

**WEF  
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Future of Manufacturing**

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Governor of Indiana  
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*Remarks*

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It's great to be with you all.

I'm just struck by this conversation, how we've literally been talking about this very topic for centuries.

Personally, I was reminded of an interview my great-grandfather did with a very small local newspaper in the state of Indiana.

He emigrated to America back in the 1880s as a blacksmith, and in 1948 he did an interview about the future of smithing.

He had a great quote in this interview. He said, "the good Lord gaveth and replaced it with rubber," and talked about what he would be dealing with, how he used to work, shoeing horses and horse and buggies – and now he's working on tractors.

And so literally, whether it's a wheel or a hammer or whatever, as we modernize, we have to make sure that we're scaling up. This is something that's critically important to a state like Indiana.

We're the number one manufacturing state in America per capita. So, this has literally meant life or death for the lifeblood of our state.

And as I see it, government, be it local, state, or federal, has a key role – if not a central role – in making sure that we're all kind of oaring in the same direction.

And just very quickly, I think one of the things that leaders like myself and government often skip over is – and you've all hit on this – making sure you're articulating your vision and where you want – in our case, the state – to be, not this year, but 10 years from now.

So, it's easy for me to say. I love boasting about being the number one manufacturing state in America [per capita]. But are we going to be the number one advanced manufacturing state in America in 10 years?

So, articulating that vision and then aligning all of the stakeholders sitting on this stage right here, government entities. What we fund is what we prioritize, so making sure that government and our schools, our world class colleges and universities, and the businesses themselves are aligned in that vision and in that mission.

Also, you have to make sure that there is real buy-in from all the stakeholders continuously, that people are sticking to the script, if you will. And making sure that we're not just deploying resources, but how are they being used and to what end?

So, implementing that strategy or implementing that plan, and holding ourselves accountable, measuring, looking at the metrics to see “where are we?” And actually measuring the results of policies and training programs. It's critically important to measure.

And then I think, equally so, sharing those results – the good, the bad, or the ugly – and seeing what's working and what's not. Being willing to adapt, looking at the results. Admit if something failed. That's fine; that didn't work, but we need to do more of what does.

And so, sharing those results, and I think that is also sometimes just skipped over: the results matter. It's not just rhetoric. Rhetoric, empty, leads to cynicism. It leads to fear; it leads to wondering.

But those positive testimonies that you've heard – multiple times already this morning – that's inspiring. And that will get more people to gravitate to what is growing and working.

And then just very quickly, and lastly, we can't also skip over the role of government in making sure that we have a vibrant economic ecosystem where businesses can determine their own destinies in partnership with the other stakeholders.

Making sure that we are an attractive place and appropriate place. Making sure that we're investing in community development.

Oftentimes people decide where they're going to live before they decide where they're going to work. So, good vibrant communities are critically important; communities that are connected.

And so the infrastructure in a state like Indiana, in the heartland, is critically important, that we don't just rhetorically call ourselves the "Crossroads of America," but that we are, and that we can connect with people in markets all over the world.

So, that's a quick kind of checklist that I think government officials have to go through. The alignment of the business community, of the government, and then our academia, are critically important to the success of all these businesses.

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