



Manufacturing Modernization **Workforce Transformation**

July 14, 2026

Manufacturing Modernization

Today's Presenters



Jose Sanchez

Manager
CFO & Business
Consulting

- Workforce Management (WFM) Lead for Forvis Mazars and brings in-depth knowledge of business operations, strategic planning, and system implementations.
- Additional specialty in Project / Program Management, Time & Labor, Staffing and Scheduling with a focus on End-to-End Transformation, Implementation and Testing. Worked on complex projects and programs involving over a dozen projects which he led workstreams and drove to completion while managing deadlines and ensuring the highest quality of delivery.



Lisa Voissard

Manager
CFO & Business
Consulting

- Organizational Change Leadership (OCL) Lead with extensive experience assisting organizations with evaluating their organization structure and effectiveness, streamlining their processes, implementing new technologies, and helping workforces to quickly adapt to change.
- Lead HR and Change Management for many organizational restructuring initiatives across Financial and Professional services companies. As well as on numerous ERP, HR technology, and business transformation initiatives.

Objectives

- Identify the **key challenges and opportunities** manufacturers face as they **modernize their workforce to meet evolving operational and skill demands**.
- **Recognize the critical role of frontline workers and supervisors** in driving consistent execution, enabling data-driven decisions, and sustaining performance in increasingly complex production environments.
- **Describe practical steps leaders can take to modernize their workforce**—through digital enablement, skills development, and workforce planning—**while effectively managing change and driving adoption**.



Business & Technology Consulting: Driving Transformation for Long-Term Success

We lead our clients through complex change by planning and executing mission-critical projects related to strategy, operations, resilience, and technology. Our professionals offer a unique combination of industry intelligence and hands-on delivery that helps clients adapt to, and thrive in, an ever-changing business, technology, and regulatory environment.



Drive Finance & Accounting Efficiency & Effectiveness

- Finance Target Operating Model
- Process Improvement & Costing Analysis
- Benchmarking
- Close Process Streamlining
- FP&A Solutions



Modernize ERP & Technology Solutions to Enable the Business

- ERP Evaluation & Selection
- ERP Implementation Support
- IT Assessment, Strategy, & Roadmap
- Cloud & Infrastructure Implementation & Modernization
- AI Strategy & Implementation



Plan for & Enhance the Value of M&A Activity

- M&A Playbook & Integration Management Office
- Operational Due Diligence
- Day 1 Readiness & 100-Day Planning
- Financial Reporting & Synergy Capture
- Performance Improvement & Turnaround

Finance & Accounting Transformation

ERP & Technology Modernization

M&A Value Creation

Strategy, People, & Change

Supply Chain & Operations Transformation

Organizational Resilience



Develop Strategy & Lead Through Change

- Strategy Planning & Facilitation
- Organizational Change Leadership
- Program & Project Management
- Target Operating Model Design
- Workforce Modernization



Help Improve Supply Chain & Operations

- Manufacturing Operations Improvement
- Supply Chain & Operations Assessment
- Inventory Assessment & Optimization
- Spend Management & Strategic Sourcing
- Warehouse & Distribution Assessment & Optimization



Help Protect Your Business From Disruptions

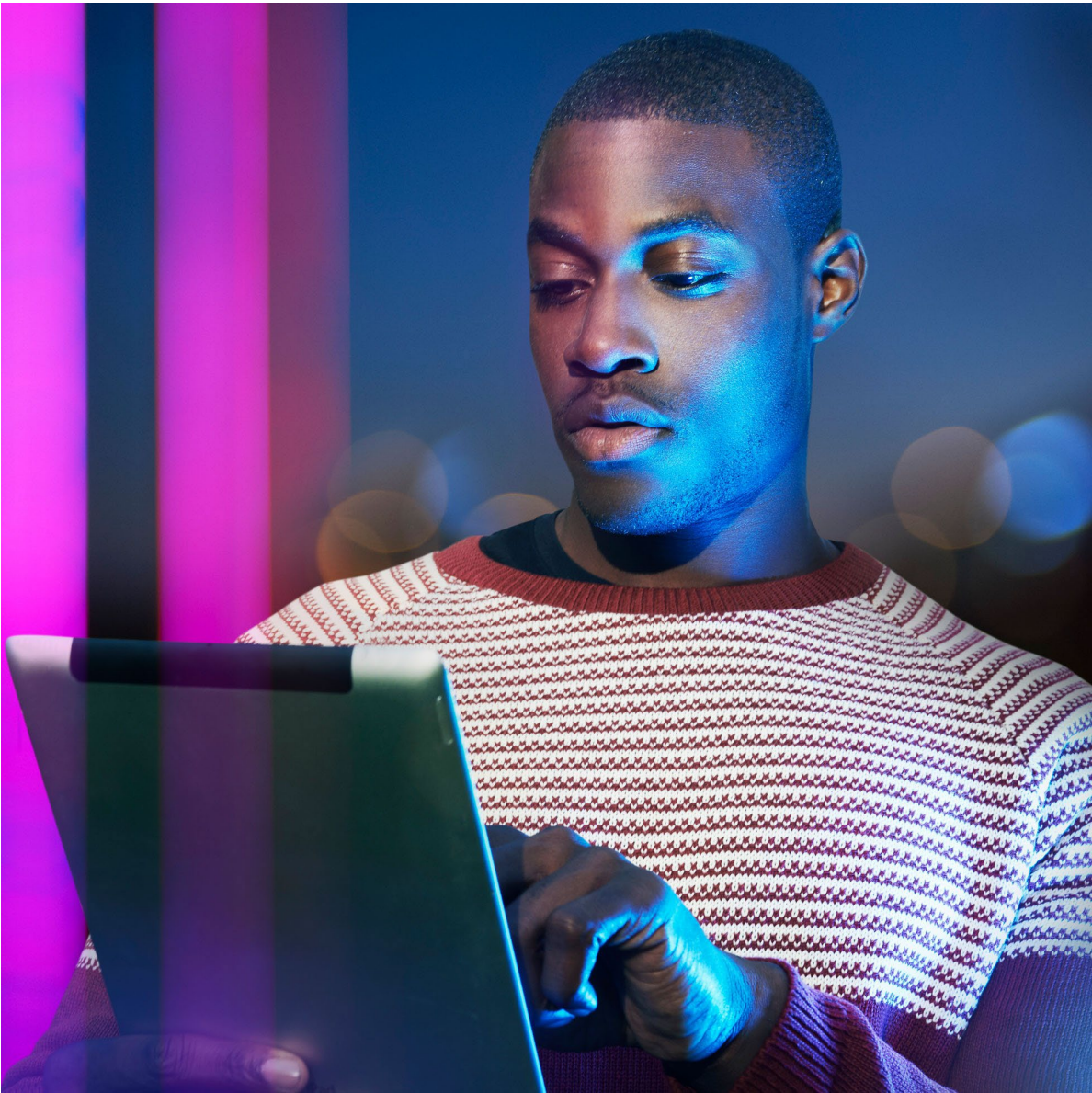
- Business Continuity Planning
- Crisis Management Planning
- Disaster Recovery Planning
- Emergency Management Planning



Workforce Transformation Capabilities

When our clients think about thriving in today's world, technology repeatedly jumps to the top of mind. But the driver for all technology is having a developed, highly skilled, and constantly evolving Workforce. Our objective is to support clients in navigating through transformational growth, whether it be improving business processes, engaging in new technology, optimizing current technology, all while creating a sustainable strategic and tactical alignment.

- | | | | |
|--|--------------------------------------|---|---|
|  | Solution Assessment & Selection |  | Implementation Planning & Project Rescues |
|  | System Implementation & Integration |  | Workforce Compliance |
|  | Process & Technology Design |  | Workforce Technology Evaluation |
|  | Upgrades, Enhancements, & Automation |  | Organizational Change Leadership |
|  | Training, Monitoring, & Support |  | Managed Services |



01

Why Workforce Modernization Is the Critical Lever

Technology alone does not modernize a plant—*people do*.

Manufacturers face accelerating retirements, skills gaps, rising expectations for safety and development, and increasing equipment and technology complexity.

A modern workforce is essential to achieving consistent execution, operational resilience, and sustainable productivity.



What a Modern Manufacturing Workforce Looks Like

From shop floor to *smart floor*: Enabling agile, tech-enabled teams

Key characteristics of a Modern Manufacturing Workforce include:

- Real-time digital guidance and connected worker tools
- Supervisors who act as coaches rather than firefighters
- Standardized, visual, point-of-use training
- Skills matrices aligned to production needs
- Cross-trained teams that flex with demand
- Data-informed decision-making embedded in daily routines

*“A modern workforce is **digitally enabled, flexible, and capable of making data-driven decisions at the line.**”*

Pain Points Holding Today's Workforce Back

Exposing the disconnect between *talent, technology, and operations*

Common challenges that limit workforce performance include:

- Reliance on tribal knowledge
- Inconsistent onboarding and certification processes
- Outdated or inaccessible SOPs
- Supervisors burdened with administrative tasks
- High variability across shifts and sites
- Training that lags behind equipment and process complexity



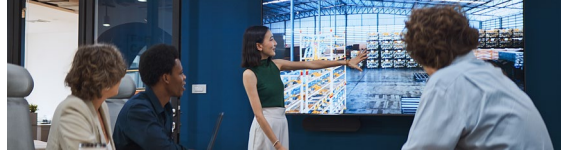
Modernization Levers

How Workforce Transformation Happens



Digital Enablement

- Connected worker platforms
- Digital work instructions
- Mobile checklists and guided workflows
- Real-time performance dashboards



Skills & Capability Building

- Skills matrices tied to production requirements
- Structured onboarding pathways
- Micro-learning and point-of-use training
- AR/VR for complex tasks



Supervisor Enablement

- Coaching routines and leader standard work
- Simplified administrative tasks through digital tools
- Daily management systems



Workforce Planning & Flexibility

- Cross-training strategies
- Demand-based staffing models
- Clear role definitions and progression pathways

02

Change Leadership: The Human Side of Modernization

Technology can transform operations—but *people can make it stick*.

Change leadership is the engine that turns modernization into *measurable impact* on the shop floor.



Change Leadership

The Human Side of Modernization



Successful modernization requires:

- Leadership alignment on the workforce vision
- Clear communication of what is changing and why
- Upskilling and reskilling plans
- Governance for multi-site rollout
- Reinforcement mechanisms such as coaching, KPIs, and recognition

03

Roadmap & Next Steps

The future of manufacturing depends on a workforce that is *agile, digitally enabled, and continuously learning.*



An Example Roadmap for Workforce Modernization

Turning workforce strategy into executable, scalable transformation.

Modernizing the workforce requires more than vision—it demands a clear path forward. This roadmap outlines the critical steps to move from current state to future capability.

Stage 1 — Stabilize

- Standardize SOPs
- Build skills matrices
- Establish baseline training

Stage 3 — Optimize

- Integrate data into daily decision-making
- Expand cross-training
- Introduce predictive analytics for workforce planning

Stage 2 — Digitize

- Deploy connected worker tools
- Introduce digital work instructions
- Enable supervisors with digital routines

Stage 4 — Transform

- Autonomous workflows
- AI-supported training and guidance
- Fully flexible, multi-skilled teams

Concerns about Workforce Transformation within Manufacturing

Pressing Questions

Workforce Transformation Questions & Concerns facing the Manufacturing Industry

- Is your workforce keeping pace with growing operational and technology demands?
- Are your digital investments translating into real adoption and measurable value on the shop floor?
- Are your supervisors enabled to drive performance—or overwhelmed by daily firefighting?
- Is change leadership strong enough to sustain workforce transformation across your organization?

Key Takeaways

- **Modernization starts with people** – technology only delivers value when the workforce is equipped, confident, and supported.
- **Digital enablement may accelerate performance** – connected tools, real-time guidance, and intuitive workflows reduce errors and variability.
- **Skills are often the new currency** – structured capability building, micro-learning, and AR/VR training close gaps faster and more consistently.
- **Supervisors / people managers are the linchpin** – coaching, leader standard work, and simplified routines improve frontline adoption and sustained improvement.
- **Flexibility can drive resilience** – cross-training and skills-based staffing create agile teams that adapt to demand and reduce downtime.
- **Change Leadership determines success** – clear communication, governance, and reinforcement ensure modernization sticks across sites.
- **Modernization is a journey** – Stabilize then digitize, followed by optimize and finally, transform. Each stage builds capability and confidence.

“Technology alone doesn’t
drive transformation —
people do.”

Questions?



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