



BNMA

Advancing WNY Manufacturing

MANUFACTURERS Digest

Q2 2026

The Power of the Network

One of the greatest strengths of BNMA is not found in a program, event, or initiative—it is found in our members.

Every day, manufacturers across Western New York face challenges that require new ideas, trusted partners, reliable information, and strong industry connections. Through BNMA, members gain access to a network of companies and leaders who understand those challenges because they face them too.

This quarter, members came together to share best practices, explore new technologies, strengthen workforce pipelines, build business relationships, and engage in conversations that impact the future of manufacturing in our region. These interactions create real value—not just for individual companies, but for the entire manufacturing community.

The most successful manufacturing regions are not built by individual companies working alone. They are built by organizations that share knowledge, support one another, and collectively move the industry forward. That is exactly what BNMA members continue to do.

Thank you for your continued engagement, leadership, and commitment to strengthening manufacturing in Western New York. The impact of this organization is a direct reflection of the companies that make it possible.

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Dear BNMA Members,

As we move through the second quarter of 2026, I continue to be energized by the momentum building across the Buffalo Niagara manufacturing community. Every conversation, plant tour, networking event, and collaboration reinforces something we already know... manufacturing in Western New York is growing, rapidly evolving, and supporting this area. The BNMA will need to continue to support and evolve with it.

One of the most exciting developments on the horizon is the upcoming launch of the Manufacturing Exchange Portal (MXP), the BNMA's new commerce and member engagement engine. This platform represents a major step forward in how members connect, collaborate, and discover opportunities within our regional manufacturing ecosystem.

With MXP launching in the coming month, now is the time to update your company profile and member information. The quality and completeness of your profile will directly impact how your company is discovered when large OEMs, special interests groups, supply chain specialists, members and others search for suppliers, service providers, technologies, and strategic partners inside the new system. Simply put if you want to be found, now is the time to make sure your information is current.

We also have an exciting lineup of events still ahead this year.

In June, many of us will gather in the Southern Tier for Retool '26, an event focused on innovation, workforce development, manufacturing technology, and regional collaboration. Events like Retool continue to strengthen the connections between manufacturers, educators, economic development organizations, and technology leaders throughout our region.

Looking ahead to the fall, BNMA's premier annual event the MPOWER Conference returns October 8th. This time being held at Buffalo River Works. MPOWER continues to grow into one of the region's most impactful manufacturing events, bringing together thought leadership, industry leaders, innovators, educators, and decision makers for a day centered around manufacturing growth, technology, workforce, and collaboration. We are excited to continue building this event into a cornerstone experience for manufacturing in Western New York.

Beyond events, the BNMA continues expanding member value through new services and initiatives designed to create stronger business connections and leadership development opportunities.

We are actively developing Executive Peer Groups to give manufacturing leaders opportunities to collaborate, problem solve, and learn from one another in a trusted environment. At the same time, our committees and continued focus groups remain active around important topics such as sustainability, technology adoption, workforce engagement, and manufacturing innovation.



Programs like Technology Crossroads - Tech, Teach & Talk continue to create meaningful conversations between industry and education while helping expose emerging technologies and practical solutions that manufacturers can apply today. Look for this in June.

And of course, we remain committed to the networking experiences that have always been core to the BNMA including our golf outing, facility tours, educational sessions, and member networking events that help strengthen relationships throughout the manufacturing community. I'd encourage you to stay engaged and stay connected. Please continue reaching out to our board members, Peter, Hunter, or myself to share your thoughts. Let us know what you enjoy, what additional services or programming you would like to see, and how the BNMA can continue delivering value to your organization.

The strength of this alliance has always come from the participation and collaboration of its members. There has never been a better time to be a BNMA member, and we are excited about what lies ahead for manufacturing in our region.

Thank you for being part of the BNMA community.

Dominic Myers

dominic@properlyworks.com

Chair

Buffalo Niagara Manufacturers Alliance

Chair of the Board



DOMINIC MYERS

Dominic Myers is a true Western New Yorker through and through, completing the local “school trifecta” at ECC, Buffalo State, and the University at Buffalo, where he earned degrees in Electrical Engineering, Computer Science, and an Executive MBA. His manufacturing journey started where it matters most – on the shop floor – working hands-on in assembly and testing before growing into engineering, leadership, and executive roles spanning operations, business development, and global manufacturing programs. After helping build Buffalo Manufacturing Works’ automation team, Dominic launched Properly Works in 2019, transforming it from a technology consulting venture into a thriving custom automation and engineering solutions company. Since joining BNMA in 2024, he has brought energy, vision, and a deep passion for strengthening Western New York manufacturing and preparing the region for the future.

[Dominic@properlyworks.com](mailto:dominic@properlyworks.com)

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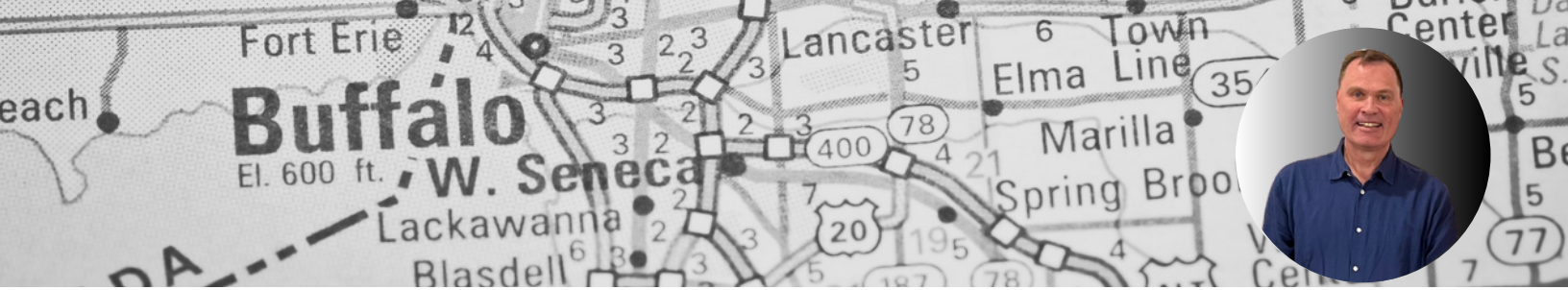
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Thank you to our BNMA Strategic Partner for their commitment to WNY Manufacturing



Members,

I hope this note finds you well. It has been a busy and rewarding quarter for WNY and the BNMA, and I am pleased to share a few highlights.

The quarter kicked off with our Reworld facility tour – a truly impactful experience. Feedback from participants was overwhelmingly positive, and I want to extend a sincere thank you to the Reworld team for being such gracious hosts. The timing made it all the more memorable, as one of our tour days happened to coincide with the Buffalo Sabres' first playoff appearance in 14 years!

Throughout Q2, we were proud to support a number of events that directly benefit our members and the broader community. Alden Central hosted their annual skilled trades career fair – always an impressive event – which this year expanded to include eight additional schools, giving even more students access to employer booths and industry panels. Our Major Sponsor, Odoo, hosted members at their offices for a thoughtful discussion on considerations when selecting an ERP system. And Dream It Do It (DIDI) held three STEM Wars competitions across our five-county region, drawing over 2,500 students who showcased projects they had been developing all year. The energy at each competition was remarkable.

On May 20th, Buffalo Business First held their annual Manufacturers Awards, and I am proud of the many BNMA members who were recognized for their excellence. Of special note, Terry Galani, Chairman & CEO of Sealing Devices, was named Manufacturer of the Year. Congratulations, Terry – it is well deserved.

On the technology front, work continues on our Manufacturers Exchange Portal (MXP), an AI-powered tool designed to help purchasing and supply chain managers connect with BNMA members. We plan to market this resource across New York, Pennsylvania, and Ohio, and will be hosting lunch-and-learns this summer to help members manage their profiles and respond to RFPs. Stay tuned for more details.

Looking ahead, our annual golf outing is coming up later in June. Those of you who joined us in past years know we've had our share of chilly, rainy days – so we moved the date in hopes of better weather. Fingers crossed. Additionally, please mark your calendars for October 8th for our MPower Conference and Tradeshow. Our site is live, and I encourage you to reserve your booth and tickets today.

Wishing you a wonderful summer. I hope you have some time to relax and enjoy a well-deserved break with family.

Warm regards, Peter.



A Cutting-Edge Workforce Solution Powered by Innovation and Partnership

A Dream It Do It WNY Perspective - By Todd Trantum, Executive Director of the Manufacturers Association of the Southern Tier & President of Dream It Do It Western New York

Dream It Do It Western New York (DIDIWNY) represents a forward-thinking, collaborative approach to workforce development that is redefining how students engage with advanced manufacturing careers. Serving the five-county region of Allegany, Cattaraugus, Chautauqua, Erie and Niagara Counties, the initiative is designed to energize and connect students with manufacturers and manufacturing career opportunities. DIDIWNY is on a mission to build a robust talent pipeline of students engaged with manufacturers and where manufacturers are engaged with students. DIDIWNY is connecting students with manufacturers through hands-on learning, career exploration, and credentialing opportunities.

At the heart of this effort is the Dream It Do It Advanced Manufacturing Program (DIDIAMP), a structured pathway that introduces students as early as middle school to real-world manufacturing experiences. Through camps, facility tours, coursework, and work-based learning, students gain both technical and professional (“power”) skills that align with employer expectations. This comprehensive model reflects a broader shift in workforce development toward experiential, career-connected learning.

A defining feature of the program is its innovative partnership with Tallo, a digital talent platform that enables students to build electronic profiles, connect with employers, and earn verifiable digital badges. Through this system, students accumulate achievements that translate into a tiered “belt” certification model. The belts range from Yellow Belt to Master Black Belt. Achieving belt levels is based on student engagement, skill development, and work experience.

This electronic badging and certification framework is closely aligned with current industry trends. Employers increasingly value skills-based hiring and digital credentialing, which provide more transparent and portable evidence of competencies than traditional transcripts alone. By allowing students to showcase their capabilities in a dynamic, digital format, the DIDIAMP system mirrors how modern employers recruit, evaluate, and develop talent. Additionally, the integration of real-world experiences such as internships and project-based learning helps ensure that credentials are not only earned but validated in authentic workplace settings.



A Cutting-Edge Workforce Solution Powered by Innovation and Partnership

The program's design also aligns strongly with New York State's broader educational and workforce priorities. The New York Inspires initiative emphasizes career readiness, experiential learning, and stronger connections between education and industry. Similarly, the "Portrait of a Student" framework highlights critical competencies such as communication, collaboration, problem-solving, and adaptability. The DIDIAMP model embeds these competencies directly into its certification requirements, particularly through its focus on work ethic, applied learning, and career exploration.

By blending academic preparation with industry engagement, Dream It Do It Western New York operationalizes these statewide goals in a tangible and scalable way. Students are not only exposed to career pathways but are actively building the skills, experiences, and credentials needed to succeed within them.

Ultimately, Dream It Do It Western New York stands as a cutting-edge example of how regional partnerships can drive meaningful change. By leveraging technology, aligning with industry needs, and supporting state education priorities, the program is reshaping perceptions of manufacturing while preparing the next generation for high-demand, high-skill careers.

To get involved or learn more go to www.didiwny.org or email us at info@didiwny.com. To start connecting with students that are part of the Dream It Do It Advanced Manufacturing Program go to <https://tallo.com/partner-account-request/>

Dream It Do It Western New York is powered by the Buffalo Niagara Manufacturers Alliance (BNMA) and the Manufacturers Association of the Southern Tier (MAST). The Buffalo Niagara Manufacturing Alliance (BNMA) and the Manufacturers Association of the Southern Tier (MAST) are united in a strategic partnership to strengthen the regional manufacturing economy and advance shared priorities for growth, innovation, and competitiveness. Together, we leverage our combined networks, resources, and expertise to support manufacturers of all sizes with the talent, tools, and insights needed to succeed in a rapidly evolving global economy. Guided by a shared vision of a thriving, future-ready manufacturing ecosystem, our organizations are committed to driving economic prosperity and creating lasting opportunities across Western and Southern New York.

CALENDAR 2026-2027

JULY 1, 2026 – JUNE 30, 2027

PROGRAMS & EVENTS	DATE	TIME	LOCATION
 Create Your Future Camp JHS 10 th /11 th	July 21/23 (tentative)	9 am – 2 pm	MTI @ JCC, Jamestown (CHQ)
 Manufacturing Mayhem Camp	July 2026	9 am – 2 pm	Niagara Falls P-Tech
 Manufacturing Mayhem Camp	August 3–7, 2026	9 am – 2 pm	MTI @ JCC, Jamestown (CHQ)
 Manufacturing Mayhem Camp	August 3–7, 2026	9 am – 2 pm	SUNY Niagara (NIAG)
 Girls in Manufacturing	September 2026 TBD	9 am – 2 pm	Northland (ERIE)

MANUFACTURING MONTH OCTOBER EVENTS

 Create Your Future	October 2–9, 2026 TBD – During Man. Week	9 am – 1 pm	Tesla (ERIE)
 MAST Annual Meeting	October 1, 2026	6 pm – 7:30 pm	Harbor Hotel
 Create Your Future	October 2, 2026	9 am – 1 pm	TBD – Manufacturer (NIAG)
 BNMA MPower Mnfg. Conference	October 8, 2026	1 pm – 7 pm	Riverworks
 TCAM Camp	October 9, 2026	9 am – 1 pm	WNY P-TECH Dunkirk (CHQ)
 Create Your Future Camp	October 23, 2026	9 am – 1 pm	Cummins (CHQ)
 Girls in Manufacturing Camp	October 10 or 31, (TBD) 2026	9 am – 2 pm	Northland (ERIE)
 TCAM Camp	October/ November 2026	9 am – 2 pm	TBD – Manufacturer (ERIE)
 TCAM Camp	November 5, 2026	9 am – 2 pm	SUNY Niagara (NIAG)
 Girls in Manufacturing Camp	December 2 or 9 (TBD), 2026	9 am – 1 pm	Manufacturer (NIAG)
 TECH WARS—Niagara & Create Your Future	January 2027	9 am – 1 pm	SUNY Niagara, (NIAG)
 TCAM Camp	January 29, 2026	9 am – 1 pm	MTI at JCC (CHQ)
 TCAM Camp	February 4, 2027	9 am – 2 pm	TBD
 Girls in Manufacturing – Introduce a Girl to Engineering Day	March 2027	9 am – 1 pm	Tesla (Erie)
 Girls in Manufacturing Camp	March 6, 2027	9 am – 2 pm	SUNY Niagara (NIAG)
 Girls in Manufacturing Camp	March 13, 20 or 27, 2027 TBD	9 am – 2 pm	Northland, Buffalo (ERIE)
 TCAM Camp	March 17 – TBD	9 am – 2 pm	Northland (ERIE)
 Girls in Manufacturing	Friday, March 19 OR Saturday, March 20, 2027 TBD	9 am – 2 pm	MTI @ JCC (CHQ)
 Create Your Future	April 15, 2027	9 am – 2 pm	TBD
 Be Your Own Hero Career Fair	April 2027 TBD	TBD	Buffalo Riverworks, Buffalo (ERIE)
 TCAM Camp	May 6, 2027	9 am – 2 pm	TBD
 Tech Wars—Erie County	May TBD	9 am – 1 pm	SUNY Erie, (City Campus) (ERIE)
 STEM Wars CHQ	May 19th & 20th, 2027	9 am – 1:30 pm	Northwest Arena, Jamestown (CHQ)
 Create Your Future Camp	Thursday, June 3, 2027	9 am – 1 pm	Cummins (CHQ) Falconer 8 th grade
 Girls in Manufacturing Camp	Friday, June 4, 2027	9 am – 1 pm	CLCS, Mayville (CHQ); for specific schools

ONGOING PROGRAMS & EVENTS

 Manufacturing Technology Tours	Dates, times and locations vary throughout the month.
 Manufacturing Month Programming	The first Friday in October is Manufacturing Day and in some communities like ours, there is programming occurring throughout the month, making it Manufacturing Month. Public relations promoting manufacturing & manufacturing careers, Tours and a variety of programming & events.
 DIDIAMP Enrollment Activities	Dates, times and locations vary throughout the month. These are usually in class room programming where students enroll in the DIDIAMP either guided by DIDI Directors or teachers/guidance counselors or both.
 DIDIAMP Certification Company Endorsements	The objective is to highlight careers at manufacturing companies and begin promoting and imbedding the DIDIAMP manufacturer recognized certification in the community and within manufacturers.

Dream It Do It Western New York offers equal opportunity programming. While the Girls in Manufacturing program is focused on females, the program is open to all genders in grades 6th–12th. Women make up about 47% of the American workforce but only 30% work in manufacturing. The focus of Girls in Manufacturing programming is to encourage more girls and women to consider careers in manufacturing.

DIDIWNY initiative is funded with \$120,000 in Federal money, which represents 22% of the overall DIDIWNY budget, 78% of DIDIWNY is funded by non-federal government resources. For more information regarding our financial supporter visit www.didiwny.com/financial-support/

LOCATION KEY

CHQ = Chautauqua County
NIAG = Niagara County
ERIE = Erie County

HOW WILL YOU FINANCE YOUR NEXT CAPITAL EXPANSION?

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Planning to Production

Strategic Design For Accelerated Manufacturing Growth

By Travis Gruszka, AIA, NCARB

Q2 2026

Manufacturers today face increasing pressure to expand quickly, modernize facilities and bring production online faster than ever before. Whether responding to customer demand, workforce growth, supply chain shifts, or new equipment investments, speed to occupancy has become a critical business objective. While construction schedules are often viewed as contractor driven, many of the most important schedule saving decisions actually occur much earlier — during planning and design. An experienced architectural team can play a significant role in assisting manufacturers reduce delays, improve coordination and accelerate project delivery before construction begins.

Open Communication With Municipal Officials



OPEN AHJ
COMMUNICATION

Architects can streamline the municipal approval process through proactive coordination with Authorities Having Jurisdiction (AHJs). Early meetings with building code officials, planning boards and municipal engineers in the beginning of the preliminary design phase help identify potential issues before developing the design and long before permit submission. Identifying potential show stoppers early in the process can help avoid costly redesigns and review delays later.

Preliminary Utility Coordination



UTILITY
COORDINATION

Utility planning is another critical area where early coordination can help keep projects on schedule. Upgrades to electrical service, domestic water, sanitary sewer, natural gas and telecommunications infrastructure often involve lengthy lead times and multiple utility approvals. In some cases, these improvements can take longer to complete than the building construction itself. By addressing utility requirements early in the planning process, manufacturers can avoid delays that prevent a completed facility from becoming fully operational.

Fast Tracking & Task Overlapping



FAST
TRACKING

Fast tracking a project through overlapping design, approvals and construction activities can significantly reduce overall project schedules. Rather than following a traditional linear process where each phase begins only after the previous phase is complete, portions of the project can move forward in parallel. For example, the building shell and structural systems can be designed while the civil package proceeds through planning board and municipal approvals. Similarly, bidding and permitting can occur concurrently so the contractor is prepared to mobilize as permits are being finalized. Early release of drawing packages for foundations, utilities, or long lead time materials can also allow construction and procurement activities to begin sooner.



Contractor Participation During Design



CONTRACTOR
PARTICIPATION

Early contractor involvement during design also provides major schedule advantages. Bringing a General Contractor (GC) onboard during planning allows the team to evaluate constructability, identify potential conflicts and develop realistic sequencing strategies before documents are completed. GC's also provide accurate pricing and material availability feedback, helping owners avoid redesigns caused by budget or procurement issues later in the project. Engaging a GC early in the process does not mean sacrificing competitive bidding. Most experienced contractors maintain strong networks of subcontractors and suppliers, allowing them to obtain multiple competitive bids for each scope of work while still providing valuable input during design and preconstruction.

Identifying Long Lead Times & Material Availability



LONG LEAD TIME
IDENTIFICATION

One of the most effective ways architects help shorten project schedules is through early coordination of long lead time items and understanding material availability. Electrical switchgear, transformers, HVAC equipment, precast concrete panels, and structural steel components can all carry extended procurement timelines that directly impact construction schedules. Architects who stay informed on current supply chain conditions can help owners evaluate alternative materials or building systems that maintain project goals while improving procurement timelines. By identifying these critical items early in the design process, architects and contractors can prioritize key decisions, release bid packages sooner, and reduce the risk of delays later in construction.

Ultimately, reducing project schedules requires more than simply building faster. It requires early planning, proactive coordination and informed decision-making throughout the design process. The earlier the architect is engaged, the earlier they can identify project hurdles, work through construction challenges with the contractor, plan ahead for utility upgrades and streamline the approval process with the municipality. An experienced architect can play a critical role in helping manufacturers reduce delays, control costs, and bring operations online faster.



SMART PLANNING



INTELLIGENT DESIGN



STRATEGIC PARTNERSHIP



MEASURABLE RESULTS

Don't Wait Until the Machine Stops Running

Succession planning is the quietest risk on most Buffalo shop floors, and the one that costs the most when it is ignored.

Buffalo has always been a manufacturing town, and the companies that built that reputation did it on the backs of people who knew their operations cold. A lot of that knowledge is now nearing the door. As the baby boomers retire, Western New York is heading into a stretch of leadership transitions it has not seen before, and for most manufacturers the plan for who steps into those roles is thinner than it should be.

\$13B+ WNY manufacturing output	69,000 regional manufacturing jobs	-1,000 mfg. jobs lost, year ending Dec. 2025
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THE LOCAL STAKES A multibillion-dollar sector with a leadership gap
Manufacturing is one of the largest pieces of the WNY economy, and the region lost roughly a thousand manufacturing jobs in the year ending December 2025. Some of that is retirements that never got backfilled at the level that matters. Pipeline programs like the Northland Workforce Training Center are doing exactly the right work at the entry level, but an operator trained in 2024 is not ready to run a plant in 2026. Building a leader takes years of deliberate effort, and it does not happen by accident.

THE KNOWLEDGE PROBLEM What walks out the door with a 30-year veteran
Manufacturing runs on the stuff nobody wrote down. The scheduler who knows which suppliers slip in Q4. The engineer who hears a fault in the press before a gauge ever catches it. When a long-tenured leader retires without a real handoff, you do not lose one person. You lose a system. For shops in aerospace, defense, medical devices, and precision work, that is a direct hit to contract performance and to the customers who trust you with it.

OPERATIONAL CONTINUITY A plant cannot run on a vacancy
In a services firm, a surprise departure pushes a deadline. On a plant floor it can mean downtime, quality escapes, and safety exposure. Good succession work builds a bench, with people at different stages of readiness who can step up when they have to. That matters most at family-owned shops where the founder is also the plant manager, the operations lead, and the main relationship every key customer has. Without a plan, decades of hard-won standing can erode in a matter of months.

Don't Wait Until the Machine Stops Running

TALENT & CULTURE Succession planning is a retention strategy

Your best supervisors and engineers are watching to see whether there is a real path here. When every step up gets filled from outside, they stop waiting and start looking. A visible plan, with development and mentorship behind it, tells your strongest people the company sees them as its future. In a market this tight for talent, the shops that make that path real will keep the people they cannot afford to lose.

STRATEGIC RESILIENCE Plan for the company, not just the org chart

Real succession reaches past the plant manager to quality, process engineering, EHS, and the master technicians. It also has to point where the business is going. As local manufacturers lean further into automation and advanced materials, those investments need leaders who can carry them. Lenders and boards increasingly read a missing succession plan as a risk, and for a private company that reads straight through to valuation.

How StraussGroup helps. We are a Buffalo retained search firm built around manufacturing and industrial leadership, and we are proud to support the BNMA and its members. The companies that handle these transitions well are not lucky. They started early and they knew the market before they needed it. That is the work we do every day, mapping the leadership talent in this region so a retirement two years out is a plan, not a fire drill.

Start before the urgency is undeniable. The shops getting this right treat leadership development with the same discipline they bring to a capital purchase, building the habit of moving expertise forward before it walks out the door.



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International Mechanisms for Intellectual Property Protection

Overview of International Frameworks for IP Protection Abroad

As globalization continues to shape innovation and commerce, securing intellectual property (IP) rights across multiple jurisdictions is an important priority for businesses, creators, and innovators. To facilitate global acquisition of IP rights, a number of international accords have established useful mechanisms for securing IP rights worldwide, including copyrights, trademark rights, industrial design rights, and patent rights. These mechanisms include the Berne Convention (copyrights), the Madrid Protocol (trademarks), the Hague System (industrial designs), and the Patent Cooperation Treaty (utility patents).

International Copyright Protection: The Berne Convention

The Berne Convention, now ratified by over 180 countries, serves as the primary mechanism for global copyright protection. It provides that original works of authorship fixed in a tangible medium—such as writings, software, drawings, brochures, photographs, and music—receive automatic protection without the need for registration or other formalities in its member countries.

The Berne Convention guarantees a wide range of exclusive rights, including translation, adaptation, public performance, broadcasting, and reproduction. Under the Berne Convention, member states must provide foreign authors the same protection as those granted to their own authors, member states must allow copyright protection to arise upon creation and without a registration requirement, and protection in a member state may not depend on its status in another state, though some rights may cease if not upheld in the country of origin. The Berne Convention does allow member states to allow for certain permitted uses and such uses broadly include educational use, quotations, news reporting, and certain other public interest purposes.

Under the Convention, a copyright must last at least 50 years from the author's death, although specific categories—such as anonymous works or audiovisual creations—may follow differing terms. While the Convention eliminates the requirement of formalities for protection, it does allow national member state laws to impose conditions for enforcement. For example, U.S. law requires registration of a copyright to sue for infringement or to obtain statutory damages and attorney's fees and this requirement in the U.S. is permitted under the Berne Convention.

International Trademark Protection: The Madrid Protocol

The Madrid Protocol simplifies the registration of trademarks in multiple jurisdictions via a centralized filing system, administered by the World Intellectual Property Organization (WIPO), and covers over 130 countries and contracting parties.

Under the Madrid Protocol, an international registration depends on the validity of the original national application from which it was filed. The resulting trademark registration is renewable every ten years via WIPO, although some countries may also require local renewals.

International Design Protection: The Hague System

Design patents or industrial designs protect ornamental non-functional aspects of useful articles or products. The Hague System, with over 95 countries under its umbrella, allows for centralized application and maintenance to streamline the process of protecting industrial designs internationally.



International Mechanisms for Intellectual Property Protection

Under the Hague System, a single application is filed through WIPO that seeks coverage in the individual countries designated in the application. The application undergoes an international formalities review and then substantive examination is conducted by each country designated by the applicant in the international application, with final design rights granted based on national laws but managed centrally via the Hague System. Design protection is typically granted for up to 15 years, with an automatic initial term of 5 years that is renewable twice through WIPO to obtain the full 15 year term.

International Patent Protection: The Patent Cooperation Treaty

The Patent Cooperation Treaty (PCT) facilitates global patent filings by allowing applicants to delay costly national filings while assessing the commercial potential of an invention. Currently encompassing over 150 contracting states, the PCT provides procedural harmonization rather than substantive patent rights.

Under the PCT, an international patent application is filed with WIPO or through a national patent office. An International Search Report and Written Opinion is then issued by the International Searching Authority selected by the applicant in the international patent application. The PCT process also allows for the option of a preliminary examination and amendments in the international phase. Prior to expiration of the international phase, the applicant must choose where to seek patent protection on a national or regional basis and must file national phase applications in those selected countries or regions and pursue patent protection in those countries through the individual patent offices and under the respective patent laws of such countries.

The PCT process provides a number of strategic advantages, such as initially covering a vast number of markets with a single application, delaying substantial national filing fees for a period of time that can allow for the assessment of commercial potential, and providing general flexibility that allows strategic decision-making based on initial search results, ongoing business development plans and commercial demand. While most developed countries are members of the PCT, notable non-members include Taiwan, Pakistan, Argentina, and Venezuela.

Navigating international IP protection is increasingly vital for businesses expanding across borders. While each system has its nuances, they all facilitate access to rights beyond the domestic sphere. Strategic use of the Berne Convention, Madrid Protocol, Hague System, and PCT allows U.S. rights holders to expand protection more efficiently and cost-effectively.

Whether you're protecting a novel design, a brand identity, or a technological invention, understanding and leveraging international IP mechanisms is essential to securing rights across borders. From the automatic protections of the Berne Convention to the centralized efficiencies of the PCT, these frameworks offer structured and strategic paths for expanding IP protections globally.

If you have any questions about how to approach IP protection in other countries, please contact a member of the Harter Secrest & Emery [Intellectual Property](#) group



How One Manufacturer Optimized CNC Manufacturing Operations with Odoo: Full Visibility and Integrated Workflows

MachMotion isn't a company that was struggling to survive. It was growing. And that growth is exactly what broke its systems.

Founded in Missouri in 2006, MachMotion specializes in CNC retrofitting, extending the life of legacy machines by upgrading their control systems with modern hardware and software. Over nearly two decades, the company evolved from a family passion project into a multi-brand operation serving clients across the globe. By any measure, it was a success story. But behind the scenes, the company was running on seven disconnected software tools to manage daily operations (including QuickBooks and Fishbowl) with no clear picture of what was happening across departments at any given time.

Carl Eldredge, COO of MachMotion, describes the problem plainly: inventory was tracked inconsistently, stock locations were poorly defined, and order status required manual updates across multiple systems.

Every department was working, but nobody was working from the same information. "With Odoo, we have the capability to track every aspect of each project and all customer interaction in one place. It is allowing us to scale our operations globally without losing control of our many processes." Carl Eldredge, COO of MachMotion

The Breaking Point

MachMotion's multi-brand structure under the MachGroup umbrella made the fragmentation problem impossible to ignore. The company needed a single platform that could handle manufacturing, inventory, project tracking, field service, accounting, and reporting, without stitching together a patchwork of integrations that required constant maintenance. After an exhaustive evaluation process, the team landed on Odoo. The deciding factors were straightforward: modern interface, flexibility to customize workflows, and a cost structure that made sense for a company under 40 employees. They migrated to Odoo 17 and 18 with a focus on minimizing disruption to day-to-day operations.

What Changed

The results were operational, not theoretical. Here is what MachMotion rebuilt on Odoo:

- Project Management: Every CNC upgrade and installation is now tracked as a project in Odoo, moving through defined stages from engineering and purchasing through production, QC, and shipping. The Kanban view gives every department real-time visibility into where each order stands.



- **Inventory:** With thousands of SKUs across Mach 3 controllers, custom motor plates, and component libraries, MachMotion now manages all stock locations and part data in one system. Engineers and production staff pull accurate inventory data directly without chasing someone down.
- **Field Service:** On-site technicians use Odoo to follow checklists, log hours, and update project status in real time. Schedulers and field teams coordinate complex installations from a single source of truth.
- **Manufacturing:** Engineering drawings, mechanical specs, and electrical documentation are linked directly to each manufacturing order. Technicians know exactly what to prioritize and what to build.
- **Accounting and Reporting:** Live dashboards replaced manual reporting. Weekly leadership meetings now run off real data: cash flow, production efficiency, sales performance, and field service metrics, without anyone spending hours pulling numbers together.
- **Custom Apps:** MachMotion built custom Odoo applications for SKU generation, project budgeting, and software development tracking. These tools give leadership direct insight into project profitability down to the line item.

"The visibility and integration Odoo is able to provide is unmatched. Every department knows where each project stands, which reduces errors and accelerates decision-making."

Carl Eldredge, COO of MachMotion

The Bigger Picture

What MachMotion figured out is something manufacturers across Western New York are wrestling with right now: growth does not fix fragmented systems. It breaks them faster. The moment a company starts managing multiple brands, multiple locations, or a complex supply chain, the cost of operating on disconnected tools becomes visible in missed orders, delayed projects, and hours wasted on manual data entry.

Odoo replaced all seven of MachMotion's legacy tools with one integrated platform. Not because it was the flashiest option, but because it covered every function the business actually needed, specifically manufacturing, inventory, project management, field service, accounting, and custom development, without requiring enterprise-level IT resources to maintain it. MachMotion is now planning further automation of manufacturing workflows, enhanced reporting, and continued custom app development to support new service offerings as the company scales globally.

Is Your Operation Running on Too Many Systems?

If your team is managing production, inventory, accounting, and customer projects across multiple platforms, you already know what the pain looks like. MachMotion is one example of a small manufacturer that fixed it. There are many more.

Odoo is a BNMA sponsor and active partner in the Western New York manufacturing community. To learn more about how manufacturers in our region are leveraging modern ERP to consolidate operations and gain visibility, reach out to:

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THE CHALLENGE

Multisorb required a fast and in-depth evaluation of its materials management and logistics functions including planning, procurement, transportation and warehousing. During the goal-setting process with Straight-Forward, they discovered that evaluation of existing team members, deployed technology and operating processes was also necessary.

OUR SOLUTION

Straight Forward Consulting's engagement included:

-  In-depth assessment and practical solutions to improve materials management and logistical functions
-  Organizational restructuring including changes to leadership, reporting, and the addition of new talent
-  A 15-week purpose-driven supply chain training and education class for leadership across the organization
-  Implementation of ongoing performance metrics and reporting to ensure accountability

OUR RESULTS

Assessment, improved processes and training delivered measurable, enterprise-wide value:

-  **50%** radical inventory reduction
-  **30%** reduction in annual LTL spend
-  **50%** reduction in annual ocean freight spend
-  Improved reporting structure and effective workforce



In our opinion, John Hogg stands out from other supply-chain consultants because he is a hands-on leader and practical practitioner. We were confident that the suggestions and guidance that he provided were tried and true, and because of his knowledge, experience and engaging style, we were able to achieve a quick as well as significant positive ROI and cashflow generation.

ERIC ARMENAT
PRESIDENT AND CEO

MIKE LIPPA
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Do you really need more space, or just less stuff?

My favorite question for people who think they need more warehousing space. It's a question that often causes them to stop and think.

Over the years, I have visited hundreds of manufacturing and distribution facilities. In many cases, the management team believes they have a space problem. They are considering additional racking, off-site storage, warehouse expansion, or even a facility move.

Yet after spending time walking the floor, a different picture often emerges.

What appears to be a space problem is frequently an inventory problem.

Most companies do a decent job of measuring inventory in dollars. They know what appears on the balance sheet and may track inventory turns. But inventory carries costs that extend far beyond the financial statements.

The first and most obvious cost is cash.

Every dollar invested in inventory is a dollar that cannot be used elsewhere in the business. That cash could be funding equipment purchases, employee development, process improvements, sales growth initiatives, or debt reduction.

Then there is the cost of space.

Inventory occupies valuable square footage that could otherwise support production, shipping, receiving, or future growth. In some facilities, I have seen entire sections filled with material that hasn't moved in more than a year.

There are labor costs as well.

Every pallet must be received, moved (sometimes several times), counted, tracked, stored, relocated, and eventually picked. Excess inventory increases handling activity throughout the operation. Unfortunately, many companies never measure the true labor cost associated with managing inventory.

Quality risks also increase. Products can become damaged, obsolete, expired, or no longer meet customer requirements. The longer inventory sits, the greater the likelihood that it will eventually require discounting, rework, or disposal.

Perhaps the most overlooked cost of inventory is that it hides problems.

Lean fans will say that inventory is often compared to water covering rocks in a river. As the water level drops, the rocks become visible. The lower water level (inventory) should be perceived as a gift to help us see the problems better.

Do you really need more space, or just less stuff?

Supplier performance issues become harder to recognize. Long setup times remain hidden. Forecasting inaccuracies are masked. Scheduling problems persist. Inventory can make operations appear healthier than they really are.

I frequently encounter facilities where employees spend valuable time moving material from one location to another simply to make room for incoming inventory. Forklift drivers become professional furniture movers. The organization mistakes activity for productivity.

Before investing significant money in additional space, I encourage leaders to ask a few important questions:

- How much inventory has not moved in the last 6, 12, or 24 months?
- Which items truly support customer service and production?
- Are we carrying inventory because customers require it, or because our processes are unreliable?
- How much floor space is occupied by slow-moving or obsolete material?
- If we reduced inventory by 20%, what opportunities would that create?

Notice that none of these questions suggest eliminating inventory.

Inventory serves an important purpose. It protects customer service, buffers variability, and supports production continuity. The objective is not to carry less inventory at all costs. The objective is to carry the right inventory, in the right quantities, at the right locations.

When companies challenge old assumptions and improve inventory management practices, the results can be significant. Cash flow improves. Floor space becomes available. Material handling decreases. Productivity increases. Most importantly, the operational problems that were hidden beneath excess inventory become visible and can finally be addressed.

The next time someone suggests that your company needs more warehouse space, take a closer look at what is already sitting inside your four walls.

You may discover that the answer isn't more space at all.

It may simply be less stuff.

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Reducing Claims Through a Culture of Safety

Safer Workplaces, Fewer Claims

Reducing workplace injuries doesn't happen by accident. Employers that see the greatest drop in workers' compensation claims are the ones that treat safety as a shared responsibility supported by leadership, embraced by employees, and reinforced every day.

Create a safety committee.

When workers are encouraged to speak up about hazards and participate in solutions, risks are identified earlier and incidents are less likely to occur. One way to help reduce risks is to have safety committee that meets regularly to review concerns, examine incident trends, and recommend improvements.

Clear expectations matter.

A written safety program provides a common understanding of how safety is managed, who is responsible, and what to do when something goes wrong. The most effective programs outline training requirements, inspection procedures, accident reporting, and emergency response, while reinforcing that injuries must be reported promptly and without fear of retaliation.

Positive reinforcement plays an important role.

Thoughtfully designed safety incentive programs can encourage safe behaviors and increase engagement. Employees should understand how the program works and know that reporting injuries is always required, regardless of incentives. The key is simplicity and transparency.

When injuries do occur, early and well-coordinated return-to-work efforts make a difference.

Staying in touch with injured employees, working closely with medical providers, and offering temporary transitional duties can speed recovery while reducing claim costs and downtime. Supervisors are especially important here, helping employees stay connected and supported throughout the process.

Successful safety programs don't stand still.

Employers should regularly review injury trends, measure progress, and follow through on corrective actions. In some cases, taking these steps may also help organizations qualify for workers' compensation premium credits through voluntary safety programs.

Investing in safety protects people first and that commitment pays off in healthier workplaces, stronger morale, and lower costs over time.



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