in certain situations.
- Clarify that, with respect to military leave, FMLA certifications can be signed by any health care provider who is authorized to certify a FMLA medical certification form for other FMLA-qualifying reasons.

Intellectual Property – changes to patent filing

The U.S. patent law has changed from a "first-to-invent" patent system to a "first-to-file" patent system. As of March 2013, the U.S. Patent Office is transitioning to a first-to-file system intended to align the U.S. with all other industrialized countries. In the past, U.S. law declared the first person to invent and file for a patent is entitled to the patent, even if a person who invents the technology at a later date files a patent application first. However, under the new law, the first person to file for a patent will be entitled to the patent.

As the "first-to-file system" takes effect, there will be increased pressure to file patent applications as quickly as possible without sacrificing quality. As a result, organizations will benefit by having a systematic patent program which includes regular meetings with engineers, developers, and business managers, along with patent lawyers, to analyze invention disclosures and decide whether to file for patents on technology being developed internally.

New York State Issues



NYS wage deduction amendments

The New York State Wage Deductions Amendments to the Labor Law Section 193 expands the number of items that may be deducted from employee pay, including:

- Charitable purchases
- Discounted parking or mass transit
- Gym memberships
- Pharmacy purchases
- School and child care expenses

Wage Theft Protection

The Wage Theft Prevention Act (WTPA), passed in 2011, requires employers to provide employees with an annual notice regarding their compensation and other terms of employment. The notice must be provided to all employees between January 1 and February 1 of each year, regardless whether or not they previously received a notice. Earlier this year, the New York State Senate approved the repeal of the annual WTPA notification requirement, but the bill was not adopted by the Assembly. So for now, the annual notice requirement remains.

The notice must include:

- Rate or rates of pay, including overtime rate of pay and basis thereof;
- How the employee is paid, for example, whether the employee is paid by the hour, shift, day, week, salary, piece, commission, or another measure;
- Allowances, if any, claimed as part of the minimum wage, including tip, meal, or lodging allowances;
- The regular payday;
- The name of the employer and any DBA names used by the employer;
- The physical address of the employer's main office or principal place of business and the mailing address if different; and
- The telephone number of the employer.

Increase in minimum wage

As part of the 2013-2014 State budget, New York's minimum wage will rise from \$7.25 to \$9 an hour over three years. The first bump would come in 2014, and the wage would rise to \$9 an hour in 2016.

Section 18-a of the Public Service Law

Attempts to cap the fees from Section 18-a of the Public Service Law have so far been unsuccessful. This authorizes the state to impose a fee on electric bills from public utilities to fund the operations of energy-related agencies and authorities. For over twenty years, these fees financed the operations of the Department of Public Service and covered some operational costs of the Energy Research and Development Authority.

The assessments for these fees were, until 2009, always capped at the lesser of no more than one-third of a percent of a monthly bill, or the operational costs of the agencies. In 2009, Governor Paterson advanced legislation authorizing the elimination of the operations cap and increasing the fee from one-third of a percent to two percent, a six-fold increase, for most ratepayers. The increased revenue from the assessment on all ratepayers is deposited into the State's general fund with other tax revenue.

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Achieving Critical Mass

In a few short years, the Manufacturers Alliance has become an effective means to channel the many individual voices supporting manufacturing into one single, loud voice calling upon Albany for meaningful pro-growth policies.

An old saying has it that “there is strength in numbers.” That sentiment rings particularly true when it comes to public policy advocacy, for which a critical mass of voices is needed in order to be heard. The Manufacturers Alliance was created to deliver such a critical mass, striving to give a policy voice to thousands of manufacturers across New York State.

In the spring of 2006, the Council of Industry embarked on a strategic planning process to reaffirm its mission and to better focus its resources on actions necessary to fulfill that mission. One outcome of that process was the realization that, like it or not, government is impacting manufacturers more than ever before. Education policy, fiscal policy, monetary policy, regulatory policy, economic development policy, and energy policy are having an effect on the ability of Council member firms to be successful. Giving greater voice to the needs of its members and all Hudson Valley manufacturers should become as high a priority as assisting members with training, networking and compliance. Given the Council of Industry’s relatively small size and limited resources, Council CEO Harold King knew this would be a difficult task, so he looked to successful organizations to use as benchmarks and for ways to leverage the Council’s resources.

Enter MACNY, the Manufacturers Association of Central New York, and their President, Randy Wolken. MACNY, with more than 300 members in 17 counties in central New York, already had an advocacy arm and a political action committee. They had begun to successfully communicate their members’ needs to elected officials in Albany, but were looking to do more. When King asked Wolken for input and advice Wolken immediately recognized the potential to work together. “We saw this as an opportunity to join together in order to build a critical mass of manufacturers. Together we have a stronger voice in Albany and in Washington,” explains Wolken. He suggested an alliance between their two organizations to promote a pro-growth, pro-manufacturing agenda for New York.

Within six months, the Manufacturers Alliance of New York (MANY) was formed. Since then, many other organizations that represent manufacturers have joined the Alliance, including the Chief Executive

Network for Manufacturing of the Capitol Region (CEN), the Long Island Forum for Technology (LIFT), the Manufacturers Association for the Southern Tier (MAST), the IMA Management Group, Inc. (IMA), the Rockland Business Association (RBA) and the Buffalo Niagara Manufacturing Alliance (BNMA). Collectively, the Alliance represents 45 counties and over 1,000 manufacturers from across the state.

Advocacy

Manufacturers in the Hudson Valley have survived throughout the years as a result of both their resiliency and their ability to adapt to the changing business environment and they have become stronger and more efficient as a result. As New York State manufacturers continue to do their part in remaining competitive, they expect that government entities will support them. The policies our government enacts today will impact not only the future status of the state’s manufacturing sector, but the economic vitality of our state as a whole. Through a united voice, the Manufacturers Alliance works with elected officials, both on the State and Federal level, to support policies that will allow manufacturers the opportunity to sustain and grow their business.

Each fall, the Alliance surveys its manufacturing members to determine the legislative and regulatory priorities for the upcoming year. The results of the survey are tabulated, prioritized and presented to our members, the media, and elected officials. While advocacy is a “24-7-52” (24 hours a day, seven days a week, 52 weeks a year) activity, the Alliance kicks off its annual advocacy efforts with “Manufacturing Lobby Days” in Albany. For the past five years, manufacturing executives have come to Albany from across the state to discuss issues, review pending legislation and visit key legislators. Lobbying visits last about 30 minutes each, with the manufacturing execs explaining to their legislators the daily challenges they face operating in New York and defining the issues they would like addressed, as well as reminding them of the positive economic effect manufacturers have on their communities in terms of payroll, the purchase of goods and services, property taxes, and more. “It is important to be involved and make this effort to communicate our needs to our legislators. You can’t just sit home and complain about what is going on in Albany,



Nearly 100 manufacturing execs from across the state participated in 2 days of public policy discussions, workshops and visits with legislators. Pictured left to right: Assemblyman Phil Palmesano, Senator Thomas O’Mara, Harold King, Assemblyman Bob Oaks and Karyn Burns, Executive Director of MANY.

you need to be part of the solution,” says Robert Miniger, Vice President of Human Resources at Balchem Corp. This year, nearly 100 execs held 115 meetings with legislators on March 4th and 5th.

After the conclusion of Manufacturing Days, MANY Executive Director Karyn Burns takes over the follow-up details, gathering information, organizing meetings in the home districts and communicating the Alliance’s positions on pending legislation and regulations. Throughout the year, Burns keeps members informed on the status of those issues with legislative briefings from Albany and frequently asks them to follow up with a particular legislator on a particular issue. “I try to make our members feel connected to what is going on in Albany, and vice versa. It is important to keep the manufacturing sector’s issues on the minds of our state legislators,” Burns explains. “This means delivering a consistent message from a large cross section of the State’s manufacturers, communicated in a consistent way over time.”

Research

Early on in the advocacy process we discovered that, to be truly effective, we needed data. While we all know intuitively that manufacturing generates vast wealth for the state’s economy, having the data at our fingertips makes it much easier to make that case to lawmakers. To generate that data the Alliance formed the Manufacturing Research Institute (MRI). The MRI has partnered with several colleges, universities and the Nelson A. Rockefeller Institute to determine manufacturing’s impact on the economy.

The Nelson A. Rockefeller Institute’s “Manufacturing in New York State: A Status Report,” compiled in 2011, provided much data to support the premise that manufacturing is the key economic driver in New York, particularly upstate. Some key findings of the report were:

- New York remains a manufacturing powerhouse, generating \$69

billion in output in 2008 (20 percent more than in 2003) and ranking 8th among all states.

- There were 455,857 manufacturing jobs in the state in 2010, with a total payroll of \$27 billion. In the Hudson Valley there were 49,100 manufacturing jobs, with a total payroll of \$4 billion (that’s an average salary of \$81,404.)

- In 2008, New York State manufacturers made \$5 billion in capital expenditures.

Lawmakers pay attention to numbers. Data like this help us make the case that supporting a pro-manufacturing agenda is vital to a healthy economy.

Looking ahead

Looking toward the future, the Manufacturers Alliance is working to better organize its advocacy efforts and become an even more valuable resource to its member associations and their member companies. Executive Director Karyn Burns will be spending more time in Albany, and there are plans to open a small office to maintain MANY’s presence year round. The PAC is being rebranded to encourage greater contributions and it will also issue more endorsements of pro-growth candidates, statewide. Improvements are being made to the MANY website to make it more interactive, to provide valuable statistics and data on New York State manufacturing, and to enable faster and more efficient communication with lawmakers. The Alliance will expand its networking programs, possibly including a CEO roundtable and retreat.

In just a few short years, the Manufacturers Alliance has become an effective means to channel the many individual voices supporting manufacturing into one single, loud voice. The challenge is to get that voice heard so as to enact meaningful pro-growth policies. The Alliance and its leadership seem up to that challenge.

Focus on the Customer

HV Mfg sat down with Scott Hutchins, Senior Business Unit Director for Jabil, to talk about his nearly 30 years experience working in the manufacturing sector in the Hudson Valley. From his first position at a small job shop in Dutchess County to running a business unit for one of the world's largest contract manufacturers, Hutchins has always been able to stay one step ahead of the competition by keeping his focus on the customer.

HV Mfg: How did you come to work in manufacturing?
SH: In 1985 I went to work for PDQ Manufacturing in Staatsburg. My then father-in-law owned the business and he needed some help with sales and customer service. A lot of small job shops around here were growing along with their biggest customer, IBM, and PDQ was no exception. In 1995 I bought PDQ, eventually expanding part of the operation to Industry Street in Poughkeepsie and creating a DBA called Industry Street Systems. In 2003, we created a green field operation in the south of France, ISS France, and subsequently sold it and the Industry Street operation to Jabil in 2006, and I went along to Jabil as part of the deal.

HV Mfg: What is your degree in?
SH: Believe it or not, it is in Resort Marketing and Management from the University of Vermont. I have to say, it did prepare me for my career in manufacturing. In resort management the focus is always on the customer experience. How can we make a stay more comfortable? How can we cater to individual interests and tastes? In contract manufacturing it is pretty much the same thing. How can we help our customer improve their product? How do we improve their bottom line? What can we do to help our customers satisfy their customers?

HV Mfg: That's interesting. How does Jabil improve the customer experience for IBM, your customer here in Poughkeepsie?
SH: We do it primarily by freeing them from the daily headaches of production and assembly, allowing them to concentrate on the things they do best, things like product development and innovation and

customizing their products to meet their customers' needs. We are very good at what we do. Jabil helps companies like IBM design, build and take their products to market quickly, affordably and efficiently. We do a lot of the front-end assembly so IBM can focus on customizing them for their customers.

HV Mfg: Tell us about Jabil, how big are you? Where do you operate? Who is the competition?
SH: Jabil is about a \$17 billion dollar publicly traded company. We are a contract manufacturing corporation with 60 plants operating in 22 countries. We employ more than 100,000 people. Our major competitors in my segment are Flextronics, Celestica and Foxconn.

HV Mfg: What do you see as the biggest challenges you will face in the next year or two?
SH: Profitability, cash management, improving customer service, the same challenges we face every year. I guess there are always different factors that influence those things, but my job is to work to mitigate those factors so that we continue to improve the customer experience and improve the bottom line.

HV Mfg: What are the opportunities?
SH: The better we serve our customer, the better their experience is working with Jabil, the greater our opportunity is to grow with them. If our customer is growing we are growing. The better we do our work for them, the more work they will entrust to us. That is always the opportunity for us.

HV Mfg: You seem to have an eye for talent. You have put together a really good team. What skills and characteristics do you look for in your key people?
SH: I look for people who are entrepreneurial by nature, who are self-starters and problem solvers. I also look to have balanced teams. For example, I want people who complement each other both in terms of skills and styles. Jabil uses "predictive indicator" surveys to determine individual leadership styles and personality types. Our sales team, for example, all test really high in social skills. Some of them can strike up a conversation



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“What is the point of having good people working for you if you don’t seek their input and listen to what they have to say? Having said that, it is most important to be able to make a decision and stick with it and to remind people that just because their advice was not followed this time does not mean that advice is not valued.”

with pretty much anybody, anywhere, at any time. I can’t do that, but I don’t need to. Of course, all our people are focused on the customer. It is not about us. There is no room for egos. It is about the customer.

HV Mfg: What makes a good leader?
SH: One very important thing is to have a clear vision of success. Another is to be able to effectively communicate that vision to your team so they convert that into action and results. I also think it is important to listen and listen effectively. What is the point of having good people working for you if you don’t seek their input and listen to what they have to say? Having said that, it is most important to be able to make a decision and stick with it and to remind people that just because their advice was not followed this time does not mean that advice is not valued. Business is business. It’s nothing personal and I will need their input again on the next issue.

HV Mfg: You have been involved with the Council of Industry for nearly 20 years. You serve on our Board of Directors and were once President of the Board. What is the Council good at and what can we do better?
SH: The Council is definitely good at training and networking. The supervisor development you do is very valuable. Your government advocacy is also very important. As far as what you can do better? I would like to see more executive level education and development. There really is no place for executives from smaller companies or divisions to gain a strategic perspective on their companies. We are all caught up in the day to day and it is easy to lose sight of the big picture. I also think it would be valuable to begin to have some companies from other sectors become part of the association. Big auto dealers and construction companies, for example, have many of the same issues as manufacturers and would benefit by being members.

- Jabil at a Glance**
 - With fiscal 2012 revenue of \$17.2 billion, Jabil is the world’s third largest electronic manufacturing service provider.
 - The company has 140,000 employees, working at over 60 sites in 22 countries.
 - JABIL has over 21 million square feet of manufacturing space.
 - Dedicated to global social and environmental responsibility, Jabil adheres to the electronic industry Code of Conduct, with international standards for labor, environmental, health & safety and ethics.

Ongoing Innovation

AERCO began with an innovation — the first “on-demand” water heater — and has secured its success by continually developing and applying new technology to improve the operating efficiency and durability of its products.

The first thing you notice when you walk onto the factory floor of AERCO’s newly built, 165,000-square-foot facility in Blauvelt, New York, is how bright, open, and organized it is. A few minutes into the tour, you can see how the highly skilled employees, working with the latest technology and advanced production techniques, make AERCO a leading manufacturer of commercial heating and water-heating systems.

A manufacturer is born

In 1949, Henry Angelery was working for a company that manufactured steam modulating control valves when he had a revolutionary idea. Angelery determined that he could use such a valve integrated with a heat exchanger to deliver hot water on demand, at a controlled temperature, without using a storage tank. His design, which represented a huge step forward in energy efficiency, was the first of its kind, and became the industry standard for today’s water heaters.

Angelery founded the Angelery Engineering Research Company (AERCO) to build his newly invented machine. True to its name, the company continued engineering and research to improve upon Angelery’s original invention. With continued improvements over the years, AERCO has been able to make the most of the recovery of latent heat energy, and in the words of Anthony Laraia, Vice President of Operations at AERCO, “wring out every last bit of heat,” creating a product with near-perfect efficiency.

Angelery’s original indirect water heater design used steam energy to create hot water. The key to the design was the modulating control valve and a helical coiled heat exchanger designed to instantaneously heat water while fully condensing all of the available energy out of the steam.



Sr. Manufacturing Engineer John Hoover (left) and Vice President of Operations Anthony Laraia flank AERCO’s new Innovation water heater.

Expanding and perfecting the technology

It wasn’t long before AERCO made history again. In 1988, the company became the first U.S. manufacturer to offer a fully modulating and condensing commercial gas-fired water heater and boiler, the KC1000. This innovative design, which coordinates the boiler’s output to demand, is up to 98 percent fuel efficient. Laraia explains it this way: “Most of the other boilers — think of the one in your home, for example — are either on or off; there is no modulating control. They’re either going full blast or they are completely shut down.” Because the KC1000 uses a modulating control, it can operate down to as low as five percent of its rated capacity at extremely high efficiency. “Depending on how much heat is needed, it can adjust all the way up to 100 percent or ‘full blast,’” Laraia says, noting that when less heat is needed, the boiler is saving fuel.

Today there are other modulating boilers on the market, but AERCO still has the greatest range of modulation available. The modulating capability of these products coordinates the equipment’s heat output to real-time demand. There are sensors and control technology that are able to keep



The proximity to AERCO’s skilled workforce and the ability to design the building around AERCO’s specialized manufacturing needs made Blauvelt, NY, an attractive site for AERCO’s new 165,000 square-foot facility. Tax credits available as part of Empire Zone benefits made the numbers work in favor of relocation.

all units running at their most efficient level while continually sending feedback to AERCO for monitoring.

In 1997, AERCO introduced their Benchmark series, using a stainless steel instead of copper-nickel heat exchanger to increase durability and heat transfer efficiency. Most recently they released the AERCO Benchmark 6000. Measuring only about six-and-a-half-feet high by three feet wide, with a depth of nine feet, it has a small footprint but is capable of six million BTU/hr output, with an operating efficiency of 92.5 percent.

The “high value-added” niche

AERCO has many competitors, including some who manufacture their products in low-cost nations overseas, or obtain materials from those sources. To stay ahead of this competition, AERCO, like many other Hudson Valley manufacturers, focuses on high-quality, high value-added products. Greater modulation, quality materials and ever-more compact size are hallmarks of AERCO boilers. The latest models feature temperature sensing and control technology that is able to integrate with the systems of the buildings in which they are installed. Excellent customer service is also critical for AERCO and, to that end, the company has released a new service called “OnAER,” allowing them to monitor, record and analyze an AERCO boiler or water-heater system. Similar to the “OnStar” service used in cars, OnAER will immediately alert a customer to a fault or decline in the equipment’s performance.

With AERCO’s ongoing innovation and technological advancement, it’s no wonder the company recently outgrew its facility in Northvale, N.J. The decision to build their expansive, modern facility in Blauvelt in the Hudson Valley hinged on several factors, one of which was the Empire Zone Benefits being offered at the time. “The tax credits that were made available through this program were the trigger point that made the numbers work,” CFO Gary Schlegel says. “Also

the ability to build a facility that specifically addressed our needs in terms of accessibility of natural gas, water, and waste-water recycling was important.” The new building was also designed with room for continued growth.

Investing in people

Another key factor in the decision to build in Blauvelt was that it isn’t far from Northvale, and the company was able to retain all its employees after the move — something that was of vital importance. For example, the welding required to assemble the boilers is highly specialized, and rated in the top 99 percentile for difficulty. AERCO relies on its employees for the specialized skills required for the AERCO brand, and replacing such a workforce would be problematic. “AERCO is a small-sized company and unable to offer some of the perks larger corporations use to entice engineers and experienced welders” to move from elsewhere, notes Vice President of Operations Laraia.

But, he adds: “Many of the people who work here do so because they enjoy the technology they are able to work with.” The ongoing innovation that fuels the company and the dedication that’s engendered from the family-like atmosphere are enough to lure some people to commute from more than 100 miles

AT A GLANCE
AERCO International
Website: www.aerco.com
Year Founded: 1949
Products: Commercial heating and water heating systems
Location: Blauvelt, NY
Facility size: 165,000 sq. feet
Number of Employees: 150
Ownership: Private
CEO: Ervin Cash
Council of Industry Member since: 2007

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Automated equipment, such as this automated brazing apparatus, helps to streamline the manufacturing process, improve quality and minimize labor.

away. “We’re not making jellybeans. We make sophisticated products for sophisticated customers,” Laraia adds.

AERCO knows the importance of investing in people. The company holds regular training in Blauvelt for service technicians who work on its boilers, with both a classroom and a “lab” that houses working boilers on which to practice. As for their employees, AERCO is constantly looking to improve their skills and knowledge. They have worked closely with the Council of Industry, the Community College Training Consortium, and Rockland Community College to provide their employees with instruction in brazing (a form of very precise welding), project management, customer service and sales coaching, as well as training in the use of the SolidWorksCAD (Computer Aided Design) software.

“The training the Council of Industry is able to organize, along with the funding and support they provide, has been great,” says CFO Schlegel. “We have been able to get the training we need, delivered locally, and for a cost that makes the return on investment almost immediate.”

AERCO appreciates the value of their employees, and makes a point of promoting them to the next level, and helping them gain certifications and skills, thus making them even more valuable. “To remain a highly innovative company requires us to have highly innovative people. That only happens when we invest in them,” Schlegel adds.

A smart, local supply chain

AERCO boilers are almost entirely a product of the USA — there are very few parts that come from overseas. In fact, most of the outsourced components come from the Midwest, or the Tri-state area. This nexus of local suppliers is another reason AERCO decided to move to the Hudson Valley.

As Laraia explains: “It’s important to partner smartly with the right people because the supply chain is critical.” This is especially true for an agile manufacturer like AERCO. “We depend on outside suppliers quite a bit and look to partner with local businesses that can provide us with the high quality items we need,” CFO Schlegel says. “Some things we will always do ourselves, critical welding for example, since they are too significant a part of the production process and performance to have an outside vendor do.”




Earl Rightmier, Jaime Coles and Hakan Bjornson test product designs in AERCO’s 12,000-square-foot development lab.

Markets and opportunities


Some factors affect the business cycle for AERCO. The summer construction season, when boilers and water heaters are installed in new buildings, is busier than winter months. The company is looking for ways to smooth this cycle, including building some boiler components in advance. Their boilers and water heaters can be found in hospitals and other healthcare facilities, apartment buildings, schools and universities, government buildings, and hotels. There are even AERCO water heaters on US Naval ships, and the company is currently supplying an all-electric model for the Navy’s next-generation aircraft carriers.

The shale gas boom is a double-edged sword for the company. The lower cost of natural gas means contractors working on new construction may opt for gas boilers and water heaters instead of oil wherever gas is available. Some current oil customers are also switching to gas. Unfortunately, the low cost of gas effects the payback of switching to a high-efficiency boiler. At \$8.00 per dekatherm, squeezing out every bit of efficiency is important; at \$3.00 per dekatherm, not as much so.

Still, the prospects for AERCO are bright. This manufacturing company, founded over sixty years ago, is well positioned to continue their innovation and dedication to providing the most energy-efficient products, coupled with outstanding customer service, and will surely continue to blaze a trail. Quality and value are key components at AERCO and those ideals never go out of style. The trick will be for AERCO to maintain the highly skilled workforce it depends on and retain their key supply chain relationships in an ever more difficult economic environment. Government taxes, regulations, and the recession have not been kind to manufacturers, but fortunately companies like AERCO manage to persevere and prevail.



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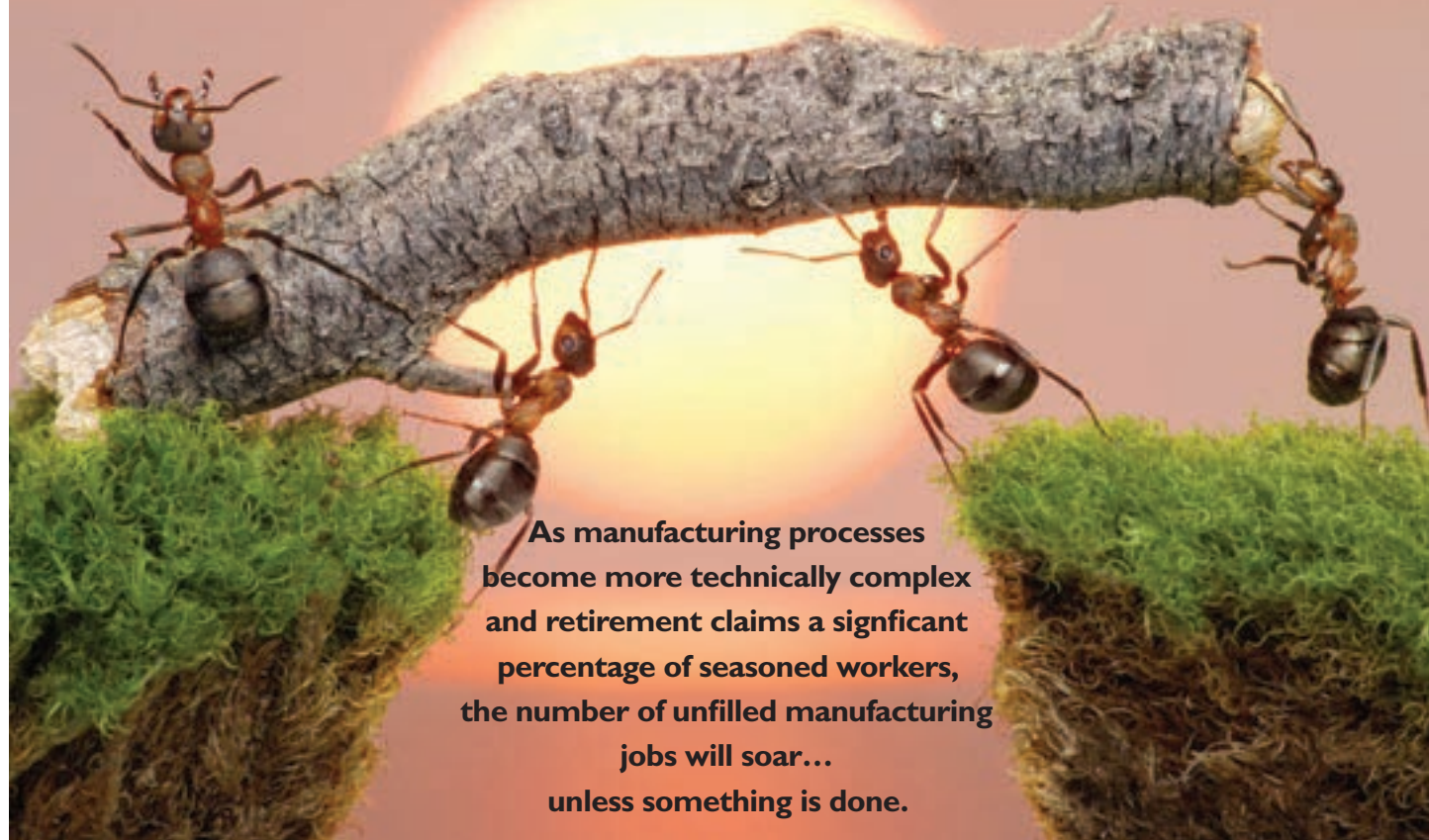
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HV Mfg.

The Council of Industry Magazine and Membership Directory

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Bridging the Skills Gap



As manufacturing processes become more technically complex and retirement claims a significant percentage of seasoned workers, the number of unfilled manufacturing jobs will soar... unless something is done.

Hudson Valley manufacturers produce a wide variety of high-tech products, ranging from the world's most advanced mainframe computers to equipment used to produce jet turbines and semiconductors. What they can't roll off their production lines, however, are the skilled workers they need to keep them competitive and poised for expansion.

Bridging the so-called "skills gap" is a top priority for many of the nation's manufacturers who, it is estimated, currently have 600,000 jobs going unfilled. In New York State alone, estimates point to 25,000 unfilled manufacturing positions. The Manufacturing Institute's *2011 Skills Gap Report*, drawing on a survey of more than 1,100 U.S. manufacturers, reports that "74 percent of respondents indicated that workforce shortages or skills deficiencies in skilled production roles are having a significant impact on their ability to expand operations or improve productivity."

By all accounts, under current conditions, the skills gap is destined to widen—as manufacturing processes become more technically complex—with retirement claiming as much as 40 percent of the skilled workforce, in some manufacturing sectors, over the next few years. The Society of Manufacturing Engineers predicts that the number of unfilled manufacturing jobs could be as high as three million by 2015.

What is to be done? Some observers propose what they see as relatively simple ways to bridge the gap. Peter Cappelli, director of the Center for

Human Resources at the University of Pennsylvania's Wharton School, for example, frequently lights up editorial pages with the suggestion that the existence of a skills gap might be a myth. One of his favorite analogies goes like this... "The fact that I cannot find the car I want at the price I want to pay does not constitute a car shortage, yet a large number of employers claiming they face a skills shortage admit that the problem is getting candidates to accept their wage rates." (*New York Times*, 8/3/2012)

Here in the Hudson Valley, where manufacturing jobs provide an income well above the statewide median income, wages are not as significant a factor as they might be elsewhere. The average entry-level salary is \$32,988 annually, while the median wage for manufacturing jobs is \$21.83 an hour, or \$45,406 annually. Experienced, skilled toolmakers can expect to earn as much as \$75,000 per year (Council of Industry 2012 Wage & Benefit Survey).

Yet the jobs still go begging and the impact is palpable. "Our company has experienced explosive growth as manufacturing has increased dramatically in the U.S.," says Larry Fryer, president of Fryer Machine Systems in Patterson, New York. "People need the machines we make to make their products. We've seen an influx of orders and have needed to hire machinists, welders, mechanics, electricians, technicians, engineers—a wide pool of more or less skilled tradesman. Our ads went unnoticed.

For every ad we placed, we got maybe five or 10 responses, and virtually none of the people were qualified." Fryer confides, "We had such a lot of difficulty in recruiting, we had to turn down over \$3 million in business. Our business was up almost 24 percent from the previous year.... but we left a lot of orders on the table — those deliveries went to competitors. It was very disappointing."

Fryer has been looking for job candidates who have a basic skill set. "We do some training, but a mechanic must have something like an auto or repair background; an electrician must have a basic knowledge of wiring and so on — it's outside our scope to teach that. Machinist, in particular, is a very difficult category to fill," he says.

Devon Lutey, vice president of Dorsey Metrology, has been dealing with much the same problem. "Machining is a dying art form," Lutey says. "We need people who are trained, and it's not a job that can be learned quickly — most apprenticeship programs are somewhere from two to seven years; they're very comprehensive." Her company's situation has an added wrinkle, one shared by many manufacturers. "Our problem is that we have an aging workforce. While I have that workforce still here, I'd like to train folks who can eventually be in the positions our employees are in currently."

But even in a difficult economy, mustering enthusiasm for a career in manufacturing has been a challenge. "Young people are not into manufacturing. Somewhere, it became a dirty word," says Lutey. "We've become a society that believes going to college and getting a job behind a desk is the only way to make a living. It's not true. Years ago, there might

"We had such a lot of difficulty in recruiting, we had to turn down over \$3 million in business. Our business was up almost 24 percent from the previous year.... but we left a lot of orders on the table — those deliveries went to competitors. It was very disappointing."

have been a large gap between the salaries of the CNC machinists or toolmakers and mid-level managers, but now they're pretty much on par. It's absolutely a living wage. It does require outside education or training, but so does almost any other job right now."

Coordinated effort

The solution to the lack of trained job candidates, as Harold King, executive vice president of the Council of Industry, sees it, is for manufacturers to start to own the solution. They need to pool their resources to make training more readily available, to clearly demonstrate the opportunities afforded to those who pursue

careers in manufacturing and to improve the public image of the manufacturing sector.

The Council of Industry of Southeastern New York is already deeply involved in helping its member companies do just that. "We are developing an employment guide for high schools and we are coordinating participation in job fairs, career days and job shadow programs to make manufacturing jobs more accessible to potential workers," King says. "As participants in the recently funded Training and Education in Advanced Manufacturing Educational Pathways Project (see page 22) we are helping to coordinate curriculum at the region's community colleges to better reflect the needs of our members, ensuring that course graduates meet national skill standards and that our community colleges maximize their resources by avoiding duplication of effort."



Building Tomorrow's Skilled Workforce

An innovative federal grant will allow manufacturing companies and their representing associations to be directly involved in designing programs to train potential workers in skills relevant to today's workplace.

In late Fall 2012, Hudson Valley manufacturers concerned about finding qualified employees got some good news. A \$14.6 million grant from the U.S. Department of Labor was awarded to a consortium of 31 SUNY community colleges to develop job training and education for high-need industries, notably advanced manufacturing. The Council of Industry and the Manufacturers Alliance of New York are partnering with the SUNY community colleges to implement the program.

Called the Training and Education in Advanced Manufacturing Educational Pathways Project (T.E.A.M.), the initiative is part of the federal Trade Adjustment Assistance Community College and Career Training program. The funds will go toward providing more than 3,000 of New York's Trade Adjustment Assistance-eligible workers and unemployed veterans with the training and education required to find high-quality, high-wage jobs within the advanced manufacturing industry sector.

With access to educational pathways aligned with advanced manufacturing industrial career pathways and third-party certifications, the T.E.A.M. Educational Pathways Project will support credential and degree attainment for participants in two years or less. A statewide process for designing and offering training and education programs will be developed with the intent to replicate the T.E.A.M. model across all community colleges and all academic programs in the applied and occupational sciences, and all industry sectors as part of project sustainability.

T.E.A.M. will directly address the needs of manufacturing employers, and the Manufacturers Alliance of New York (MANY) and the Council of Industry (CI), along with 150 other industry associations and employers across the state, have joined with the SUNY collaborative as key partners.

Building a public/private partnership

According to Bruce Hamm, Director of Business Engagement for the Manufacturers Association of Central New York and one of the grant's key

architects, "This grant is unique in that it calls for the direct involvement of manufacturers from the outset in creating career pathways, working with educators to update and validate curricula, identifying 'earn and learn' opportunities, and contributing to career exploration activities. The grant will also enable educators to build additional capacity to deliver training with new curricula, additional instructional resources, improved delivery mechanisms, and new ways of evaluating learning to improve trainee completion times."

Manufacturing companies of all sizes and their representing associations will be involved in every stage, from project design to implementation, placement and employment for eligible workers. Economic development groups working with SUNY include the New York Association of Training and Employment Professionals; local Workforce Investment Boards; NYS Department of Labor; NYS Education Department; Empire State Development Corp.; AFL CIO Workforce Development Institute; Center for Economic Growth; NYS Business Council; Manufacturers Alliance of NY; Healthcare Association of NYS; Interstate Renewable Energy Council; Garment Industry Development Corp; Partnership of NYC; NYS Hospitality and Tourism; and the NYS Grape and Wine Association.

In the Hudson Valley region, the Council of Industry will partner with the five local Community Colleges to coordinate the effort with those in the manufacturing industry. "Our members repeatedly name workforce development as a key challenge to the success of their businesses. This grant gives us a chance to build a positive, lasting solution to this challenge," notes Harold King, Executive Vice President of the Council of Industry. "Industry can't do this alone and neither can the public sector. We need to work in partnership."

Employers already working in the partnership include Advanced Coating Technologies, GlobalFoundries, IBM, Nixon Gear, Novelis, Currier Plastics, Schatz Bearing Corporation, Alcoa Fastening Systems, Remington Arms, Bartell Machinery, New York Air Brake, Corning, Dresser Rand, and Titan X. More firms will become involved as the grant progresses.

"This grant is unique in that it calls for the direct involvement of manufacturers from the outset in creating career pathways, working with educators to update and validate curricula, identifying 'earn and learn' opportunities, and contributing to career exploration activities." Bruce Hamm



Department of Labor Secretary Hilda Solis visits Monroe Community College Applied Technologies Center in Rochester, NY, on September 24, 2012. Secretary Solis talks with student Mike Schramm.

Building on existing skills certifications

One of the most exciting features of the plan is its use of the NAM-Endorsed Skills Certification System, which is a system of stackable credentials that can apply to all sectors of the manufacturing industry. These nationally portable, industry-recognized credentials demonstrate that those achieving them have the skills required to be productive and successful in entry-level positions in any manufacturing environment.

The certifications are "stackable" because they build on a foundation of basic academic and workplace requirements, followed by cross-cutting technical competencies and then more specialized, occupationally specific skills. The sequence is capped with professional and managerial certifications offered at the associate, baccalaureate and graduate levels.

These features make the certification program attractive to both young people entering the workforce for the first time and to older workers looking to change careers. A person can, for example, become a certified machinist via a community college program based on the National Institute for Metalworking Skills (NIMS). This certification can land that individual a job as a machinist in any number of firms in the region. Should that individual decide they want to continue their education, the course work he or she takes will also be valid toward an Associates degree in a field such as pre-engineering. That Associates degree, in turn, can be applied toward a Bachelors degree in engineering.

This "stackability" builds flexibility into the decision to pursue the skills certification. An 18-year-old is not forced to choose between a trade and a college education.

A three year strategy

Implementation of the grant will unfold over a period of three years. During the first year, manufacturers and the community colleges will work together to develop curricula that meet the needs of the workplace and fulfill the requirements of the national skills standards. One important issue for all involved is that a regional approach is taken to developing the programs. Each participating college will offer one or two of the certifications and avoid duplicating effort, which makes it critical during the development stage that manufacturers describe their particular needs to colleges.

The second and third years will focus on building participation in the programs. Partners will engage Workforce Investment Boards (WIBs) to recruit adult students into the certification programs. High School students will learn about opportunities — the promise of a job upon completion of the program is essential to efforts to recruit students. Manufacturers will be encouraged to attend job fairs, offer tours to students and teachers, visit schools to explain what their companies make and how they make it, and to provide internships and co-ops for those pursuing the certifications.

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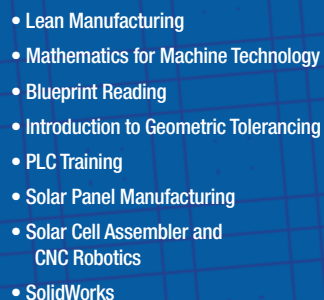
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The Chancellor's challenge

In late 2012, in her keynote address to the Council of Industry's Annual Luncheon, State University of New York Chancellor, Dr. Nancy Zimpher highlighted the importance of the Trade Adjustment Act grant. As the initiative gains momentum, and SUNY provides the skilled workers local advanced manufacturers require, it will promote economic development throughout the state.

Chancellor Zimpher outlined the role SUNY is playing to help manufacturers succeed in New York, and she called upon manufacturers and the Council of Industry to partner with the SUNY system to provide internships and co-op programs for students.

“Our members repeatedly name workforce development as a

"There is no substitute for hands on experience," the Chancellor said. "There is no greater recruiting tool into a particular field than the promise of a fulfilling career upon graduation. I challenge every manufacturer in this room to provide a co-op or internship opportunity at your company for a SUNY student and, if you do, I promise you will reap the reward of a quality employee in the near future." The Chancellor also asked that Council members provide feedback to make sure the curricula of all the SUNY System institutions are meeting their needs.

“Our members repeatedly name workforce development as a key challenge to the success of their businesses. This grant gives us a chance to build a positive, lasting solution to this challenge. Industry can’t do this alone and neither can the public sector. We need to work in partnership.”Harold King

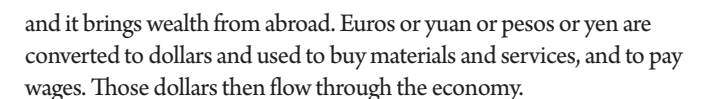
With 2.4 million New York State manufacturing jobs (21.4 percent of the total) supported by exports, the region's economic health is tied to expanding its markets.

The Hudson Valley has a long, rich tradition of exporting goods across the globe. Perhaps this is because of our proximity to New York City, the “crossroads of the world,” or maybe it’s because our roots go back to the earliest settlements on this continent and to the entrepreneurial spirit that made it great. Whatever the reason, from fruits and vegetables grown on our farms to sophisticated manufactured goods such as semiconductors, pharmaceuticals and electronic components built in our factories, Hudson Valley companies sell to the world.

This is a very good thing.

Few activities are better for a region's economic well-being than exporting. This is particularly true when the exports are manufactured goods. The idea is pretty simple: take some raw materials, add a generous helping of creativity and plenty of labor, energy, and capital. Mix it all together to make a valuable product. The manufacturing process alone generates wealth because the whole, in this case a finished product, is more valuable than the sum of its parts. Export that finished product

Poughkeepsie based MPI realized that the domestic market for its investment casting products wasn't large enough to support company growth. There were about 200 potential customers in the U.S., but more than 600 worldwide.



Roughly 75 percent of Council of Industry manufacturing members export their products overseas. Some, like IBM and Alcoa, are multinational companies producing goods and services in dozens of countries around the world. Most however, are small firms with fewer than 100 employees that market and sell their locally made products to customers in other nations. That figure is in line with national statistics. "Small and medium-sized businesses account for nearly 97 percent of all the manufacturing companies that are known to export in the

United States,” says Chad Moutray, Chief Economist for the National Association of Manufacturers. “Moreover, we have seen the share of exports shift higher for smaller firms over the past few years, particularly as more businesses begin to proactively pursue new markets for their goods and services.”

Exporters are optimistic about the future, too, according to Moutray. "In the most recent NAM/*IndustryWeek* Survey of Manufacturers, almost 41 percent of manufacturers said that increasing international sales were important for future growth for their business, and those respondents who anticipated higher export sales tended to be significantly more positive in their overall outlook. It is for that reason that so many small and medium-sized manufacturers



Graphic Technology, Inc., in Newburgh, exports its tight-tolerance color viewing and lighting products to markets around the world. It's seen annual growth in international sales range from 11 to 32 percent in the past four years, accounting for roughly 21 percent of total sales.

In 2012, a total of 28,426 companies exported products from New York state locations. 95 percent of them were businesses with fewer than 500 employees.

78 percent of our sales were from overseas accounts.” Faulkner said. “The United Kingdom is particularly strong. We see the growth of the worldwide market continuing for the foreseeable future.”

Across the river in Newburgh, Graphic Technology, Inc. (GTI) designs and manufacturers tight-tolerance color viewing and lighting products for the graphic arts and photographic industries. Producing and printing high-quality color is a complicated process that demands accuracy and

see trade as a vital ingredient for their firms to flourish and grow, moving forward.”

Poughkeepsie based MPI, for example, makes products used in investment casting — a very precise process used to make items such as jet-engine turbines. MPI, Inc. was founded in 1951 as Mueller Press. In 1972, Bruce Phipps and his partner purchased the company, and in 1984, Phipps bought the company outright.

“He quickly realized that the domestic market for our products was not large enough to support the growth of the company,” MPI’s Chief Financial Officer, James Faulkner, says. “There were about 200 potential customers in the U.S., but more than 600 worldwide.” Phipps decided to expand his market beyond North America and sell his wax-injection equipment to the growing market overseas. Today MPI has sales agents in the United Kingdom, Europe, Israel, Japan, and China. Their machines are in 44 countries. The newest markets they have targeted are India and Brazil. “In 2012,

consistency. Colors and products are often closely connected; think of the yellow of a Cheerios box or the red of a Coke can. GTI’s equipment ensures that the color you want is the color you get, and that consistency is why its equipment is in demand worldwide.

“GTI exports to markets all over the world and has seen annual growth in international sales ranging from 11 percent to 32 percent in the past four years,” says GTI Vice President of Sales and Marketing, Bob McCurdy. “Presently our export sales represent roughly 21 percent of our total sales, and we anticipate this figure will continue to increase down the road.”

Programs for export progress

The fact that trade and exporting in particular are valuable to economic growth and development has not been lost on elected officials, and there are numerous programs in place to assist companies, especially at the Federal level.

Some examples of types of programs available to help companies sell their products overseas are:

- **Export Development and Working Capital Financing** — Enables U.S. businesses to obtain loans that facilitate the export of goods or services by providing the liquidity needed to accept new business, grow international sales and compete more effectively in the international marketplace.
- **Facilities Development Financing** — Enables U.S. businesses to acquire, construct, renovate, modernize, improve or expand facilities and equipment to be used in the United States to produce goods or services involved in international trade.
- **Financing for Your International Buyers** — Enables U.S. businesses

In 2009, the metropolitan statistical area of Poughkeepsie-Newburgh-Middletown exported \$2.2 billion in merchandise. In 2005 that figure was \$1.6 billion.

- **Investment Project Financing** — Enables U.S. businesses to acquire financing for large-scale projects that require large amounts of capital, such as infrastructure, telecommunications, power, water, housing, airports, hotels, high-tech, financial services, and natural resource extraction industries.
- **U.S. Trade Development Agency Grants** — The U.S. Trade Development Agency funds various forms of technical assistance, feasibility studies, training, orientation visits and business workshops that support the development of a modern infrastructure and a fair and open trading environment.
- **Data Collection** — Trade data can help companies identify the best countries to target for their exporting efforts. Companies can gauge the size of the market for their product as well as develop a price strategy to become competitive. Official U.S. import and export statistics reflect government and non-government shipments of merchandise between foreign countries and the U.S. Customs Territory (i.e. the 50 states, District of Columbia, and Puerto Rico), U.S. Foreign Trade Zones, and the U.S. Virgin Islands, without regard to whether or not a commercial transaction is involved.

In the Hudson Valley, the Westchester Export Assistance Center is the point of access to these valuable programs. A part of the U.S. Department of Commerce, the Center is staffed with experts who can help small- to medium-sized companies identify and evaluate international partners, create market-entry strategies and navigate international documentation challenges, or other export related issues.

The U.S. Export Assistance Center located in White Plains is part of an international network of global professionals with offices in over 70 countries.

“Companies of all sizes across the Hudson Valley are finding export opportunities, and many more have the potential to do so,” says Joan Kanlian, Director of the U.S. Commercial Service in Westchester, a division of the U.S. Department of Commerce. “If you can do business in the United States, one of the world’s most open and competitive markets, you’re a likely candidate for doing business overseas. We’d like to help you realize that potential.”

The Center is not just for those firms new to export, they can also help companies already exporting do more. “Many Hudson Valley exporters continue to do very well in their global sales, but there’s excellent potential to increase the numbers of exporting companies and the number of markets they are currently selling to,” says Kanlian. “Exporting is helping many businesses to survive in spite of the current economic situation.”

New York State Export Assistance

New York State’s Empire State Development Corporation manages the Global Export Market Services (GEMS), a matching grant that

C.T. Male

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helps businesses expand through increased export activity. The grant is designed to help small and medium-sized businesses get the technical and marketing assistance they need to succeed in international markets. GEMS can provide up to \$25,000, which can be used in a variety of export-related activities. The funds are typically used to pay for activities that enhance a company's competitive position in international markets.

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- Internationalize web pages
- Translate technical or marketing data.

To be eligible, applicants must be a New York State manufacturer, service or agricultural business with 500 or fewer employees and have New York State production content of at least 51 percent. The program is also open to educational institutions and regional not-for-profit organizations, such as world trade groups that develop innovative programs to help New York State firms expand their exporting skills and activities

Trade policy as a powerful factor

It's not widely known that the United States remains the world's largest manufacturer. Exports are an important part of our manufacturing strength, and support millions of jobs across the country. In fact, according to the National Association of Manufacturers, currently one in every five American factory jobs depends on exports. Free and Fair Trade is essential if manufacturers are to succeed in overseas markets. This is certainly true for Hudson Valley manufactures like MPI and GTI that produce highly engineered, high-value goods. There are numerous issues they encounter when selling overseas, including intellectual property rights and protections, currency manipulation, tariffs, and legal as well as political risks.

Free Trade Agreements (FTAs) such as NAFTA and those recently signed with Colombia and South Korea, while far from perfect, provide a clear set of rules and procedures to protect firms engaged in trade with those countries. The United States already has FTAs in force with 17 nations. Using the preferential benefits of these existing FTAs can be a powerful factor in increasing manufactured goods exports for companies large and small.

Other agreements are currently being negotiated. Some of the most pressing include the Trans-Pacific Partnership regional trade agreement and Permanent Normal Trade Relations (PNTR) with Russia to receive the benefits of its World Trade Organization accession.

Hudson Valley manufacturers are part of a U.S. manufacturing sector that is the largest in the world economy, producing 22 percent of the world's manufactured products. American manufacturing employs nearly 12 million workers and contributes more than \$1.6 trillion to the U.S. economy annually. It is the largest driver of economic growth in the nation, and accounts for the lion's share of private sector research and development. Manufacturing's record of expanded exports kept the American economy strong throughout our history, and manufacturing's trade activity remains a source of economic strength today.

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BY GLENN TANZMAN

Supply Chain Strategies



In today's global marketplace, companies no longer battle other companies. More and more, it's supply chains competing against other supply chains in the race to market supremacy.

Today, the global marketplace is more fiercely competitive and volatile than ever before. Globalization, compressed product cycles, recessions, rapid technological changes, ever more demanding customers, and continuous innovation and improvement force companies to be flexible, get lean, and use the strengths of their supply chains. Companies no longer battle other companies. More and more, it's supply chains competing against other supply chains in the race to market supremacy.

The two things businesses have to get right in order to succeed are supply chain alignment — ensuring that all of the supply chain partners are working towards the same goals—and strategic supplier relationships.

Inconsistent goals challenge successful internal and external supply chain integration. Divergent objectives lead managers to make self-interested, suboptimal decisions that frequently are in opposition to

those of other business managers and supply chain members. For example, procurement departments often formulate cost-reduction goals, whereas business goals are set toward innovation or risk reduction.

Only when the various members of a supply chain and the internal stakeholders are pulling in the same direction can competitive products and services be developed for both short and long-term success.

Mismatched goals must be avoided. All internal managers and all members of the supply chain must view the other members as fully committed to the chain of alignment. In cases where there are different value structures, collaboration becomes difficult as each department and chain struggles

with unique strategic directions. Therefore, alignment—or how well business goals and strategies are in parallel with division strategy and the demand and supply chain—is essential to realizing competitive advantage for the supply chain as a whole. In addition, alignment may be the most critical element to supply chain excellence. It is remarkable how often business owners do not act according to their public strategies and objectives. As a result, the company and the entire supply chain run on their own. The risk is obvious.

Identifying the issues

Supply chains must operate as an extended enterprise. It is crucial to align all segments of the value chain with the objectives. At the heart of boardroom, supply chain, and business alignment is the premise that true parallel operations require knowing about and understanding each other's priorities. Therefore, any effort to foster alignment entails getting to know stakeholders' agendas—and more importantly, being part of those plans.

How should supply chain professionals go about identifying the relevant topics and themes with which they should align? Extensive analysis of annual reports from various companies in numerous sectors has revealed a set of industry-independent topics that can be used to determine the level of alignment between the various functions in the value chain. They include:

- cost reduction
- agility enhancement
- innovation
- service orientation
- risk reduction
- core competences
- corporate social responsibility
- expansion
- internationalization

For example, if cost reduction is determined to be the main value driver in the supply chain, business goals can be directed at on-time delivery, lean supply chain management, reduction of cash-to-cash cycle time and additional cost-effecting measures.



Glenn Tanzman is the President of Tanzco Management Consulting LLC, which provides training and consulting in Lean Manufacturing, REACH, RoHS, Conflict Minerals and Supply Chain Management. He has taught Operational Management and Organizational Behavior courses at Marist and Mount Saint Mary College and teaches Quality Control and Lean at Naugatuck Valley Community College.

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Getting there

The benefits of effective supply chain management can be huge and can help a company achieve much higher levels of customer satisfaction at a lower total cost. However, these advantages are far from being automatically realized. They derive from heightened collaboration, which is inherently difficult to achieve and maintain. Obtaining cross-functional buy-in and a balanced supply chain management approach that takes disparate functional views into account is essential.

To establish common vision and objectives among the various chains, they must be measured and mapped out clearly. This can be achieved by means of discussions with representatives of the various chains. The degree of alignment among all the stakeholders can then be identified. The insights obtained will be the starting point for a structured dialogue among the board, the business, procurement, and the main suppliers.

Executing supply chain alignment often is an eye-opener for everybody involved. It will deliver and inspire. Supply chain alignment initiatives will help the various chains avoid inconsistent operating goals, stimulating a shared vision and common strategic objectives.

Building a strategic supplier relationship

Begin by establishing a dashboard that defines the performance metrics important to both businesses in the relationship, along with explicit goals for each metric. It is astonishing how many significant business relationships operate without an explicit statement of important performance goals.

Think of two categories of performance metrics. The first involves basic “blocking and tackling” assessments that are important to the relationship. These may include fundamental metrics such as those relating to quality, on-time delivery, and support levels. Basic measurements include customer goals with respect to Just-in-Time sourcing and targets for cycle-time reduction. Understanding these goals and the expectations about them is an obvious first step in building the basis for successful management of a strategic relationship.

The second category involves metrics that are unique to a given strategic relationship. Strategic relationships almost always involve a belief that some shared success is possible. Identifying and agreeing upon these possibilities, as well as establishing goals for them, are the next critical steps in the design of a dashboard. Obviously, developing this dashboard is purposeful, and the purpose is to give both firms total clarity as to what is expected from the other party. The presumption is that, as long as the metrics and goals are known, management actions can be taken to achieve them.

A focus on the future

A characteristic of best-in-class business relationships is that there is a constant focus on the future. Therefore, a priority in creating foundations for long-term strategic relationships is defining the future-oriented topics on which the partners should collaborate. The potential roster of such topics includes a new product release, the need to meet a new regulatory standard, and the like. But many other options exist beyond the obvious—and the more effectively the two organizations can engage in creative discussion, the more likely they are to identify ones that have a real potential to create value. The failure to define performance metrics, relying instead on informal processes and interactions to manage customer-supplier relationships, can be fatal.

A relationship management plan has “what,” “who,” and “when” dimensions. The “who” should include individuals who are the point people in managing the relationships. The responsibilities of these point people are extensive, and sustaining contributions often is challenging.

Facilitating Strategic Suppliers

For most of its 103 year history the Council of Industry has helped its members to find local suppliers of goods and to build strategic supplier relationships. The membership directory at the back of this magazine is more than just a list of companies. It defines a group of manufacturers who share values as well as a common geography.

On the whole, Council members are committed to making high quality goods. They are committed to customer satisfaction and they are committed to providing a safe environment for their employees to prosper in — and that is exactly the kind of company you are looking for to be a strategic supplier. Council members buy and sell a wide variety of products from and to each other. Corrugated packaging, machined metal and plastic parts are some of the more common goods sold by members to members.

“We always encourage members to reach out to a fellow member first, at least for a quote,” says Alison Butler, the Council of Industry’s Director of Member Services and Communication. “We also have developed several tools to help one member source from another. Our printed directory is one such tool, another is the searchable listing online at councilofindustry.org.”

“Strategic relationships almost always involve a belief that some shared success is possible. Identifying and agreeing upon these possibilities, as well as establishing goals for them, are critical steps.”


For that reason, it is critical that the individuals in these roles come up with a time management strategy. One way is by creating strong touch points between the partners and avoiding situations in which they serve as funnels connecting the two organizations.

As the performance dashboard and future-oriented priorities are defined, the point people in strong relationships quickly involve others from their organizations and make sure they are fully engaged and have a clear sense of priority. The executive sponsors are the champions of the point people, sometimes taking action to make sure these individuals can focus on the right topics. They must problem-solve when that


is called for and they must ensure that their organization puts into place the processes, systems, and skills necessary to sustain successful strategic relationships.

The “what” and the “when” elements of the relationship management plan will be driven by the performance management dashboard and the defined future-oriented priorities.

Therefore, I conclude by observing that as the structure of global value chains shift and emerge, supply chain and operations management professionals must be prepared to play a key role connecting manufacturing, productivity, and strategy within companies and throughout economies.



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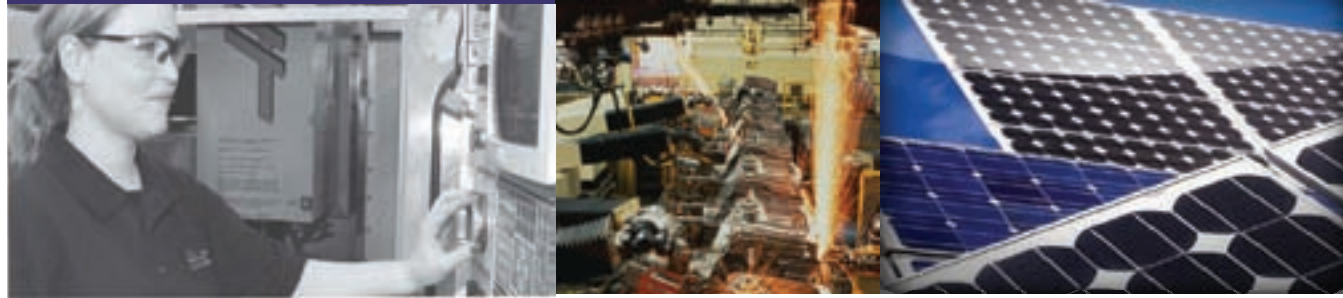
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CONJECTURE

What will we think of next?

Manufacturers in the United States perform two-thirds of all private-sector R&D in the nation, driving more innovation than any other sector of our economy. From life saving medicines to smartphones, manufacturers develop ideas and products to make the world a better place. So what will we think of next?



Model of a carbon nanotube. Strength, elasticity, low density, and high thermal conductivity have made this latticed structure a key building block in nanotechnology.

NANOTECHNOLOGY

is the art and science of manipulating matter at the near-atomic scale. It is already a \$9 billion industry and has the potential to completely transform manufacturing and medicine.

Nanotechnology may involve processes that are either “bottom-up” or “top-down.” “Bottom-up” nanotechnology refers to construction at the atomic level, practically one atom at a time. It may therefore, in the not-so-distant future, involve “nanobots” or “nanites” assembling products at the atomic scale, the transformation of one material into another, and self-replication. Nano-substances may potentially be injected into the human body to repair damage and target disease at the cellular level.



SUNY CNSE is the first college in the world dedicated to the emerging disciplines of nanoscience, nanoengineering, nanobioscience and nanoeconomics. With more than \$14 billion in high-tech investments and over 300 corporate partners, CNSE may be the world's most advanced university-driven research enterprise. The Albany NanoTech Complex, an 800,000-square-foot megaplex, is home to more than 3,100 scientists, researchers, engineers, students and faculty.

Such concepts may sound like far-fetched notions from the realm of science fiction, but remember that rearranging matter, self-replicating and healing are actions that biological matter has been doing for millions of years. We call it “life.”

It is therefore hardly surprising that “bottom-up” nanotechnology is closely associated with developments in genetic engineering and the creation of biocomputers. Medical research in nanotechnology is already fairly advanced and the Hudson Valley is home to numerous bio-technology firms that are heavily involved in this research.

Top-down nanotechnology involves atomic-precision manufacturing using more conventional “large scale” production processes, such as those already commonly used in making microprocessors. The University at Albany and its College of Nanoscale Science and Engineering is home to much of this research, which is being done in a public-private partnership that includes firms like IBM, Siemens, and Global Foundries among others.

As reported by the Project on Emerging Nanotechnologies, there are already over 1,000 manufacturer-identified nanotechnology-based consumer products currently on the market. These include plasma screens with glass strengthened with carbon nanotubes, tougher car paints, improved golf clubs, more effective sun creams, and OLED displays and longer-lasting batteries for mobile phones.



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