



Manufacturing Modernization **Digital Transformation Now**

April 28, 2026

Manufacturing Modernization

Today's Presenters



Jonathan Stomberger

Principal
CFO & Business
Consulting












Christian Segurado

Senior Manager
Business Technology
Services

Digital Transformation Capabilities

Forvis Mazars can help support your organization with enterprise resource planning (ERP), customer relationship management (CRM), advanced technology, & managed service solutions.

Our end-to-end services can help clients achieve their digital transformation goals & include:

-  Solution Assessment & Selection
-  System Implementation & Integration
-  Process & Technology Design
-  Upgrades, Enhancements, & Automation
-  Training, Monitoring, & Support
-  Implementation Project Rescues
-  Business Intelligence (BI) & Analytics
-  Robotic Process Automation (RPA) & AI
-  Custom Application Development
-  IT & Cybersecurity Managed Services



Topics for Discussion

1. Why Digital Transformation Can't Wait: The New Manufacturing Growth Mandate
2. From Ideas to Impact: Building an Innovation Governance Model That Actually Works
3. Modernizing Manufacturing Starts with Alignment: People, Process, Data, and Technology
4. Scaling Innovation Without Burning Out Your Organization
5. AI in Manufacturing: Where to Start, What to Avoid, and How to Prove ROI
6. Breaking Silos to Accelerate Digital Transformation
7. Funding the Future: How Operational Efficiency Pays for Digital Transformation
8. From Legacy to Future-Ready: A Practical Roadmap for Manufacturing Modernization



Business Problems Manufacturers Face

Technology



Siloed and legacy systems

ERP, MES, shop-floor, and reporting systems are poorly integrated, creating data gaps and duplicate work. In addition, there is difficulty realizing ROI from prior tech investments (tools exist, but outcomes don't scale)

Weak data foundation for AI and automation

Poor data quality, inconsistent governance, and security concerns limit the ability to scale AI responsibly.

Process



Manual, fragmented processes across functions

Core manufacturing, supply chain, and finance processes remain labor-intensive and siloed, slowing throughput and increasing errors. This is even more crucial as margin & cost compression (price/margin pressure) forcing productivity and throughput gains.

Inability to scale beyond pilots and proofs of concept

Many manufacturers experiment with digital tools but lack governance and operating models to scale value enterprise-wide.

People



Misalignment between business, IT, and operations

Digital initiatives fail when strategy, plant leadership, IT, and finance are not aligned on priorities and outcomes – in alignment with strategic objectives.

Skills gaps and adoption resistance

Manufacturing teams struggle to adopt new digital tools, AI, and automation due to limited digital skills and change fatigue.

What Manufacturers Must Do to Stay Competitive (and How We Help)

Technology



An integrated, modern cloud based ERP + manufacturing architecture

Connect ERP, MES, shop floor, data, and analytics into a single backbone.

Establish trusted data foundations for AI

Focus on data quality, security, governance, guard rails and lineage before scaling advanced AI use cases.

Process



Move from pilots to scalable operating models

Establish clear intake, prioritization, governance, and value tracking so innovation doesn't stall.

Standardize and simplify core processes before scaling AI

Eliminate unnecessary complexity across manufacturing, supply chain, and finance before layering automation.

People



Build digital and AI-ready skills, not just deploy tools

Focus on upskilling, adoption, and practical enablement so AI and automation augment—not overwhelm—your workforce.

Align leadership, IT, and operations around outcomes

Treat digital transformation as a *business strategy*, not an IT project—shared KPIs, shared ownership.

How We Help

- ERP modernization (e.g., D365), system integration, data & analytics platforms, security-by-design architectures advisory.
- Process assessments/modeling/optimization, industry advisor, value-based use-case prioritization (BVAs), Automation roadmaps, Centers of Excellence (CoE) Implementation.
- Change leadership and management, role-based enablement, operating model design, adoption strategies.

Industry Trends Shaping the Manufacturing Digital Journey

Technology



Technology Trends

- 1. AI, robotics, and automation go mainstream**
Especially in warehousing, quality, maintenance, and production support.
- 2. Connected factories powered by IoT, edge, and cloud**
Real-time visibility across plants, assets, and supply chains becomes baseline, not optional.
- 3. Cybersecurity and data governance elevate to board-level concerns**
As factories become more connected, risk management must mature in parallel.

Process



Process Trends

- 1. From reactive to autonomous operations**
Processes shift toward event-driven, predictive, and eventually self-optimizing workflows.
- 2. Enterprise-scale automation replaces isolated use cases/view**
Focus moves to measurable, repeatable business value holistically (e.g. multi agent scenarios across functions)
- 3. Digital twins and simulation inform decisions**
Manufacturers increasingly test scenarios virtually before executing physically. (as more resourceful)

People



People Trends

- 1. Human + AI collaboration becomes the norm**
Workers increasingly partner with AI, copilots, and robotics rather than being replaced by them.
- 2. Digital skills become a competitive differentiator**
Manufacturers that invest in upskilling attract talent and sustain transformation momentum.
- 3. Change leadership matters more than technology selection**
Winning organizations outperform not by tools alone, but by adoption and execution discipline.

Key Takeaways

- Digital transformation is no longer an IT initiative—it's a growth and survival strategy.
- Innovation accelerates when governance enables speed instead of slowing it down.
- Scalable innovation only happens when all four pillars mature together.
- The goal isn't more projects—it's fewer, better, scalable ones
- AI success depends less on tools and more on readiness and governance.
- Transformation speed increases when silos disappear.
- You don't need a bigger budget—you need better allocation.
- Modernization is a journey—but it must start now, and it must be structured.

Manufacturers face a critical decision today: innovate now or risk falling behind competitors investing in artificial intelligence (AI) and other emerging technologies. Digital transformation is essential, beginning with aligning strategy, people, and execution around a unified vision. By integrating deep business insights with innovative digital tools, manufacturers can drive change, set clear priorities, and preserve their organizational culture.

How Forvis Mazars Can Help

Define AI Use Cases & Strategy

Identify high-impact use cases with a strategic roadmap that can help drive measurable, successful outcomes with confidence.

- AI Readiness Assessment
- AI Use Case Identification
- AI Strategy Development
- AI Roadmap Development

Modernize Data & Technology Foundation

Improve your data quality and infrastructure to support accurate, compliant, and reliable AI models that can deliver expected outcomes.

- Data Readiness Assessment
- Data Governance & Master Data Management
- Data Quality & Preparation
- Data & Technology Infrastructure Modernization

Implement & Deploy AI Solutions

Build and apply AI and automation solutions across your organization, supported by change management to drive adoption and sustained value.

- Technology Evaluation & Selection
- Automation Solution Development
- AI Solution Build & Implementation
- Organizational Change Leadership & Training

Manage AI Risk & Governance

Help protect your organization with clear oversight, accountability, and alignment to regulatory and organizational expectations.

- Governance & Policy Development
- Cybersecurity & Data Protection
- AI Risk Management, Compliance, & Controls
- Third-Party Risk Management

Questions?



Contact

Forvis Mazars

Jonathan Stomberger

Principal

P: 267.532.4313

jonathan.stomberger@us.forvismazars.com

Christian Segurado

Senior Manager

P: 410.346.5747

christian.segurado@us.forvismazars.com

The information set forth in this presentation contains the analysis and conclusions of the author(s) based upon his/her/their research and analysis of industry information and legal authorities. Such analysis and conclusions should not be deemed opinions or conclusions by Forvis Mazars or the author(s) as to any individual situation as situations are fact-specific. The reader should perform their own analysis and form their own conclusions regarding any specific situation. Further, the author(s)' conclusions may be revised without notice with or without changes in industry information and legal authorities.

© 2026 Forvis Mazars, LLP. All rights reserved.