



Powering Industry 4.0: Strategic Plan 2019-2021

Halftime Report

November 2020

Letter from Conexus Indiana's President and CEO



In 2018, Conexus Indiana executed a data-driven, industry-led strategic planning process to guide our organization's efforts through 2021. Focused on innovation and technology adoption, "Powering Industry 4.0" examined how Conexus should support the changing needs of Indiana's advanced manufacturing and logistics sectors and identified the programs, initiatives and ideas that would deliver meaningful impact in the coming years.

Conexus Indiana was founded in 2007 to position the Hoosier State as the best place for advanced manufacturing and logistics industries to invest, employ and succeed. By collaborating with industry, academic and public-sector partners on a shared vision for an innovative, skilled workforce and stronger business climate, Conexus Indiana has helped to create opportunities for advanced manufacturing and logistics companies, prepare Hoosiers to succeed in the state's largest industry sectors and maintain Indiana's competitive advantage.

While our mission has remained consistent over the past 14 years, the environment in which Indiana advanced manufacturing and logistics companies are operating is changing rapidly as technology, automation and data change the way we make and move things. Our industries and Conexus Indiana are at important inflection points.

Against this backdrop, Conexus Indiana engaged Fourth Economy Consulting and SmallBox in 2018 to develop a strategic plan that reflects the input of hundreds of industry, public-sector and education stakeholders. The plan has served us well as we have spent the last 18 months addressing the most pressing talent needs, providing peer-to-peer and thought-leadership platforms for our industry partners and built a strong and committed network of stakeholders to help us continue to identify and implement programs and share best practices. At the same time, we continued to share stories with

Hoosiers about the value of our industry sectors and promise of rewarding careers.

This Halftime Report provides a snapshot of our progress toward our strategic goals. It's important for us to show our progress, our successes and challenges as we continue to pivot in an ever-changing business environment. Our Halftime Report also demonstrates how we responded to the COVID-19 pandemic and delivered our programs and reached milestones during a national crisis. The global pandemic clearly was not reflected in our initial strategic plan, but I am proud of our work to move forward with innovative, effective programs during this challenging time.

Our plan is bold and we're well on our way to reaching our milestones and metrics. We hope you find this report useful, and we thank you for your continued support and partnership.

Best Regards,

J. Mark Howell

A handwritten signature in black ink, appearing to read "J. Mark Howell", written over a white background.



Strategic Plan Overview: Who We Are

The strategic planning process uncovered a call to action to ensure Indiana leads the way and fosters the next generation of talent in an Industry 4.0 economy.

With insights from hundreds of industry, public-sector and education stakeholders and subject matter expertise from nationally recognized consulting firm Fourth Economy, “Powering Industry 4.0” identifies the resources, platforms for collective action and innovative programs that will support the industry’s successful adoption of digital technologies.

Conexus Indiana has adopted this strategic plan, refined its mission, vision, and values and identified four strategic pillars, which serve as the organizational structure for Conexus Indiana’s work, to ensure Indiana remains a global leader in the advanced manufacturing and logistics industries.

This Halftime Report details our progress from the completion of the strategic plan in 2019 through October 2020 and outlines our work in the following four pillars:

Our Mission

Accelerate, promote, and grow Indiana’s advanced manufacturing and logistics economy by leading innovative collaborations among industry, academic and public sector partners.

Our Vision

Indiana’s leadership in advanced manufacturing and logistics is sustained for the next generations.

Our Four Pillars



Industry 4.0



Networked Community



Talent Continuum



Image and Awareness

Our Core Values

OPTIMISTIC

We are hopeful and confident in our future.

GENUINE

We are authentic and candid in our actions.

STRATEGIC

We are innovative and impactful in our pursuits.

THOUGHTFUL

We are purposeful and deliberate in our thinking.

GRITTY

We are bold and tenacious in our work.

INCLUSIVE

We are committed to driving diversity in the sectors we serve.



Anticipate: Industry 4.0

Indiana companies are at various stages of digital adoption, according to research conducted by Fourth Economy and supported by a separate report by Conexus Indiana and the Indiana University Kelley School of Business Center for Excellence in Manufacturing. Companies cited the lack of resources to support technology and innovation adoption and funding as barriers to their success. In response, Conexus Indiana formed the “Anticipate” pillar to support Indiana industries’ migration to Industry 4.0.

Focus

Conexus Indiana anticipates emerging technologies, systems and processes and provides the resources for Indiana to be a global leader in digital transformation and the next industrial revolution.

Strategic Plan Goals

- Create a pathway for the advanced manufacturing and logistics sectors to experience digital transformation.
- Facilitate the development of an environment for innovative new advanced manufacturing and logistics businesses and partnerships.

Progress Toward Goals

Manufacturing Readiness Grants

\$4.8M

Total awarded

51

Grants awarded

133

Submissions received

**Readiness grants are administered in partnership with the Indiana Economic Development Corporation to facilitate access to capital.*

Studies



Tech Adoption
Survey Results



Entrepreneurship
Study

Programs

Hosted advanced technology networking and education platforms for industry.

Emerging Technology
Showcases and Peer-
to-Peer events hosted

8

Diversity of topics

AI
IoT
Automation
Blockchain
Additive Manufacturing



Forge: Networked Community

A hallmark of Conexus Indiana's success since its inception has been its partnerships with industry, public-sector and education stakeholders who provide an inside-out view of the industries' challenges and opportunities. Through their lens, Conexus Indiana has developed programs, educated talent and educated state policymakers on issues important to the industries. Conexus Indiana formed the "Forge" pillar to continue - and broaden - its stakeholder network.

Focus

Conexus Indiana forges and strengthens industry competitiveness by connecting business, education and public-sector leaders to create strategies, build platforms, and execute programs for continued growth.

Strategic Plan Goals

Build a vibrant and engaged community of industry, academia, and public-sector representatives who are organized, industry-led, and enabled to take purposeful collective action to advance the industries.

Progress Toward Goals

Expanded the number of industry, public-sector and education stakeholders - known as the Networked Community - to support Conexus Indiana programs, events, councils and advisory boards.

The Conexus Indiana Networked Community

Q1 2019

113

Q1 2020

225

Successful pivot to virtual Industry Council annual event.

114 Increase in attendance 150
2019 2020
(anticipated)

Redesigned Industry Councils for optimum impact

53

Conexus Indiana
Logistics Council
members

47

Conexus Indiana
Manufacturing Council
members

**Enhanced membership requirements include annual financial commitment, engagement with Conexus events and programs and consistent council participation.*

Developed meaningful thought-leadership platform

2019 and 2020 Industry events
featuring council members and
nationally recognized thought-leaders

2020 State of Logistics Report

2020 Wage Data studies



Inspire: Talent Development

There are nearly 100,000 job openings in advanced manufacturing and logistics companies each year in Indiana. Many of those jobs are opportunity jobs, meaning they pay well, include benefits and are accessible at a sub-baccalaureate education level. As Industry 4.0 begins to transform skill requirements, there is a clear need for programming that will prepare talent for a digital factory. Conexus Indiana formed the “Inspire” pillar to motivate and educate the workforce of today and tomorrow.

Focus

Conexus inspires, motivates and prepares talent to fill thousands of high-tech job opportunities available today and the millions of new jobs still yet to be imagined.

Strategic Plan Goals

- Increase the number and diversity of people choosing advanced manufacturing and logistics career pathways.
- Ensure skill-based learning opportunities exist for all workforce levels.

Progress Toward Goals

Conexus broadens talent programs to reach student and adult populations.

High school students engaged in Conexus Hire Tech and Interns Program

2019

1,794

2020

2,312

No formal program established

2019

136

2020

Adults engaged in Catapult Indiana program

Conexus increases development opportunities for career and technical education teachers.

2019

17

Educators reached

2020

86

Conexus increases post-secondary student engagement and reach through virtual events in response to COVID-19 precautions.

2019

7

Emerging Leaders Events

2020

16

of Case Competition students

2019

119

2020

149



Amplify: Public Education and Awareness

“Not your grandfather’s manufacturing” is a saying that has been around for years. Yet, young adults and their parents still have a less-than-ideal image of what it means to have a career in the advanced manufacturing and logistics industries. Conexus Indiana’s own perception surveys confirm this notion. Conexus Indiana formed the “Amplify” pillar to shift the dialogue, broadcast the exciting opportunities available and encourage participation in Indiana’s most significant industry sectors.

Focus

Conexus amplifies and shares compelling stories about Indiana’s makers and movers to increase awareness of the industries’ impact on Indiana’s economy, on people’s lives and the career opportunities available.

Strategic Plan Goals

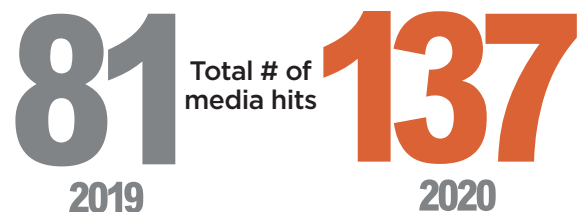
- Foster a widespread understanding of the impact of the industries on Indiana and the world.
- Cultivate positive perceptions of the opportunities offered by the industries. Promote pathways for all Hoosiers.

Progress Toward Goals

Virtual delivery of 2020 IBJ/Conexus Indiana annual industry event with global speakers and statewide reach.



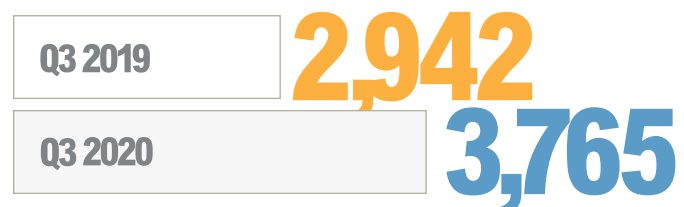
Increased traditional media coverage and amplified social media engagement.



M3 events rebranded, but paused in 2020 due to COVID-19.



Total # of social media followers



Conclusion:

Conexus Indiana has organized its work into meaningful and strategic pillars and has made great progress toward its goals of helping Indiana's advanced manufacturing and logistics industries usher in the Next Industrial Revolution. We've stepped back, reviewed our progress and are pleased with the impact we have had during the last 18 months. We are not done, have a lot of work still ahead of us and have engaged Fourth Economy for a fresh set of eyes on our work and our plan forward, including the release of a renewed strategic plan in spring 2021.

Our work is only possible with the support of our philanthropic, industry and public-sector partners who provide funding, and the hundreds of stakeholders around the state who help us imagine and implement the most impactful programs and policies to move our industries forward.