



From Signal to EBITDA:

How Grace eliminated execution latency with a Single Pane of Glass (SPOG) Strategy

Improving Safety Culture + Reliability Outcomes Through Connected Worker Execution



Sundeep Ravande,
CEO and Co-founder
Innovapptive



Kristofer Reclusado
Digital Manufacturing Leader,
W. R. Grace & Co. (Grace)

Grace At-a-glance



Global Footprint

Manufacturing scale
20 sites worldwide



Site Complexity

Multi-site operations,
Varied processes



End Markets

Catalysts • Materials
• Specialty Chemicals



Operational Profile

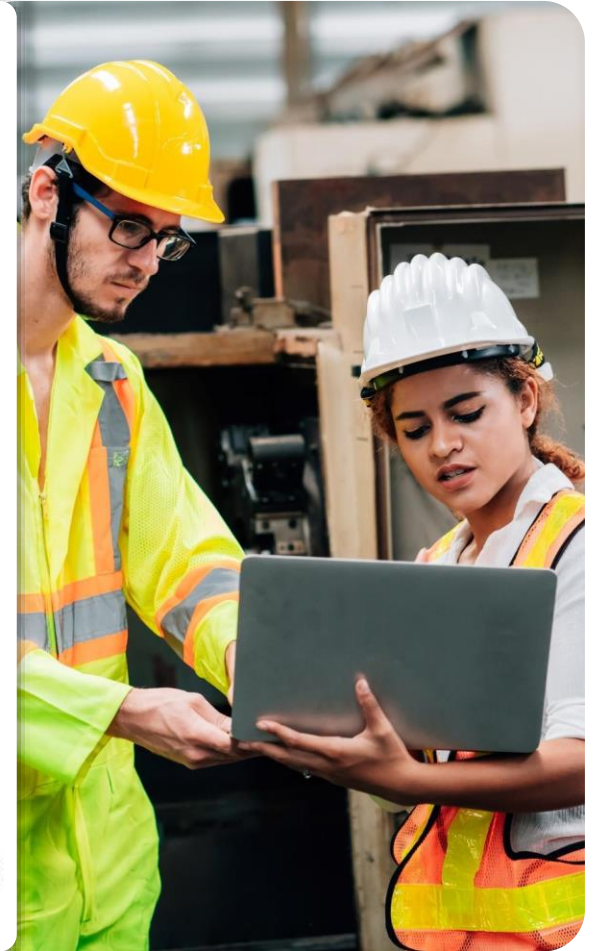
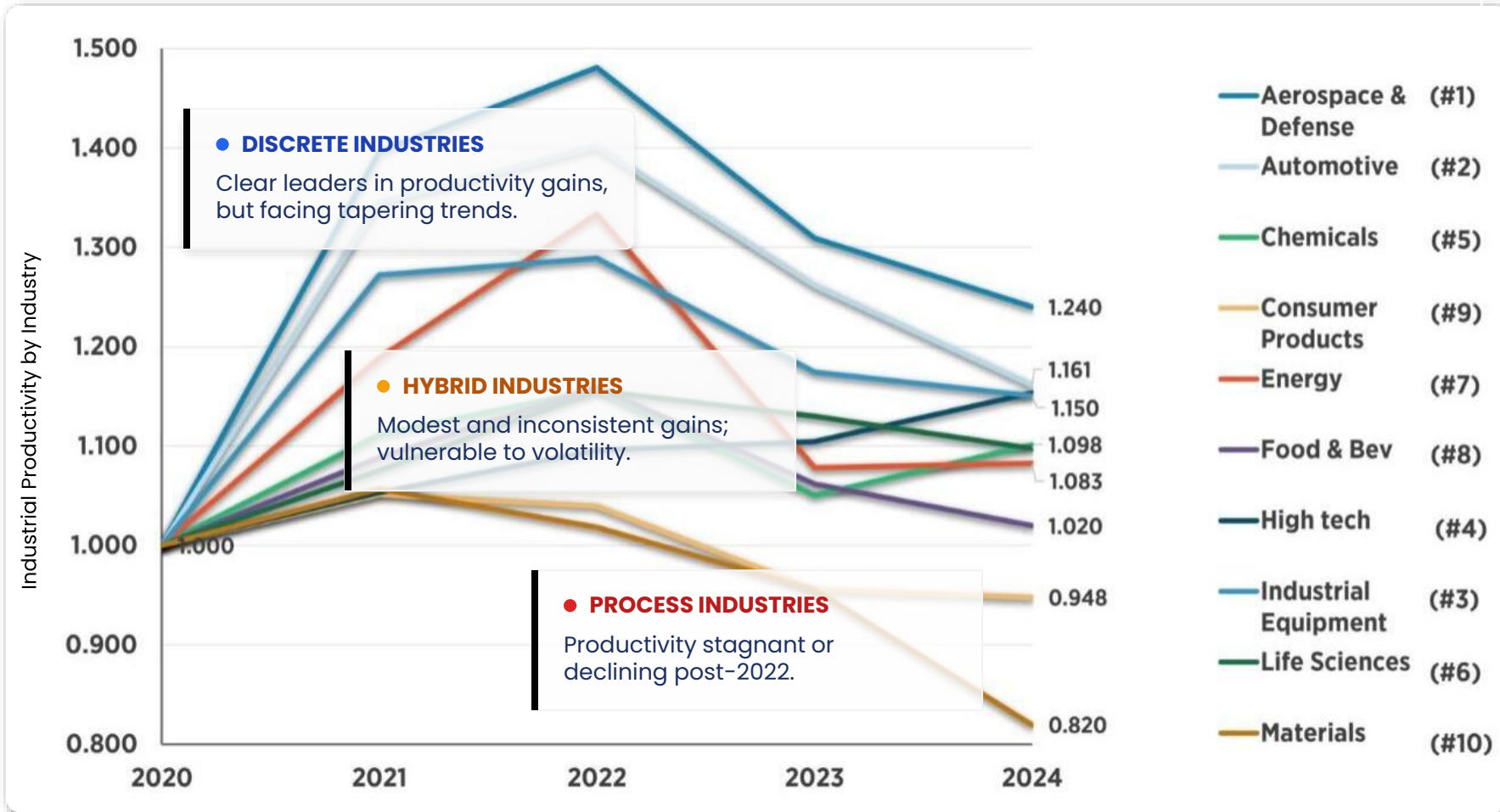
Multi-site • Batch /
Continuous • SAP-enabled



Digital Maturity

Current state: Strategically
deploying high-value digital
manufacturing solutions

The Industrial Productivity Crisis*



“The 2020–2022 productivity lift was driven by the COVID-19 Crisis: Urgent CAPEX Investments with low interest rates, leading to automation, compression in decision making, processes digitization and centralized decision-making. However, without reengineering the full work execution lifecycle, from planning to collaboration to feedback, industries hit a “digital ceiling”, and are unable to sustain those productivity gains.

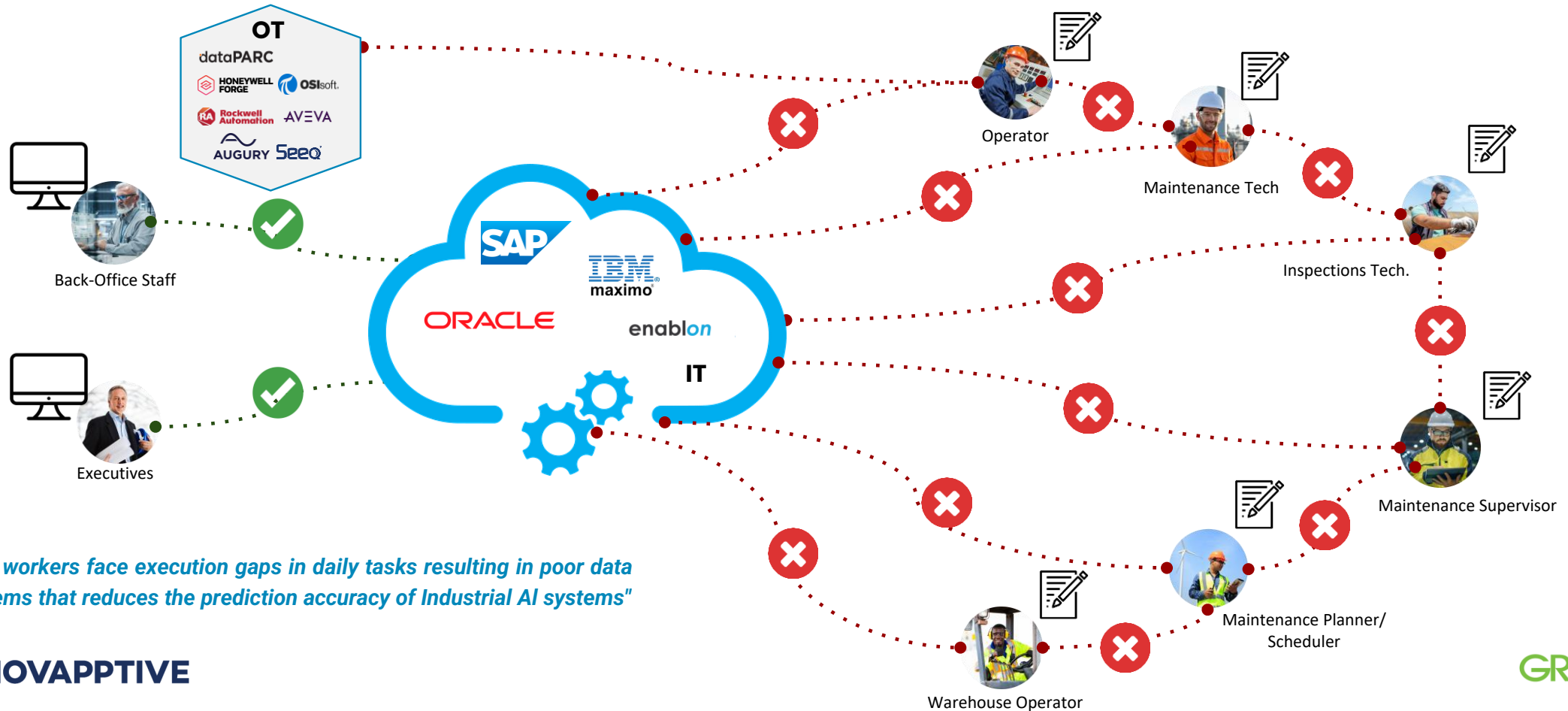
*Source: [LNS Research “The Industrial Productivity Index™”](#)

Where Productivity Breaks: From Prediction to Execution

Predict -> Closed Loop Frontline Execution -> Improved Prediction vs. Alternatives

OT Systems, Executives & Back-Office Staff

Front-Line Workers & IT Systems



Digital Manufacturing Pillars at Grace



People Productivity

Connected workers with real-time visibility and tools



Process Optimization

Streamlined workflows and data-driven process improvements



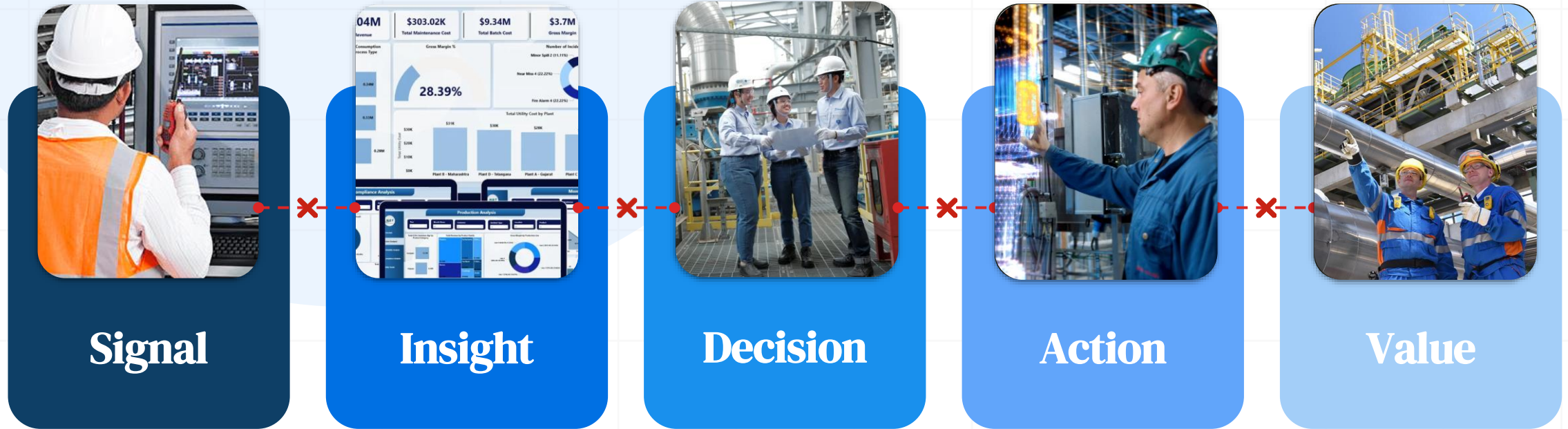
Asset Optimization

Proactive maintenance and reliability-centered strategies

SPOG is the “digital thread” that connects people execution across systems of record.



Execution Latency is the new cost of inaction



Reality: Most companies are not short on data, they are short on action velocity.



GRACE

A Single Pane Moment: Preventing Downtime Through Ownership + Closed Loop Visibility

Execution latency collapsed
because operations and maintenance
shared one execution thread.



Early Proof at Chattanooga: Leading Indicators That Predict Safety + Reliability Outcomes



- 1.75x Safety Culture**
Increase in proactive EHS submissions as adoption matured
- 8x Work Execution**
Improvement in break-in work order efficiency (P1/P2)
- 48% Work Capacity Released**
Improvement on actual vs. planned maintenance hours
- 35% Operations-Led**
Amount of work orders completed based on operator notifications

The Operating Model That Scales



The Digital Manufacturing Journey to Agentic AI

Digital Core Systems of Records (A)



- Digital Core (SAP/Maximo)
- Reactive Maintenance
- Limited predictive integration

Processes institutionalized via SAP

Digital Frontline Execution Excellence (B)



- Digital Work Execution (**Innovapptive**)
- Standardized Workflows & Mobile Enablement
- Execution Visibility & Governance

Standard Prescriptive Execution (Execution Excellence)

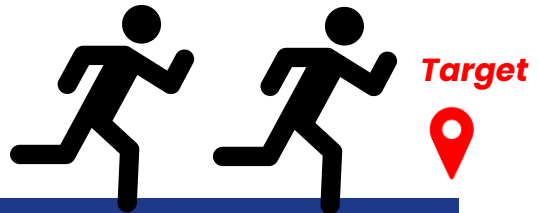
Digital Closed Loop - Sensing <-> Execution Excellence (C)



- Early Event Detection (**Augury/Seeq**)
- Closed-Loop Execution (**Innovapptive + SAP + Sensing**)
- Quality Notifications + Risk-based prioritization (**Innovapptive**) [**Maintenance Backlog Controlled**]

Cognitive Excellence (Shift to Proactive Work)

Digital Industrial Agentic AI Operating Model (D)



- AI Agents Transform Plant **Operating Model**
- Human "in and on the loop" **Center of Excellence**
- **Fixed Cost Take-Out** + Capacity Unlock
- **AI First** execution excellence.

Reinventing processes with AI/GenAI/Agentic AI

Lessons Learned

Key Takeaway: Prioritizing points of emphasis are important when embarking on a digital manufacturing journey



**Value
Specificity**



**Strong
Systems**



**Digital
Champions**



**Scaling
Journey**



“

“Digital strategy does
not create value.
Execution does.”

Q&A

See where execution latency is leaking reliability and profits

Get a 15-minute “Execution Latency Diagnostic” at

Booth #34

Scan to book a 1:1

