30 YEARS
Manufacturing Excellence
MassMEP



MASSACHUSETTS MANUFACTURING LANDSCAPE

2026

Insights from the Voice of the Manufacturer Survey

Our Mission

Provide tailored solutions that empower small and medium-sized manufacturers to drive economic growth within the Massachusetts manufacturing ecosystem.

Contents

3 Executive Summary

4 AI & Technology

6 Defense & Additive Manufacturing

8 APEX Accelerator

9 How Massachusetts Compares

10 Workforce

12 Operational Excellence

13 Economic Impact Data

16 Supply Chain

17 M2I2 and MMAP

18 Membership Program

19 Growth Members



Executive Summary



KATHIE MAHONEY
MassMEP President

Massachusetts manufacturing is at a pivotal moment. Historic investments in advanced manufacturing, defense, semiconductors, clean energy, and domestic supply chains are creating unprecedented opportunities for small and medium-sized manufacturers.

At the same time, companies face persistent workforce shortages, rapid technology change, and increasing global competition. To succeed, manufacturers need more than technical assistance: they need a coordinated ecosystem that accelerates innovation, strengthens competitiveness, and connects them to the resources required to grow.

For over three decades, MassMEP has been the Commonwealth's trusted manufacturing partner. Through the NIST Manufacturing Extension Partnership, we have helped manufacturers improve productivity, increase sales, create jobs, and generate significant capital investment.

The 2026 Voice of the Manufacturer Survey confirms both the opportunities and the challenges ahead. Seventy-seven percent of manufacturers plan capital investments, nearly six in ten identify automation and advanced technology as a top priority, and more than half expect to introduce new products or services. Yet 64 percent identify workforce availability as their greatest barrier to growth, demand for artificial intelligence continues to rise, and only 17 percent report holding CMMC certification, exposing a critical gap in defense supply chain readiness.

These findings reinforce MassMEP's future direction. We will serve as the catalyst in our manufacturing ecosystem, convening manufacturers, academia, workforce organizations, technology providers, investors, and public agencies to accelerate innovation and strengthen U.S. manufacturing competitiveness.



Over the next year, MassMEP will focus on delivering measurable outcomes by accelerating technology adoption, expanding workforce capacity, and strengthening domestic supply chains. We will measure success by our outcomes—increased productivity, higher sales, new and retained jobs, greater private investment, stronger supply chains, expanded technology adoption, and enhanced competitiveness.

MassMEP's greatest strength is its ability to connect the manufacturing ecosystem. By catalyzing partnerships, aligning resources, and accelerating investment, MassMEP will ensure that manufacturers are prepared to compete in the industries that will define America's economic growth and national security for decades to come.

Survey Methodology

The annual survey was promoted through partners such as FORGE, the Center for Advanced Manufacturing, and Associated Industries of Massachusetts.

The survey posed 21 questions to gather feedback on manufacturer needs, challenges and priorities.

An online data platform collected responses anonymously.

AI & TECHNOLOGY

The Trends and Where MassMEP Is Going

Artificial intelligence in manufacturing has crossed a threshold. The conversation is no longer about whether AI belongs on the shop floor — it is about how fast it can be put to work. The technology itself is shifting from chat-based tools toward agentic AI: systems that don't just answer questions but take action, connecting to a manufacturer's ERP, maintenance, and quality systems to schedule production, flag a failing pump, or draft a purchase order. At the same time, edge AI has collapsed the cost of entry. Capabilities that once required six-figure investments — machine vision inspection, predictive maintenance, custom language models trained on a company's own documentation — can now run on a device the size of a paperback, on premises, with sensitive data never leaving the building. Layered over all of it is a national priority: the NIST MEP network has made AI, alongside additive manufacturing, one of its central technology pushes for the years ahead.



MassMEP is building its emerging technology practice around a simple idea: we test it before you invest in it. That means an AI training pathway that meets manufacturers where they are — from Introduction to AI through tool-specific classes on Claude, ChatGPT, and AI paired with Excel and PowerPoint, up to full-day, on-site AI in Manufacturing workshops tailored to a company's own operations and data. It means low-cost proof-of-concept projects that let a manufacturer see AI working on their parts and their processes before committing capital. And it means keeping Massachusetts plugged into the national picture, through MassMEP's work with the MITRE and NIST AI accelerator initiative and events like Manufacturing Your Future, where manufacturers hear directly from leading AI researchers and from peers already putting these tools to work.

SURVEY INSIGHTS

How have Massachusetts manufacturers introduced automation to address workforce challenges?

31%
are scaling or have put in place automation to address workforce challenges

21%
are looking into the potential costs and benefits of automation

18%
are developing a technology roadmap or implementing a pilot project

"AI has moved faster in the last two years than any technology I've seen in my 20 years at MassMEP. The tools that used to demand a data scientist and a six-figure budget now fit on a device that costs less than a set of end mills. Our job at MassMEP is to stay out ahead of that curve testing the technology, proving it on real production problems, and handing our manufacturers solutions that work on day one."



MATT HEALY
Director of Emerging Technology, MassMEP

Using AI Inside MassMEP and With Our Clients

At MassMEP, we practice what we teach. Internally, AI now touches nearly every corner of the organization: AI assistants that analyze financials and help generate client proposals, an in-house AI-powered web-scraping tool that finds qualified Massachusetts suppliers in a fraction of the time manual searching used to take, and AI coding tools that let our team build and iterate on custom solutions in days instead of months. That internal experience is the point. Every tool we recommend to a manufacturer is one we have already stress-tested on our own work.

The most tangible example is our edge AI proof-of-concept program, built on the NVIDIA Jetson platform. These compact, low-cost devices run entirely on premises, with no cloud and no data leaving the building, and can be trained as machine vision inspection systems, predictive maintenance monitors, or custom language models built on a company's own documentation. Our team has a working vision system running in our Auburn office today that can inspect parts across hundreds of product variations and sort good from bad in real time. For a manufacturer, the path is simple: bring us a problem, whether it is a quality check that eats labor hours or a machine that fails without warning, and we build a working proof of concept so the company can see the result before investing a dollar in deployment. These conversations are happening across the state, from defense supply chain suppliers working on production scheduling and on-time delivery, to precision manufacturers exploring AI-assisted engineering design, to the dozens of companies that start with a single seat in an Introduction to AI class and leave with an action plan.



NVIDIA.COM

SURVEY INSIGHTS

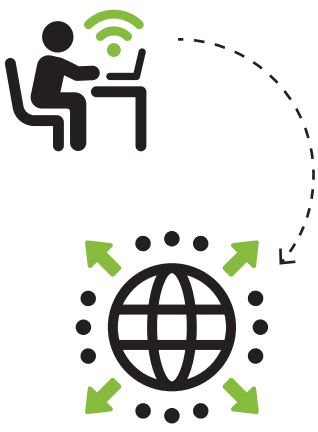
How have manufacturers integrated digital technology to change the way their business operates and delivers value to customers?

36% *are actively implementing digital technology*

18% *don't feel it's a priority in the next 12 months*

25% *are interested but lack the resources to implement it*

9% *are evaluating vendors and possible solutions*



Helping Manufacturers Pivot Into New Markets

MassMEP now pairs AI with its supply chain services to help manufacturers identify where demand exists for their products, and also where gaps need to be filled in the supply chain. Then the human-led strategy begins, with our team of business advisors using Technology Driven Market Intelligence and Strategic Roadmapping to assessing a client's readiness to meet market demands and building a concrete plan to get them there.

While AI has transformed how quickly we can do secondary research, this research only tells you what the world already knows. The decisions that ride on TDMI and Strategic Roadmapping, such as whether to retool a line, chase a certification, or bet on a new market, depend on primary research. That work still requires a trained human, and in our view it always will.

THE ROAD AHEAD: 2027-2030

Massachusetts Manufacturing and the National Outlook

Manufacturing is entering a period of rapid technological change, tightening labor markets, and shifting supply chain and defense priorities. National research firms — Deloitte, Industry Week, and RSM among them — are converging on a consistent set of themes for the second half of this decade: automation and AI adoption accelerating, capital spending shifting toward digital and smart-manufacturing tools, and workforce and supply-chain resilience becoming board-level priorities.



Innovation Funding with M2I2 and MMAP

Over the last five years the Massachusetts Manufacturing Innovation Initiative, has supported 171 grants to help innovators who are ready to begin manufacturing their hardtech products.

SURVEY INSIGHTS

In 2026, what percent of Massachusetts manufacturers plan to make an investment in capital equipment?



NATIONAL TRENDS

SHAPING 2027–2030

2x *expected growth in robot & cobot adoption by 2027-28*

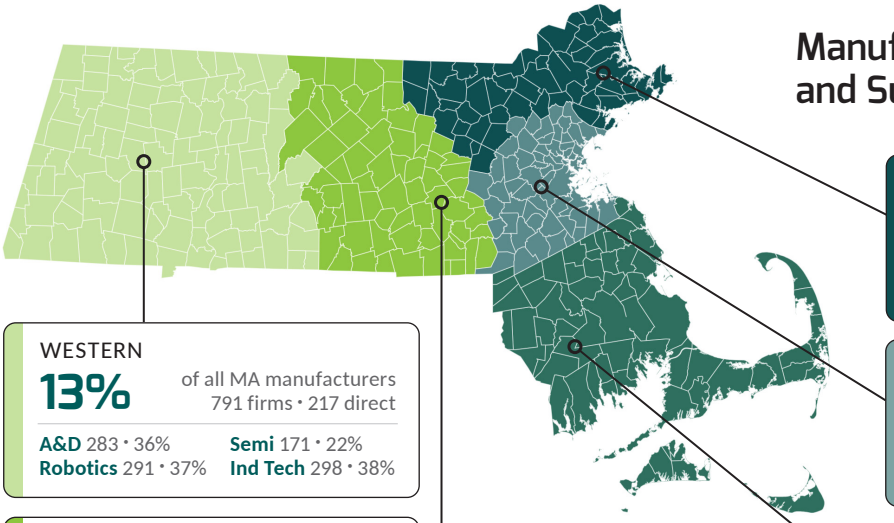
80% *of manufacturers plan to increase spending on smart manufacturing*

81% *of task hours are projected to still require human involvement*

2026 *The year operational agility becomes a baseline survival requirement, not a differentiator*

Sources: *Deloitte 2026 Manufacturing Industry Outlook; RSM US Manufacturing & Industry Outlook; Industry Week; Manufacturing Dive.*

Manufacturing by Region and Supply-Chain Role



WESTERN
13% of all MA manufacturers
791 firms • 217 direct
A&D 283 • 36% **Semi** 171 • 22%
Robotics 291 • 37% **Ind Tech** 298 • 38%

CENTRAL
18% of all MA manufacturers
1,077 firms • 365 direct
A&D 427 • 40% **Semi** 284 • 26%
Robotics 475 • 44% **Ind Tech** 451 • 42%

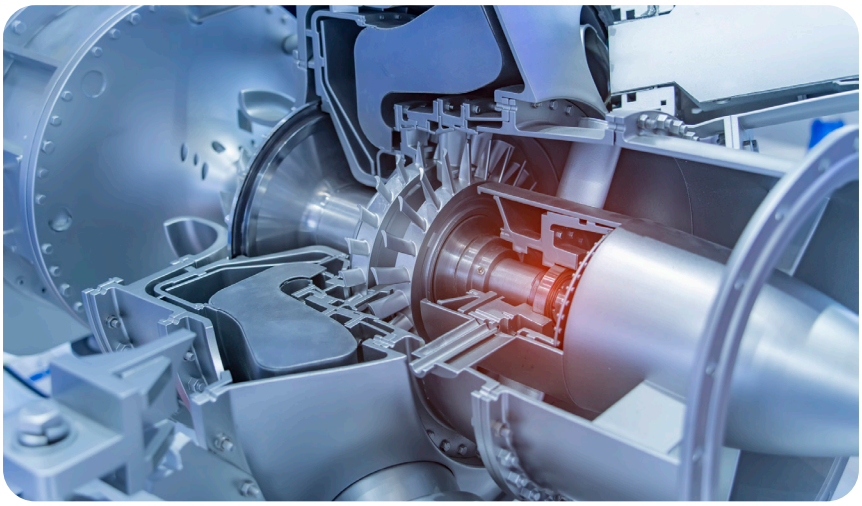
NORTHEAST
22% of all MA manufacturers
1,304 firms • 472 direct
A&D 538 • 41% **Semi** 370 • 28%
Robotics 548 • 42% **Ind Tech** 575 • 44%

EAST CENTRAL
28% of all MA manufacturers
1,670 firms • 437 direct
A&D 500 • 30% **Semi** 276 • 17%
Robotics 510 • 31% **Ind Tech** 505 • 30%

SOUTHEAST
19% of all MA manufacturers
1,138 firms • 282 direct
A&D 347 • 30% **Semi** 196 • 17%
Robotics 332 • 29% **Ind Tech** 355 • 31%

DEFENSE AND ADDITIVE MANUFACTURING

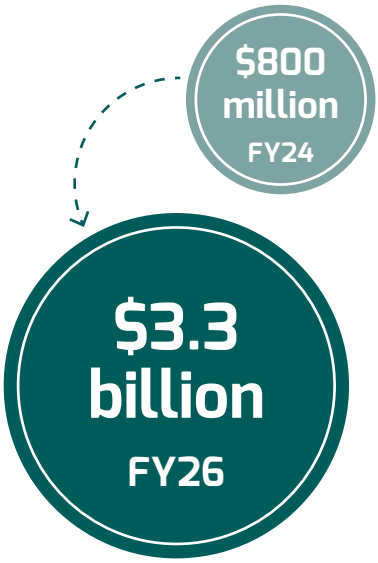
The Aerospace Opportunity



The Department of Defense has moved additive manufacturing from a pilot technology to a funded strategic priority — DoD additive manufacturing investment has grown from roughly $800M in FY24 to a projected $3.3B in FY26. A recent NDAA provision restricting domestically-sourced titanium and other critical materials for defense platforms is reinforcing pressure to qualify U.S.-based additive suppliers, and joint certification work underway between the University of Oklahoma, Oak Ridge National Laboratory, and the Air Force Sustainment Center is aimed at accelerating qualified part production for aerospace and sustainment applications. At the same time, analysts (including a widely-read War on the Rocks critique) have cautioned against "additive absolutism" — a reminder that scaling additive manufacturing responsibly, with the right quality and workforce systems in place, matters as much as scaling it quickly.

Massachusetts is well positioned to compete for this opportunity, but our survey data shows a gap between the scale of the opportunity and current adoption on the shop floor.

The U.S. Department of Defense has grown its additive manufacturing investment more than 300% since FY24.



21%
of MA manufacturers are actively scaling additive manufacturing

34%
are very confident in their readiness for this industry

MA Aerospace & Defense: By the Numbers

- **41,132 jobs** and **$15.9B** in annual output across the Commonwealth's aerospace and defense manufacturing base.
- **$16B** in combined DoD and DHS contract awards flow to Massachusetts companies each year.
- Average annual wage of **$124K** in the sector, well above the state manufacturing average.
- **250+** companies participate in the submarine industrial base supply chain, representing **$1.44B** in awards.

SURVEY INSIGHTS

What percentage of the Commonwealth's manufacturers plan to introduce a new product or service in 2026?

55%
plan to introduce a new product or service

Sources: *U.S. Department of Defense budget documents; NDAA FY2026; War on the Rocks; MassMEP VoM Survey 2026; Massachusetts aerospace/defense industry data.*



APEX Accelerator Awarded to MassMEP

MassMEP was awarded a Massachusetts APEX Accelerator, funded by the Department of Defense's Office of Small Business Programs, to help Massachusetts manufacturers navigate and win government contracts.

The Accelerator provides free, one-on-one counseling on contract readiness, certifications (including CMMC), bid and proposal support, and connections to federal, state, and local government contracting opportunities — directly addressing the readiness gap our survey identifies.

MassMEP's program is positioned among a small number of APEX Accelerators nationally piloting closer integration between contracting assistance and manufacturing extension services.

MA APEX presents informative, relevant training workshops geared to all levels of industry, along with counseling services, events, and BidMatch notification to guide clients through all facets of contracting.

SURVEY INSIGHTS



How confident are you that your company is secure from hacking, data breaches and other technology threats?

- **35%:** *Very confident*
- **57%:** *Somewhat confident*
- **7%:** *Not confident*
- **1%:** *Have not evaluated*

How much are cybersecurity and customer compliance requirements impacting your ability to win or keep business?

- **34%** *not at all*
- **48%** *somewhat*
- **18%** *significantly*

A COMPARISON

Massachusetts and the National Outlook

Our 2026 Voice of the Manufacturer survey collected responses from 198 Massachusetts manufacturers. Below, we line up the national outlook against what our own companies are telling us — showing where the Commonwealth is tracking with the national curve, and where it is moving at its own pace.



TREND	NATIONAL OUTLOOK	MASSACHUSETTS VoM 2026
Automation & AI	Robot/cobot adoption expected to double by 2027–28; AI investment accelerating across the sector.	58% name automation among their top 2026 priorities; investment plans are outpacing current deployment.
Capital Investment	80%+ of manufacturers plan increased smart-manufacturing spend through 2027–30.	77% plan capital equipment investment in 2026 — a strong signal of confidence despite economic headwinds.
Workforce	Skilled-trades shortage and human task-hours (81%) remain a structural constraint even as automation scales.	Hiring and skills gaps remain the top-cited growth limiter; companies are leaning on training and non-wage incentives to compete for talent.
Supply Chain & Agility	Tariff and policy uncertainty is cited as a leading source of economic unease heading into 2026–27.	Growth limiters point to persistent supply-chain and cost pressure; diversification and local sourcing are rising priorities.
Digital Transformation	Digital transformation treated as foundational infrastructure, not an optional upgrade, by 2027–30.	Companies are split between active digital transformation and a wait-and-see posture — signaling room to accelerate.

"Manufacturing is not a legacy industry — it's the industry that will define how Massachusetts competes in the next decade. Our job is to make sure our companies have the tools, talent, and advocacy to get there first."

— **KATHIE MAHONEY,** *MassMEP President*

BUILDING THE MANUFACTURING WORKFORCE

Opportunity Through Workforce Development



In addition to the Manufacturing Advancement Center Workforce Innovation Collaborative (MACWIC), MassMEP delivers a diverse portfolio of workforce initiatives designed to reach individuals at every stage of the talent pipeline. Programs such as Veterans RISE, the Uniquely Abled Academy, Blackstone Valley YouthWorks, NextGen, Women in Manufacturing, Innovets, and Registered Pre-Apprenticeships create specialized pathways for underrepresented populations seeking careers in advanced manufacturing.

MassMEP's Registered Pre-Apprenticeship program exemplifies this comprehensive approach. Participants complete 165 hours of industry-driven instruction while earning multiple industry-recognized credentials, including MACWIC Level 1, OSHA-10 General Industry, ISO 9001 Awareness, Tooling U Supply Chain, and Lean Manufacturing. The curriculum also incorporates AI in Manufacturing, maintenance fundamentals, blueprint reading, metrology, problem solving, teamwork, and career readiness. Industry tours, employer networking events, and individualized case management ensure participants transition successfully from training into employment.

Looking ahead, MassMEP is accelerating its workforce strategy through expanded MACWIC credentialing, additional Registered Pre-Apprenticeship cohorts, the Polaris Good Jobs Initiative, and deeper partnerships with our partners statewide. Together, these initiatives are creating seamless career pathways that begin in the classroom, continue through hands-on workforce training, and culminate in meaningful manufacturing careers.

102 participants completed the pre-apprenticeship and MACWIC trainings

50% individuals secured employment in manufacturing

45 new employer and community partnerships were established

46 schools participating in the MACWIC Level 1 & 2 Credential Program



Through these initiatives, employers gain access to a growing pipeline of highly trained, job-ready candidates, while participants acquire the technical competencies and confidence needed to build long-term careers.

SURVEY INSIGHTS

At this moment in time, how many job openings exist in your company?



- **19%:** *None*
- **53%:** *1–4 openings*
- **19%:** *5–9 openings*
- **9%:** *10-50+ openings*

What are your top three selling points to attract and retain new employees?

#1 *work environment*

#2 *compensation and benefits*

#3 *work-life balance*

What are the top options your company will implement to address workforce challenges and fuel growth?

#1 *implement new technologies*

#2 *offer employee training*

#3 *increase wages and salaries*

#4 *grow hiring pool by exploring nontraditional workers*

#5 *allow for more remote work and flexible schedules*

SUCCESS STORY

Ruland Manufacturing

RULAND MANUFACTURING is a precision manufacturer in Marlborough, Mass., that specializes in high-performance shaft collars, rigid couplings, and zero-backlash motion control couplings. Their products are sought after by design engineers, manufacturers and high tech industry clients alike.



THE CHALLENGE

At Ruland Manufacturing, one of the core values is People. As the company began expanding its involvement in the community through internships, facility tours, and manufacturing information sessions, they were looking for opportunities to put that value into action and share their passion for manufacturing. Company leaders reached out to MassMEP and were thrilled to discover how closely their goals aligned, particularly the shared commitment to developing the manufacturing workforce and introducing more people to the opportunities available in the industry.

THE SOLUTION

Ruland Manufacturing received a $103,200 grant through the state's Workforce Training Fund Program to train 65 workers. This partnership program, heavily supported by MassMEP, helps small and medium-sized manufacturers build technical skills, increase productivity, and create sustainable regional jobs.

Ruland has also partnered with MassMEP's Wind Works Teacher Externship initiative. Ruland hosts local educators at their advanced manufacturing facility in Marlborough, MA, giving teachers firsthand industry exposure so they can inspire the next generation of manufacturing talent

"Working with MassMEP is not only an opportunity to support your own workforce needs — it is also a chance to recognize the people already doing the work, strengthen the broader manufacturing community, and help build excitement about the future of the industry."

— **LISA WHITE**
Human Resources Manager

SUCCESS STORY

EIS Wire & Cable, Inc.



EIS WIRE & CABLE in South Hadley, Mass., operates with a dedicated team of approximately 75 staff members. The company specializes in manufacturing a wide range of custom-designed and standard wire and cable products, from single conductor hook-up wire to complex multi-conductor composite cables.

THE CHALLENGE

EIS Wire & Cable sought to enhance its production efficiency by reducing scrap and inefficiencies in its primary extrusion process while also developing its engineering staff. The company aimed to equip engineers with critical problem-solving skills, such as DMAIC methodologies and applied statistics, to drive continuous improvement initiatives.

By fostering observational, analytical, and interpersonal skills, EIS intended to create a workforce capable of leading successful Lean Six Sigma Green Belt projects and expanding its continuous improvement program.

THE SOLUTION

Recognizing the need for a structured problem-solving approach, EIS enrolled in MassMEP's Green Belt Training Program to gain Lean Six Sigma expertise and streamline operations, reduce waste, and improve overall process control.

The training covered essential Lean methodologies, which participants were required to apply to their projects as part of the program. These included recognized processes to enhance workplace organization, identify inefficiencies, determine key scrap contributors, ensure accurate measurement systems, and reduce unnecessary movements and operational inefficiencies.

"The Green Belt Training Program provided by MassMEP was instrumental in helping us refine our processes and reduce operational waste. By applying Lean Six Sigma principles, we achieved significant cost savings and improved efficiency in our extrusion process."

— **ERICK POOCK**
Engineering Manager

RESULTS

79% savings on primary setups led to cost reduction

$173,448 in savings by reducing inefficiencies

Updated equipment and simplified work instructions

Process improvements and long-term operational gains

Economic Impact of Manufacturing in Massachusetts

The survey numbers are based on 4 quarters (5 years) of surveys conducted by an outside third-party resource, Q121-Q126.

37,525 Jobs
created and retained
paid a total of $2.6B in employee wages and benefits

$5 Billion
GSP (value added)
contributed or retained

$1.5 Billion
tax and non-tax
revenues generated

$11 Billion
economic output
increased or retained

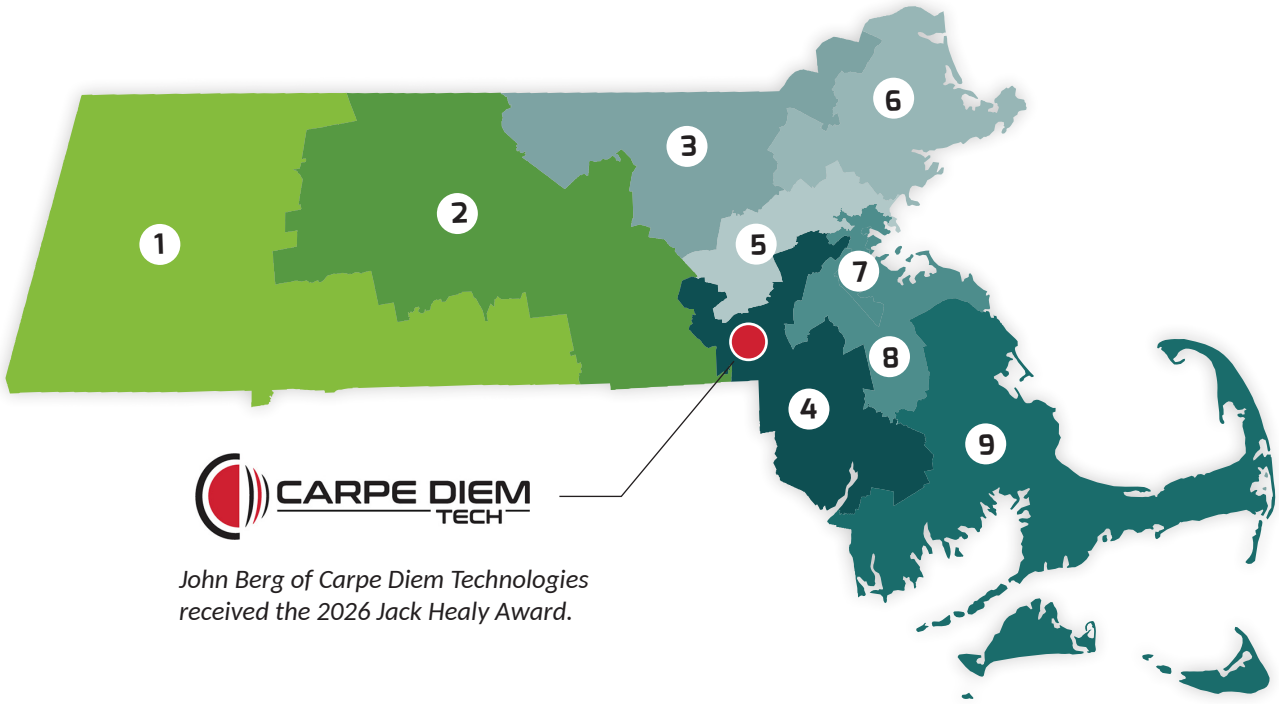
229,000
total employees
employed in manufacturing as of November 2025

+7.7% *to* GDP
manufacturing industry's contribution to the state's total gross domestic product



5-YEAR IMPACT OF MASSMEP ASSISTANCE

Economic Data from Our Nine Congressional Districts



John Berg of Carpe Diem Technologies received the 2026 Jack Healy Award.

FIVE-YEAR DIRECT IMPACT

MassMEP Direct Impact through client work is created locally across the Commonwealth.

DIRECT IMPACT	DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5
New Jobs	418	372	335	399	67
Retained Jobs	2,674	1,484	864	1557	138
Total Jobs	3,092	1,856	1199	1956	205
New Sales	$63,347,197	$79,823,300	$59,219,500	$96,834,150	$7,937,000
Retained Sales	$315,361,225	$178,595,976	$147,440,500	$232,930,000	$7,118,500
Total Sales	$378,708,422	$258,419,276	$206,660,000	$329,764,150	$15,055,500
Cost Savings	$12,534,660	$10,677,400	$9,429,297	$15,217,650	$2,512,650
Avoided/Saved Investments	$9,566,350	$9,652,225	$7,709,878	$6,539,450	$944,500
TOTAL INVESTMENTS	**$87,280,127**	**$88,126,539**	**$28,251,535**	**$51,507,216**	**$7,836,775**

DIRECT IMPACT	DISTRICT 6	DISTRICT 7	DISTRICT 8	DISTRICT 9
New Jobs	267	79	275	218
Retained Jobs	752	226	598	1,206
Total Jobs	1,019	305	873	1,424
New Sales	$19,028,000	$4,036,000	$36,339,038	$43,021,415
Retained Sales	$72,815,000	$6,300,000	$53,710,000	$124,104,000
Total Sales	$91,843,000	$10,336,000	$90,049,038	$167,125,415
Cost Savings	$8,210,420	$685,400	$4,637,600	$11,176,738
Avoided/Saved Investments	$5,278,800	$756,600	$2,234,875	$7,641,230
TOTAL INVESTMENTS	**$37,921,976**	**$1,973,150**	**$46,963,832**	**$33,532,830**

**Impact numbers are based on survey results reported in Q221-Q126.*



FIVE-YEAR ECONOMIC IMPACT

Economic Impact is created through our partnership in the federal investment into the national manufacturing sector.

ECONOMIC IMPACT	DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5
Jobs	7541.71	4773.42	2832.59	5860.76	595.36
Employee Compensation	$649,606,408	$429,290,863	$276,674,676	$484,224,048	$60,626,497
Value Added	$1,071,015,287	$701,813,599	$446,900,181	$796,091,263	$102,767,468
Output	$2,551,889,007	$1,617,350,153	$942,426,723	$1,643,649,238	$206,225,514
Labor Income	$710,621,488	$478,541,237	$296,694,737	$525,736,718	$65,227,524
State Tax	$46,398,416	$31,325,209	$18,795,294	$33,651,797	$4,248,301
Fed Tax	$159,912,696	$109,135,036	$69,632,587	$121,761,649	$15,233,046
Fed & State Total	$206,311,112	$140,460,246	$88,427,881	$155,413,446	$19,481,347
GRAND TOTAL TAX	**$237,339,647**	**$161,430,283**	**$99,753,340**	**$176,092,594**	**$22,130,723**

ECONOMIC IMPACT	DISTRICT 6	DISTRICT 7	DISTRICT 8	DISTRICT 9
Jobs	2528.17	674.75	2207.99	3804.23
Employee Compensation	$258,177,285	$56,772,513	$213,058,600	$363,849,987
Value Added	$451,598,271	$99,017,868	$341,674,288	$640,313,947
Output	$897,211,430	$204,145,621	$612,613,812	$1,301,003,795
Labor Income	$275,530,575	$61,832,155	$235,537,862	$404,102,501
State Tax	$20,016,303	$4,204,384	$13,921,165	$27,423,802
Fed Tax	$67,371,155	$14,561,238	$53,786,751	$96,351,367
Fed & State Total	$87,387,458	$18,765,622	$67,707,915	$123,775,168
GRAND TOTAL TAX	**$100,465,403**	**$21,511,985**	**$75,546,311**	**$140,674,998**

**Impact numbers are based on survey results reported in Q221-Q126.*

TURNING SIGNALS INTO RESULTS

Building Opportunities by Diversifying the Supply Chain



A supply chain is only as strong as the diversity behind it. When a manufacturer depends on one customer or one sector, a lost contract, a policy shift, or a downturn doesn't stop at that company. It ripples through every supplier connected to it.

The MassMEP Voice of the Manufacturer survey shows where the pressure sits. Finding and reaching new customers ranks alongside the skilled labor shortage as one of the two hardest problems manufacturers face, and expanding into new markets is one of the priorities they name most often. Manufacturers are also clear about what they need from lawmakers: business-friendly policies ranked first, with job creation and economic growth in the top five. This is not a company-by-company issue. It is a structural gap in how the Massachusetts supply chain connects what manufacturers can already do to the buyers who need it.

The Commonwealth is sending the same signal. Clean energy manufacturing has real, funded demand behind it through MassCEC. Defense manufacturing has a parallel tailwind: the Governor's SHIELD Working Group report names MassMEP as one of the organizations the Commonwealth is counting on to connect its manufacturing base to that opportunity. The report also confirms what MassMEP hears from manufacturers every day. Massachusetts has real supply chain capability that simply is not visible enough to the buyers looking for it. Clean energy and defense are the starting points, and the approach transfers to any industry.

MassMEP turns those signals into results, one company at a time. Through the Pivot Ready Workshop and Technology-Driven Market Intelligence (TDMI), manufacturers identify where their capabilities can sell, build the case for that market, and reach the right buyer. AI tools speed up the research so manufacturers can move faster. Every new market entered creates the skilled roles that the workforce shortage makes hardest to fill. That is how growth at one company becomes job creation, economic growth, and a stronger, more diversified supply chain.

SURVEY INSIGHTS



What should be the top priorities for Massachusetts lawmakers to support manufacturing?

#1 *business-friendly policies*

#2 *more capital equipment grants*

#3 *lower/reform taxes*

#4 *job creation and economic growth*

#5 *regulatory/mandates reform*

Five Years of M2I2 & MMAP

SURVEY DATA	2022	2023	2024	2025	2026 (Q1)
New Jobs	14	153	46	46	159
Retained Jobs	0	156	169	113	32
Total Jobs	14	309	215	159	191
New Sales	$121,000	$2,522,538	$950,000	$1,920,000	$10,025,000
Retained Sales	$-	$22,300,000	$24,050,000	$1,525,000	$-
Total Sales	$121,000	$24,822,538	$25,000,000	$3,445,000	$10,025,000
Cost Savings	$6,000	$2,058,003	$3,088,500	$2,452,100	$867,000
Avoided/Saved Investments	$250,000	$1,362,927	$3,148,500	$1,500,100	$800,000
Total Investments	**$288,000**	**$15,014,376**	**$8,655,646**	**$7,532,350**	**$4,161,000**

IMPLAN DATA	2022	2023	2024	2025	2026 (Q1)
Jobs	42	912	769	334	415
Employee Compensation	$3,800,054	$87,226,428	$70,044,488	$29,524,321.95	$38,651,522
Value Added	$6,308,849	$147,620,271	$121,154,467	$52,061,856	$83,136,922
Output	$21,473,005	$316,905,510	$375,720,776	$123,392,340	$163,184,199
Labor Income	$4,057,853	$95,695,390	$76,505,822	$31,808,195	$42,367,927
State Tax	$319,495	$6,330,702	$5,716,751	$2,287,530	$3,387,157
Fed Tax	$1,013,686	$22,690,793	$18,296,081	$7,529,711	$10,882,477
Fed & State Total	$1,333,182	$29,021,495	$24,012,832	$9,817,241	$14,269,634
GRAND TOTAL TAX	**$1,543,405**	**$33,126,508**	**$28,365,331**	**$11,412,396**	**$16,313,590**

SUCCESS STORY

Amramp Accessibility



AMRAMP ACCESSIBILITY, located in Randolph, Mass., manufactures ramps, and sells a range of accessibility products designed to help individuals with mobility limitations regain independence and "find their forward". With 60 employees, Amramp serves residential and commercial markets through a national franchise network.

THE CHALLENGE

Since 2021, Amramp has undergone major operational and technological changes. While these were significant advancements for a small manufacturer, they presented challenges in workforce Safety, and process efficiency. The company committed to work on those challenges while focusing on improving efficiency, reducing waste, and maintain profitability without sacrificing quality.

THE SOLUTION

Amramp partnered with MassMEP to assist them to obtain grant funding for a robotic arm. They also implemented a series of targeted training and improvement programs, which empowered employees to identify and solve problems on the shop floor. This led to seven follow-up improvement projects initiated by their internal teams. A culture of engagement and ownership across departments developed.

"TIPS (Team Involvement Problem Solving) delivered by MassMEP project manager Joe Simao, was key. It helped level up the team. They were empowered and excited to identify problems on the shop floor and then take them on and make improvements!"

— **CONNOR SWEENEY**
Executive VP of Operations/Mfg.

A COMMUNITY OF PEERS AND SUPPORT

Benefits of Joining MassMEP Membership Program



More Than a Membership

At the heart of the MassMEP Membership Program is peer-to-peer connection. Quarterly Executive Roundtables bring manufacturing leaders together for candid conversations around strategic challenges. Peer Learning Sessions give frontline professionals an opportunity to exchange practical ideas and learn from real-world experiences. MassMEP offers three membership levels for a custom level of engagement: Workforce, Innovator, and Growth.

A Community Built for Manufacturers

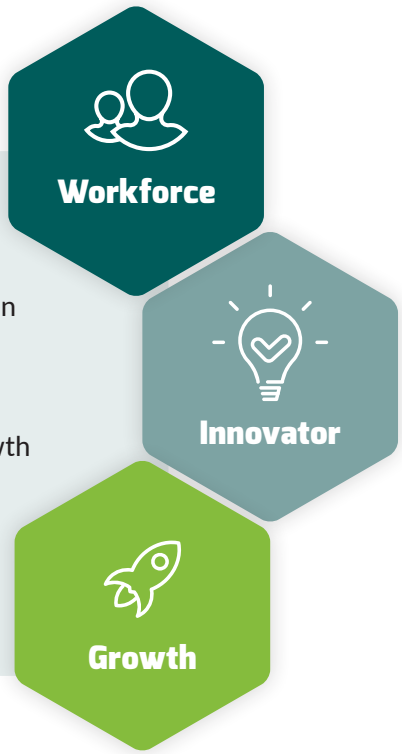
Massachusetts manufacturers are navigating shared challenges, from workforce development to productivity and growth. The MassMEP Membership Program was created to help manufacturers address these challenges through year-round access to resources, expertise, and, importantly, one another.

"We've gotten a lot of value out of our MassMEP membership. The Roundtables and innovation programs have been helpful in how we think about our growth objectives. The other secret ingredient is connecting with other manufacturers dealing with similar challenges."

— **ALEX MCGILL,** *President, McGill Hose & Coupling*

Become a MassMEP Member

- Membership is open to Massachusetts manufacturers looking to strengthen their connection to MassMEP, their peers, and the broader manufacturing ecosystem.
- Connect with the MassMEP to learn about Workforce, Innovator, and Growth membership options and find the right fit for your organization.
- Because sometimes the most valuable resource available to a manufacturer is another manufacturer who has faced the same challenge.



Meet MassMEP's Growth Members

Growth

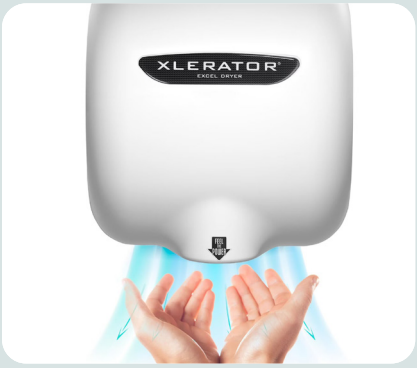
DEXTER RUSSELL

For more than 200 years, Dexter-Russell has been part of the fabric of American manufacturing. Its story began in 1818 in Southbridge, Massachusetts, when Henry Harrington established what would become the first cutlery company in the United States. Today, Dexter-Russell continues that legacy as a leading American manufacturer of professional cutlery and tools. From professional kitchen knives and its iconic SANI-SAFE® line to fishing, food-processing, and industrial tools, Dexter products are built for the people who depend on their tools every day.



EXCEL DRYER

Excel Dryer is a family-owned manufacturer and a recognized leader in high-efficiency hand drying solutions, best known for its XLERATOR® Hand Dryer. Excel Dryer manufactures its products in East Longmeadow, Massachusetts, supporting local jobs and a strong domestic supply chain. Excel Dryer has built a workplace culture centered on its people and has earned recognition as a Great Place to Work.® The company's dual focus on innovation and its employees demonstrates how a manufacturer can compete globally while continuing to invest in its workforce and its community.



HARMONIC DRIVE

Harmonic Drive is a global leader in precision motion control technology with over 60 years of innovation. Based in Massachusetts, the company designs and manufactures high-performance servo actuators, gearheads, and gear components known for their zero-backlash strain wave gearing, delivering exceptional precision and reliability for industries such as robotics, aerospace, medical devices, and advanced automation. With a strong focus on collaboration, Harmonic Drive partners with companies of all sizes to develop customized solutions for complex applications.



THE COATING HOUSE, INC.

Founded in 1980, The Coating House is an East Longmeadow-based manufacturer specializing in fasteners and pre-applied adhesive coating solutions. The Coating House provides uncoated and custom fasteners, as well as its PAAC'D® (pre-applied adhesive-coated fasteners). The company serves a range of industries including aerospace, automotive, medical, defense, electronics, robotics, and industrial manufacturing. In addition to fastener products, The Coating House provides secondary services including kitting, plating, product consulting and part sorting.





















MassMEP | MEP National Network™

508.831.7020 | massmep.org