



Discrete and Process Manufacturing

# 2024 Trends and Outlook for North America



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# Manufacturers Are Entering 2024 With a Growth Mindset

It's been a challenging year for the manufacturing industry, with increasing production costs, raw material scarcity, labor shortages and supply chain disruptions affecting business stability. But what has separated thrivers from survivors? And how will turbulence impact manufacturers' priorities for the year ahead?

**To understand the state of the manufacturing industry, Aptean surveyed more than 200 discrete / industrial and process manufacturers in North America.**

**Our exclusive findings reveal an industry in a growth mindset despite the odds being stacked against them.**

83% of the discrete and process manufacturing companies we surveyed said their revenue grew in 2022 and **87% expect further growth in 2023.**

Process manufacturers feel particularly buoyant heading into 2024, with organizations expecting an average of 10.7% revenue growth and 9.5% profit growth in 2023 over 2022, compared to a 7.9% revenue growth and 7.4% profit growth forecast by discrete manufacturers. Personal care manufacturers are the most confident, predicting 13% revenue growth in comparison to last year.





### Average Revenue and Profit Growth 2021-2023

| Organization Type                 | Process (n=90) | Discrete (n=135) |
|-----------------------------------|----------------|------------------|
| Actual Revenue Growth (2021–22)   | 7.7            | 7.0              |
| Expected Revenue Growth (2022–23) | 10.7           | 7.9              |
| Actual Profit Growth (2021–22)    | 7.6            | 5.9              |
| Expected Profit Growth (2022–23)  | 9.5            | 7.4              |

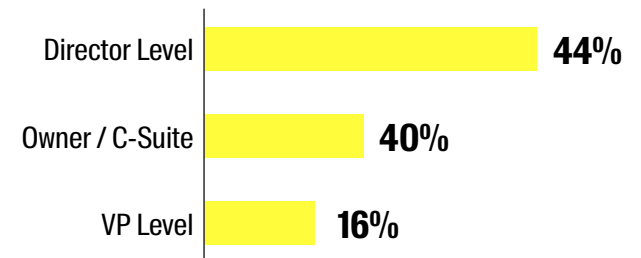
Our Research Panel Featured

# 225

Respondents

60% Discrete, 40% Process

### Job Role



### Representatives from multiple sub-industries including:

- › Electrical Equipment
- › Fabricated Metals
- › Industrial Machinery
- › Personal Care and Cosmetics
- › Pharmaceuticals

# Key Barriers That Could Impact Growth

To translate their growth mindset into higher revenue and profit in 2024, however, manufacturers need to tackle three critical industry issues:

1. **Rising production costs**
2. **Supply chain disruption**
3. **Reduced demand from customers**

All three factors are a much higher concern to manufacturers than they were 12 months ago, which is understandable given this year's market challenges. Manufacturing jobs are at their **lowest level** since 2008, and the U.S. Federal Reserve has already warned of a **long fight against inflation** in 2024.

External pressures are weighing heaviest on smaller organizations, as **manufacturers with \$10-19 million in revenue are most worried about inflation**, higher operating costs and material availability. Fabricated metal manufacturers are also experiencing challenges, with 56% worrying about the impact of inflation on their business compared to the industry average of 32%.

| Business Challenges   | 2022 | 2023 |
|---|------|------|
| Rising Costs (e.g. of raw materials, equipment, products, services)                     | 45%  | 50%  |
| Supply Chain Disruption (including sourcing / availability of components / ingredients) | 35%  | 39%  |
| Reduced Demand From Customers   | 28%  | 30%  |
| Finding New Business / Customers  | 30%  | 30%  |
| Staffing / Skills Shortages   | 36%  | 29%  |

## Biggest Concerns by Business Size and Sector

| Pressure              | By Business Size (Revenue) |               |          | By Sector            |                             |                                    |                   |              |                                    |                 |
|-----------------------|----------------------------|---------------|----------|----------------------|-----------------------------|------------------------------------|-------------------|--------------|------------------------------------|-----------------|
|                       | \$10m – \$19m              | \$20m – \$99m | \$100m + | Industrial Machinery | Personal Care and Cosmetics | Electrical Equipment / Electronics | Fabricated Metals | Machine Shop | Commercial / Residential Machinery | Basic Chemicals |
| Inflation             | 40%                        | 38%           | 30%      | 39%                  | 25%                         | 34%                                | 56%               | 39%          | 13%                                | 18%             |
| Material Availability | 40%                        | 30%           | 23%      | 36%                  | 16%                         | 28%                                | 30%               | 33%          | 6%                                 | 18%             |
| Operating Costs       | 33%                        | 25%           | 26%      | 36%                  | 31%                         | 31%                                | 22%               | 39%          | 13%                                | 36%             |

# What Do These Findings Mean for Manufacturers' 2024 Strategies?

While targeting growth in a climate of rising prices and slowing customer demand may seem overly ambitious, there are already organizations defying difficult conditions to deliver revenue/profit improvements and business expansion. For example:

- ▶ Cooking equipment manufacturer Alto-Shaam is planning to **open a new facility** in India.
- ▶ Pharmaceutical design and distribution firm Bora Health has collaborated with manufacturer Sunway Biotech to **launch a new global nutraceutical** offering.
- ▶ The U.S. Department of Energy plans to offer manufacturing centers for hybrid and electric vehicles \$12 billion in loans and grants to **support the auto industry's transition** to greener energy sources.

What's the secret to driving growth in a challenging market? Aptean's research found that **investment in three key areas underpins strong financial performance:**

1. Digital transformation
2. Supply chain resilience
3. Cloud migration

Let's take a deeper dive into these areas...

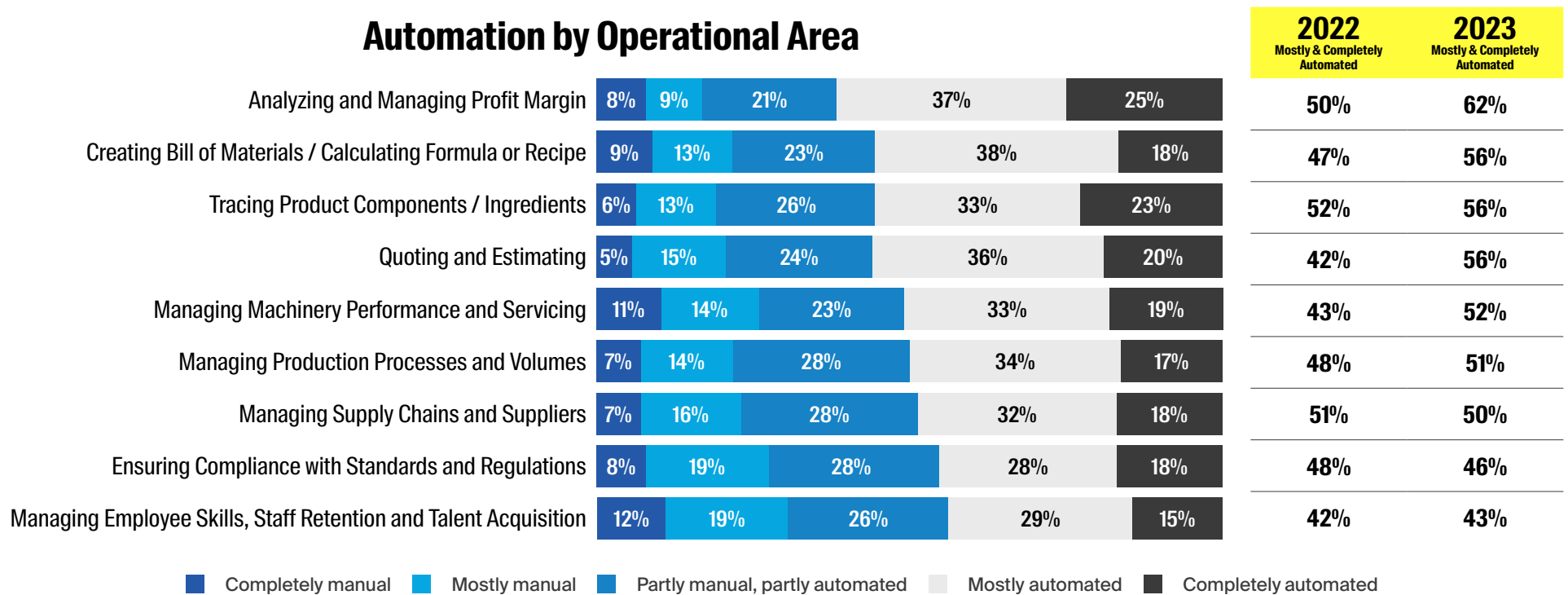
# The Next Stage of Digital Transformation

Digital transformation has moved up a gear in the past 12 months. In 2023, 21% of discrete and process manufacturers completed digital transformation projects and realized the benefits, which marks a 5% increase from 2022.

What have these projects centered around? The most popular programs include using technology to manage and **analyze profit margins (25% now fully automate this task)** and **trace product components or ingredients (23%)**. There has also been a significant uptake in **digital machinery performance and servicing (19%)** and automating quoting and **estimating (18%)**.



## Automation by Operational Area



# Digital Transformation Has a Defined Impact on Financial Performance

Digital transformation is making core processes more efficient for manufacturers. But more importantly, it's helping organizations to accelerate business growth.

Our research found discrete and process manufacturing **companies investing in automation are achieving greater revenue growth** than those still relying on manual approaches.

For example, firms using technology to manage employee skills and staff retention increased their revenue by 8.9% on average in the last full trading year, compared to 6.2% among companies that didn't. Along similar lines, manufacturers automating profit margin management and analysis enjoyed 8% revenue growth on average compared to 6.2% among companies not leveraging automation.

“Digital transformation shouldn't be disruptive for your business. It should be additive. We now have a really good platform to work on digital business models and continue to fuel our digitalization.”

**Christian Dusek, CIO, ASK Chemicals**

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## Impact of Automation on Revenue Growth

| Task   | Actual Revenue Growth (2021 – 2022) (%) |                                     |
|--|---|-------------------------------------|
|  | Mostly or Completely Automated          | Partly, Mostly or Completely Manual |
| Analyzing and Managing Profit Margin                             | 8.0                                     | 6.2                                 |
| Creating Bill of Materials / Calculating Formula or Recipe       | 7.9                                     | 6.5                                 |
| Tracing Product Components / Ingredients                         | 8.0                                     | 6.3                                 |
| Quoting and Estimating   | 8.0                                     | 6.6                                 |
| Managing Machinery Performance and Servicing                     | 8.2                                     | 6.4                                 |
| Managing Production Processes and Volumes                        | 8.7                                     | 5.9                                 |
| Managing Supply Chains and Suppliers                             | 8.6                                     | 6.1                                 |
| Ensuring Compliance with Standards and Regulations               | 7.5                                     | 7.1                                 |
| Managing Employee Skills, Staff Retention and Talent Acquisition | 8.9                                     | 6.2                                 |

A bearded man with a plaid shirt and overalls is holding a tablet in a factory setting. He is looking at the tablet with a focused expression. The background shows industrial equipment and a large metal structure.

## Technology Is Re-Shaping Workforce Requirements

The revenue difference for manufacturers using digital transformation to invest in their workforce is particularly interesting, considering the challenges many companies are experiencing with trying to attract and retain employees.

Skilled workers are in short supply—and will remain so for the foreseeable future. The Manufacturing Institute estimates that [2.1 million manufacturing jobs could go unfilled](#) by 2030.

Digital transformation enables discrete and process manufacturers to limit the impact of experienced personnel leaving their business (whether through job changes or retirement) and reduce the pressure on recruiting new staff.

For example, 63% of the manufacturers undertaking digital transformation initiatives have used technology to automate more tasks. Meanwhile, 60% have used technology to prevent knowledge loss.

# Industry-Specific Software Is Driving Revenue Growth

Looking at digital transformation initiatives as a whole, our research revealed a clear correlation between the type of technology investment and revenue growth.

Currently, online payment platforms, supply chain management (SCM) systems and customer relationship management (CRM) systems are the most popular investments among discrete and process manufacturers.

Organizations using each of these solutions generated higher revenue growth in the most recent full trading year than those not implementing purpose-built solutions, with industry-specific software delivering the strongest results. In fact, **industry-specific solutions provided greater revenue growth across almost every type of software.**

| Top Five Technologies Deployed in 2023 | Top Five Technologies Planned For in 2024 |
|--|---|
| Online Payment Platforms <b>(74%)</b>  | EAM / CMMS Software <b>(35%)</b>          |
| SCM Systems <b>(73%)</b>               | MES Software <b>(33%)</b>                 |
| CRM Software <b>(71%)</b>              | OEE Software <b>(33%)</b>                 |
| WMS <b>(66%)</b>                       | EDI Software <b>(32%)</b>                 |
| Shipping Software <b>(65%)</b>         | PLM Software <b>(32%)</b>                 |

## Impact of Technology Investment on Revenue Growth

|   | Actual Revenue Growth, 2021 – 2022 (%) |                     |                      |                             |
|---|--|---------------------|----------------------|-----------------------------|
|   | Industry-specific solution             | Horizontal solution | Homegrown (in-house) | Not using / planning to use |
| Business Intelligence (BI)                        | 7.8                                    | 7.5                 | 5.8                  | 5.8                         |
| Quality Management Systems (QMS)                  | 7.9                                    | 7.2                 | 6.1                  | 6.8                         |
| Customer Relationship Management (CRM)            | 8.4                                    | 7.4                 | 5.9                  | 1.8                         |
| Product Lifecycle Management (PLM)                | 8.1                                    | 6.7                 | 6.1                  | 7.1                         |
| Manufacturing Execution Systems (MES)             | 7.9                                    | 7.6                 | 5.5                  | 6.3                         |
| Freight Management System (FMS)                   | 7.9                                    | 8.1                 | 4.6                  | 6.3                         |
| Supply Chain Management (SCM)                     | 7.7                                    | 7.5                 | 6.4                  | 5.9                         |
| Overall Equipment Effectiveness (OEE) Application | 8.6                                    | 7.2                 | 6.0                  | 5.8                         |
| Enterprise Asset Management (EAM) / CMMS          | 8.1                                    | 6.8                 | 7.9                  | 5.6                         |
| Shipping Software                                 | 8.4                                    | 6.7                 | 7.6                  | 5.1                         |
| Electronic Data Interchange (EDI)                 | 7.6                                    | 8.5                 | 4.1                  | 6.0                         |
| Enterprise Resource Planning (ERP)                | 8.3                                    | 7.3                 | 7.9                  | 4.1                         |
| Warehouse Management System (WMS)                 | 8.4                                    | 7.5                 | 4.5                  | 5.6                         |
| Online Payment Platform                           | 9.2                                    | 6.9                 | 6.9                  | 1.0                         |

# What Do These Findings Mean for Manufacturers' 2024 Strategies?

With more manufacturers completing digital transformation projects and technology investment delivering greater revenue growth, organizations must press ahead with automation programs or risk falling behind industry leaders.

There are many powerful examples of digital transformation's impact on manufacturing performance:

- › **The Metalworking Group** increased on-time, in-full deliveries by 86% within 12 months of deploying ERP software.
- › **Hammond Group** reduced its IT costs by 39% in the first year after implementing ERP software.
- › **Morey's Piers** has more than 99% machinery uptime since digitizing asset management using EAM software.

But while there's clearly a financial advantage to digital transformation, manufacturers will need to manage technical complexity as they adopt more technologies. Organizations cited complex system integrations as their No. 1 barrier to growth in our research, and there has already been a 25% increase in the number of companies interested in updating outdated or unintegrated legacy systems.

**The most successful manufacturing companies will build a holistic digital transformation roadmap for the next 12 months** and beyond, seeking industry-specific solutions that can collectively drive change. Rather than working with multiple solution providers, discrete and process manufacturers may find this connected approach is easiest to achieve with a single partner



# Manufacturers Are Investing in Supply Chain Resilience

It's been a turbulent year for manufacturing supply chains, with geopolitical disruptions and route blockages interrupting the flow of materials. What's more, costs are rising due to high fuel prices and carriers exiting the market. Yet many manufacturers still managed to increase their supply chain resilience in 2023.

How have they achieved this? The most popular initiatives for strengthening manufacturing supply chains are improving production scheduling to make smarter use of inventory (67%), increasing in-house manufacturing capabilities (66%) and improving contingency planning (65%).

These investments are already paying off. Aptean found that **47% of discrete and process manufacturers digitally transforming their supply chain improved related key performance indicators (KPIs)** over the past 12 months, a 7% increase on last year.

## Key Investments to Strengthen the Supply Chain

| Initiative   | Overall | Industrial Machinery | Personal Care and Cosmetics | Electrical Equipment / Electronics | Pharmaceuticals | Fabricated Metals | Machine Shop | Commercial / Residential Machinery | Basic Chemicals |
|--|---------|----------------------|-----------------------------|------------------------------------|-----------------|-------------------|--------------|------------------------------------|-----------------|
| Improve production scheduling to make smarter use of inventory | 67%     | 73%                  | 66%                         | 66%                                | 52%             | 78%               | 67%          | 69%                                | 73%             |
| Increase in-house manufacturing                                | 66%     | 64%                  | 50%                         | 72%                                | 63%             | 70%               | 56%          | 73%                                | 60%             |
| Create / improve contingency plan                              | 65%     | 73%                  | 44%                         | 66%                                | 68%             | 67%               | 72%          | 44%                                | 60%             |
| Improve supply chain visibility                                | 63%     | 64%                  | 63%                         | 69%                                | 71%             | 54%               | 50%          | 73%                                | 82%             |
| Increase quality checks  | 62%     | 67%                  | 52%                         | 61%                                | 61%             | 63%               | 67%          | 69%                                | 30%             |
| Build up inventory   | 62%     | 70%                  | 56%                         | 48%                                | 79%             | 77%               | 72%          | 56%                                | 45%             |
| Improve forecasting capabilities                               | 62%     | 61%                  | 47%                         | 66%                                | 54%             | 81%               | 53%          | 69%                                | 90%             |
| Increase local suppliers                                       | 59%     | 64%                  | 50%                         | 59%                                | 68%             | 63%               | 59%          | 60%                                | 50%             |
| Add new suppliers to portfolio                                 | 57%     | 55%                  | 50%                         | 52%                                | 57%             | 52%               | 78%          | 63%                                | 45%             |
| Streamline supplier onboarding process                         | 57%     | 55%                  | 61%                         | 69%                                | 58%             | 59%               | 50%          | 63%                                | 36%             |
| Improve traceability   | 52%     | 59%                  | 56%                         | 61%                                | 56%             | 58%               | 67%          | 63%                                | 18%             |
| Use different materials / components                           | 49%     | 42%                  | 56%                         | 48%                                | 57%             | 26%               | 50%          | 50%                                | 20%             |
| Spread orders across a wider number of suppliers               | 47%     | 64%                  | 50%                         | 48%                                | 36%             | 44%               | 56%          | 44%                                | 50%             |



## Supply Chain Action Is Driving Revenue Growth

Alongside KPI improvements, supply chain transformation has also positively impacted business revenue. Our research found that **companies digitizing their supply chain operations achieved 1.6% greater revenue growth** on average last year; an increase on the 0.7% difference in our 2022 survey.

Certain activities have delivered a significant improvement in revenue performance. For example, manufacturers using technology to improve traceability grew business revenue by 8.8% in the most recent full trading year compared to 5.5% among companies that didn't.

Equally, manufacturers adding new suppliers generated 8.5% average revenue growth compared to 5.9% among manufacturers that took no action.

Manufacturers aren't finished with supply chain improvements yet, either. Most have further changes planned for 2024, with increasing use of overseas suppliers (40%), using different materials and components to combat current shortages (39%) and adding new suppliers (39%) among the areas they are most eager to explore.

## Impact of Investment on Revenue Growth

|  | Percentage Revenue Growth 2021 – 22 |                     |
|--|-------------------------------------|---------------------|
|  | Currently using                     | Not currently using |
| Increase use of overseas suppliers                                       | 8.8                                 | 6.4                 |
| Improve traceability   | 8.8                                 | 5.5                 |
| Use a different materials / components                                   | 8.6                                 | 6.5                 |
| Add new suppliers to our portfolio                                       | 8.5                                 | 5.9                 |
| Spread orders across a wider number of suppliers                         | 8.4                                 | 6.5                 |
| Increase quality checks  | 8.2                                 | 5.9                 |
| Streamline the supplier onboarding process                               | 8.1                                 | 6.2                 |
| Use technology to drive supply chain visibility                          | 8.1                                 | 5.8                 |
| Improve forecasting capabilities to better predict demand                | 8.0                                 | 5.9                 |
| Create / improve our supply chain contingency plan                       | 7.7                                 | 6.7                 |
| Increase in manufacturing our own products                               | 7.6                                 | 7.1                 |
| Increase use of local suppliers  | 7.6                                 | 7.1                 |
| Improve production scheduling to make smarter use of available inventory | 7.4                                 | 7.2                 |
| Build up inventory   | 7.3                                 | 7.5                 |

## What Do These Findings Mean for Manufacturers' 2024 Strategies?

Continued supply chain disruption has forced manufacturers to address their weak points and **become more adaptable** to changing conditions.

**Organizations are being more proactive with their supply chain strategies**—manufacturers took an average of eight actions in 2023 compared to six in 2022—acknowledging that supply chain investment is a necessity, not a benefit.

In addition, the goals discrete and process manufacturers have set for the year ahead show a sector that understands the importance of diversification in strengthening supplier networks. Market leaders are willing to spread risk when it comes to choosing materials and vendor partners.

Our findings also tally with further research noting an increase in U.S. manufacturers **re-shoring and near-shoring** to reduce risk in their supply chain.



# Cloud Figures Are Floating Up

While digital transformation strategies have matured steadily over the past 12 months, there is one technology area advancing at a much quicker pace.

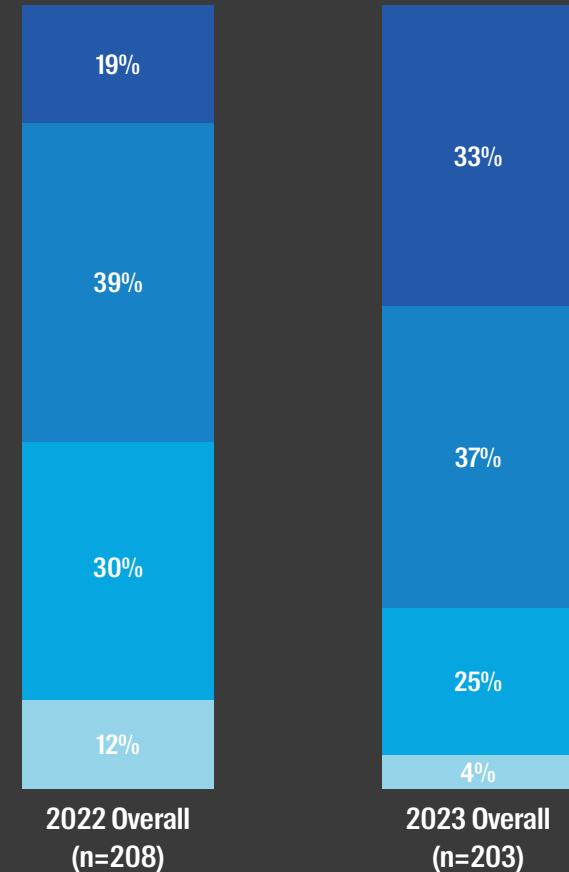
Cloud adoption has significantly increased in 2023, with **33% of manufacturers now using cloud-based ERP software** compared to 19% last year.

Interestingly, more small businesses (43%) have completed their move to cloud ERP than midsize (33%) and enterprise manufacturers (30%), helping them to level the playing field with larger competitors.

Digital functionality once reserved for on-premises software with complex deployments can now be used out-of-the-box and deployed and managed remotely through the cloud.



## Cloud ERP Adoption in Manufacturing



- Have already moved to Cloud ERP
- In process of moving to Cloud ERP
- Investigating moving to Cloud ERP
- On-premises with no plans to move to Cloud ERP

# Security and Flexibility Driving Cloud Adoption

There's a clear business case for small manufacturers migrating to cloud-based software but what's driving uptake across the industry?

Aptean's research found security is the No. 1 motivator for cloud investment, followed by better quality control, improved compliance and easier scalability.

There's also a close relationship between cloud technology and workforce goals. Our survey found 60% of manufacturers have created more hybrid and remote roles as part of their retention strategy, and cloud software is much simpler to access virtually.

Irrespective of motive, Aptean's study found that **cloud migration is driving business growth**. Cloud ERP software users recorded higher revenue growth last year than organizations using on-premises software, and they anticipate greater revenue and profit increases in 2023.



## Cloud Plans For Next 12 Months

| Cloud ERP Transition Status         | Actual Revenue Growth (2021 - 22) | Expected Revenue Growth (2022 - 23) | Actual Profit Growth (2021 - 22) | Expected Profit Growth (2022 - 23) |
|-------------------------------------|-----------------------------------|-------------------------------------|----------------------------------|------------------------------------|
| Cloud Transition Not Started        | 5.7%                              | 7.3%                                | 5.4%                             | 6.8%                               |
| Cloud Transition Started / Complete | 8.4%                              | 10.1%                               | 7.6%                             | 9.2%                               |

## What Do These Findings Mean for Manufacturers' 2024 Strategies?

If complex integration is manufacturers' biggest barrier to growth in 2024, then continued cloud adoption could provide the solution. Cloud software can be quickly and easily rolled out via application programming interfaces (APIs), limiting downtime and requiring very few modifications.

Cloud-based technology will also enable manufacturers to address many further trends and concerns we've identified in our research.

For example, chemical manufacturer Wiley Companies moved to a cloud-based ERP system to increase its agility and scalability, and the business plans to deploy the system more manufacturing sites as the company grows.



**Watch: Wiley Companies'**  
**Move to the Cloud**

# Research Findings: Key Takeaways So Far

- ✓ Discrete and process manufacturers are confident of growth in 2024 despite market challenges
- ✓ Rising costs, supply chain disruption and reduced customer demand are the top three challenges organizations must overcome to drive their business forward
- ✓ Digital transformation is critical to overcoming these three obstacles, and manufacturers' digital transformation strategies have matured year-on-year
- ✓ Manufacturers investing in their digital transformation strategy are already experiencing higher revenue and profit growth than those still relying on manual processes
- ✓ Cloud migration will define digital transformation strategies in 2024, and there has already been a sharp increase in the number of manufacturers moving to cloud-based software
- ✓ Many discrete and process manufacturers focused their digital transformation strategies on the supply chain in 2023, taking proactive steps to increase resilience
- ✓ Supply chain investment will continue in 2024 and focus on diversifying materials and vendors to manage costs and spread risk
- ✓ Reliability will be another key focus in 2024, with manufacturers planning to invest in EAM and OEE software to increase productivity and asset lifespans

## Flash Forward: Emerging Trends for 2024

Now that we've established the key factors driving revenue and profit in a challenging climate, let's take a deeper dive into some emerging trends that could impact process and discrete manufacturers in 2024.





# Emerging Trend No. 1: AI Exploration

While it's early days for artificial intelligence (AI) adoption in the manufacturing sector, there's growing interest in its potential applications in the discrete and process environments. 72% of the companies we surveyed are investigating or exploring artificial intelligence, and **those already using it are generating higher revenue and profit growth.**

Of all the financial analyses we conducted, the difference was starkest with AI: those already using artificial intelligence are performing much stronger than those with no plans to leverage AI.

## Impact of AI on Revenue and Profit

| AI Strategy                   | 2023 | Actual Revenue Growth (2021 – 22) | Actual Profit Growth (2021 – 22) |
|-------------------------------|------|-----------------------------------|----------------------------------|
| Already Using AI              | 18%  | 8.6%                              | 8.1%                             |
| In Process of Implementing AI | 36%  | 7.4%                              | 6.3%                             |
| Investigating AI              | 36%  | 7.5%                              | 7.0%                             |
| No Plans to Leverage AI       | 10%  | 4.0%                              | 3.6%                             |

To accelerate AI adoption in manufacturing, organizations need to look at how industry leaders are applying deep learning capabilities. The biggest barrier impacting AI adoption in discrete and process manufacturing isn't value; it's application. 45% of manufacturers expressing an interest in AI admit they have no clear use case for it yet.

Some early adopters are already finding clear applications. For example, Ericsson, Amazon Web Services (AWS) and Hitachi America R&D recently joined forces for a private trial at Hitachi Astemo Americas' electric motor vehicle manufacturing plant in Berea, Kentucky.

Using Hitachi video analytics, real-time video of the component assembly operation was fed across the Ericsson private 5G network to help detect defects earlier, reducing wasted material and lost production.

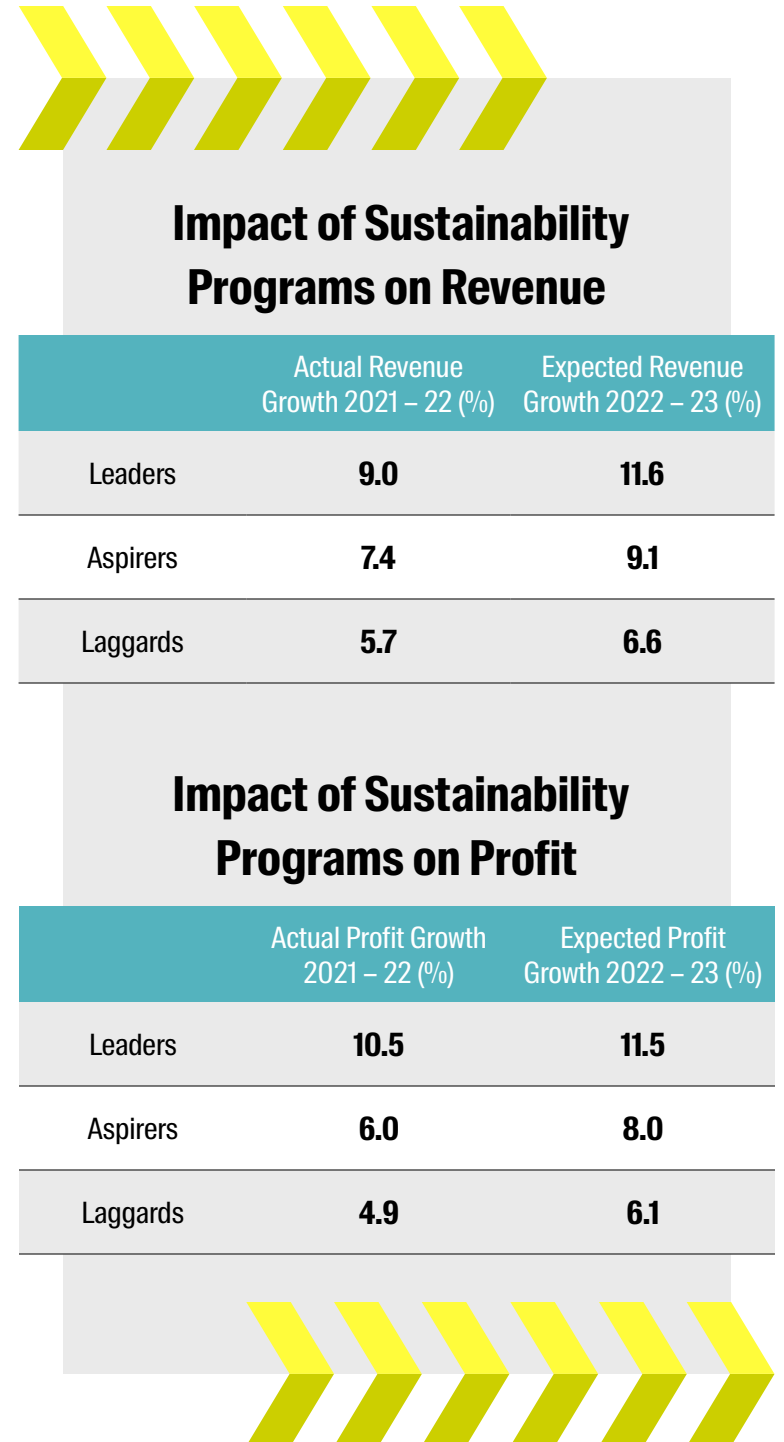
The goal was to build, train and apply these models to enhance product quality on the manufacturing floor, marking a significant step in the application of multiple technology components in industry.

## Emerging Trend No. 2: Economically Driven Sustainability

Compared to sectors like food and beverage or apparel, discrete and process manufacturers seem less interested in sustainability programs. While eight in 10 companies claim they're making significant efforts to become more environmentally friendly, just one in four say meeting sustainability targets is a key goal for 2024.

Concerns about production costs have pushed green initiatives down the priority order. But there's an untapped opportunity for manufacturing companies to tackle commercial and sustainability concerns in a single strategy.

Aptean's research found a **clear link between the financial performance of manufacturers and their investment in sustainability programs**. Eco leaders are expecting to post an 11.6% revenue growth and 11.5% profit growth this year, compared to 6.6% and 6.1% among those with fewer sustainability initiatives.





## Commercial Goals Underpin Sustainability Programs

A deeper dive into sustainability shows that economic goals aren't just linked to green schemes; they're driving them. For example:

- ▶ 50% of discrete and process manufacturers have invested in eco-initiatives to become more efficient
- ▶ 34% want to use sustainability projects to improve health and safety
- ▶ 28% hope to reduce operational risk
- ▶ 25% want to gain a competitive advantage by lowering their climate footprint

This connection between environmental and commercial impact also tallies when we look at the initiatives manufacturers are introducing to become more sustainable. Our survey found that 53% are focused on reducing their water and energy consumption, 52% are reducing waste and spoilage, and 48% are repurposing and recycling more materials.

## Emerging Trend No. 3: Keeping Up with Customer Preferences

We've already established that declining customer demand is a key concern for manufacturers heading into 2024, and this is reflected in their business goals for the next three years.

**Acquiring new customers and improving existing customer relationships are discrete and process manufacturers' top two objectives for 2024–27**, as they try to stimulate demand in a cautious climate. Yet, 51% are worried about their ability to keep up with changing customer preferences.

Data insights will prove critical to helping manufacturers understand and keep up with their customers to grow their business in 2024 and beyond. The maturing of digital transformation strategies means organizations are generating more information than ever before; their challenge is to integrate and analyze it to maximize its value.

Converting business data into actionable insights will enable manufacturers to understand their customers better and explore new revenue streams, and 91% of companies plan to invest in business intelligence (BI) tools by the end of 2024 to enhance their data analytics capabilities.

These insights will become even more powerful for manufacturers that also use AI capabilities to deepen their understanding and start to predict customer behavior.





# Innovation Can Revive Customer Demand

Greater understanding of customer needs will also underpin manufacturers' innovation strategies over the next three years, and **research and development will be a much bigger focus** for discrete and process manufacturing companies from 2024-27.

Aptean's research found that while product development is at the low end of manufacturers' top 10 focus areas currently, its importance will increase over the next three years as organizations refine their offerings to meet evolving customer preferences.

The need to innovate quickly explains why PLM software features in manufacturers' top five planned tech investments for 2024: a timely reminder that digital transformation strategies should always link to strategic goals.

| Manufacturers' Top 10 Focus Areas for 2024-2027 |  | Rank Change from 2023 |
|---|--|-----------------------|
| 1   | Acquire more new customers                     | +2                    |
| 2   | Improve customer satisfaction                  | +3                    |
| 3   | Improve operational efficiency and integration | -2                    |
| 4   | Streamline core business processes             | +9                    |
| 5   | Reduce waste                                   | +7                    |
| 6   | Focus on innovation / R&D, product development | +3                    |
| 7   | Improve employee retention                     | -5                    |
| 8   | Expand into new markets, sectors               | -3                    |
| 9   | Improve our supply chain resilience            | -5                    |
| 10  | Optimize product / service pricing             | -4                    |



## Getting Ready For What's Next, Now

While market pressures are unlikely to ease any time soon, the findings from Aptean's research show a sector determined to succeed in the face of adversity. Digital transformation will play a pivotal role in empowering discrete and process manufacturers to **Get Ready For What's Next, Now<sup>®</sup>**.

**Manufacturers understand the value of automation in driving process efficiency and increasing operational resilience. 2024's challenge is to find the best-fit technologies, created by expert partners.**

For many organizations, 2024 will be a year for refining their technology stack. Many will look to embrace cloud-based solutions that can integrate to run a seamless operation and produce valuable data insights.

Aptean specializes in digital solutions for discrete and process manufacturers.

We've developed an industry-specific software suite on a fully web-based platform with modern, easy-to-learn interfaces, giving your business the flexibility to satisfy your customers' unique and evolving needs.

## Proven Track Record in Manufacturing Software

As a partner, Apteian can implement complementary solutions to drive digital transformation without increasing technical complexity. Just ask our customers:



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“Apteian EAM is giving us visibility into our maintenance operations, which saves time and provides the data need to implement changes. It helps us to focus on the right things.”

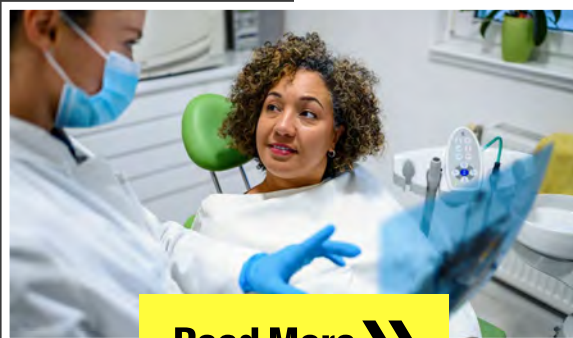
**Adam Hervey, Head of Maintenance, Anderson Dahlen**



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“Apteian Industrial Manufacturing ERP allows us to capture critical information and analytics for improving and further automating business processes, giving us a competitive advantage.”

**Robert Berger, IT Director, Boston Centerless**



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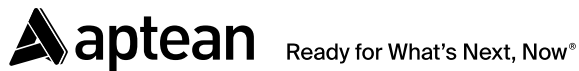
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## About the Research

The insights in this report are from original industry research conducted by Aptean and B2B International in August 2023. B2B International is a global, full-service market research firm, specializing in researching B2B markets.