Adopting or Scaling: Where Are You on Your Digital Transformation Journey?

Manufacturing Health Roundtable

May 28, 2026

Agenda

- SaaS-Based Manufacturing Software Adoption Survey
  - Phaedra Martin, Velotic
  - Roman Havriliak, FSO Coach
- Highlights From Velotic *Accelerate 2026* Panel Presentation, Orlando, May 7
  - Phaedra Martin, Velotic
  - Roman Havriliak, FSO Coach
- Insights From MHRT Member Experiences
  - MHRT Members
- Announcements
  - www.griffenexecsolutions.com/shop/ **MHRT26AI**
  - MailChimp, new mail system for communicating with MHRT members

SaaS-Based Manufacturing Software Adoption Survey

- Results -

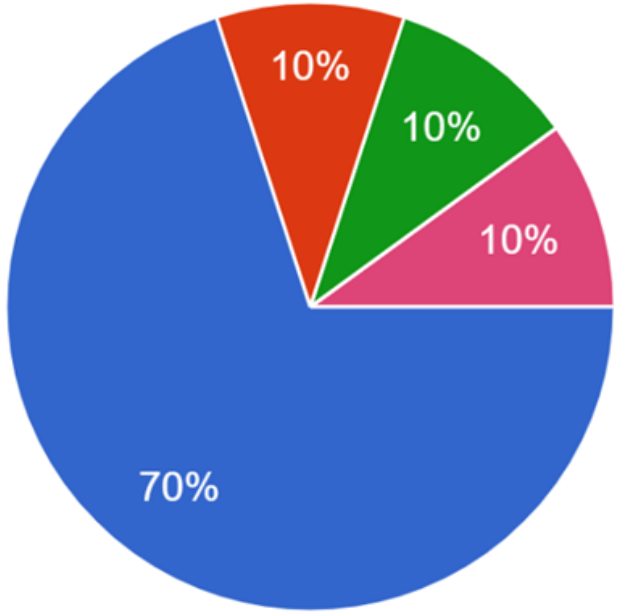
SaaS-Based Manufacturing Software Adoption Survey

- Results -

- Business Objectives & Strategy
- Cost & Value
- Potential Usage & Implementation
- Security & Compliance
- Future Outlook

Which industry do you work in?

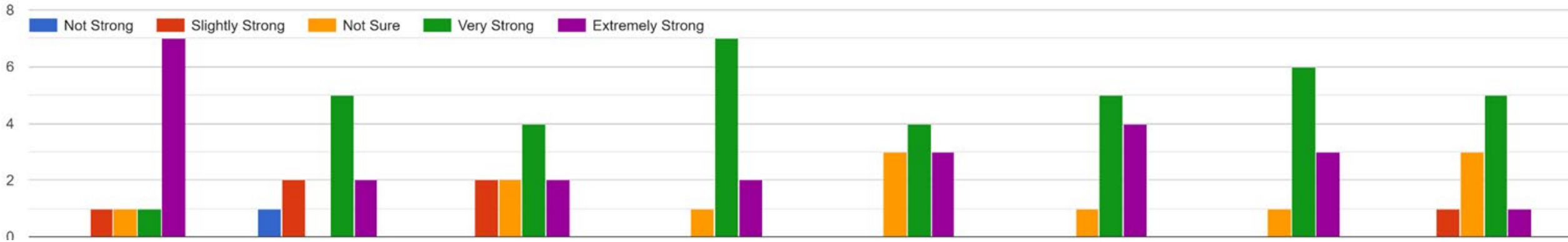
10 responses



- Food & Beverage (F&B)
- Consumer Packaged Goods (CPG)
- Chemicals
- Automotive
- Complex Discrete
- Aerospace & Defense
- Pharmaceuticals
- Minerals & Mining

How strongly would the following business objectives drive your organization's adoption of SaaS-based manufacturing software?

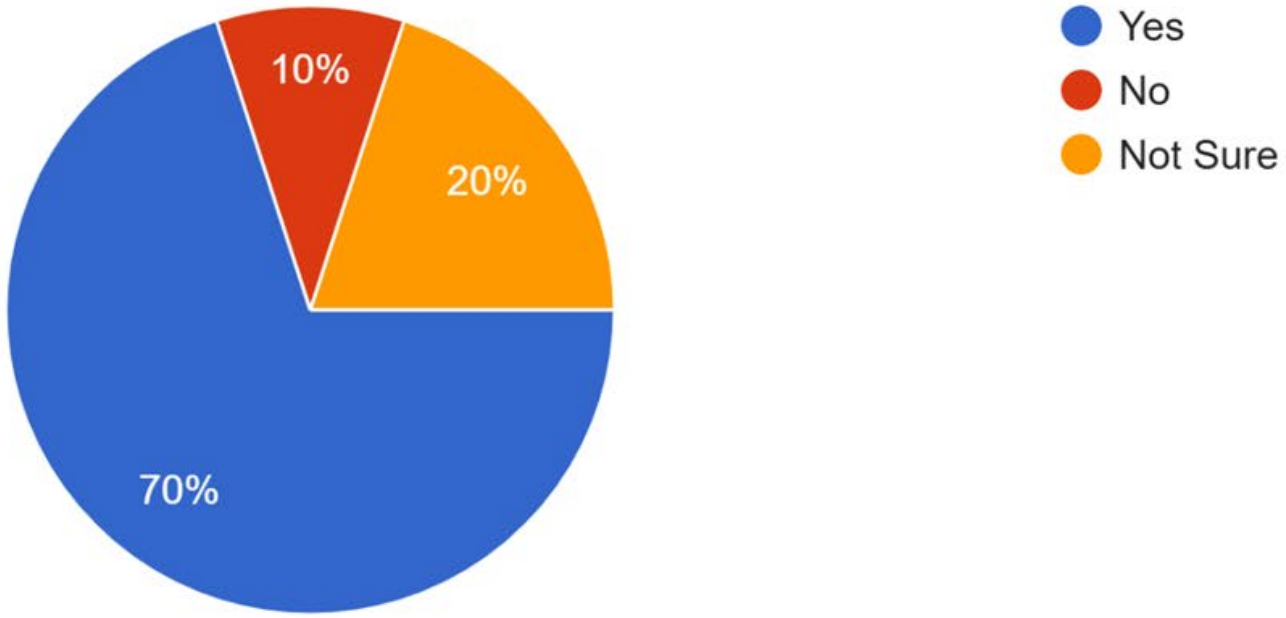
Average score for each is listed below with Extremely strong being 5.



Cost Reduction	Increased agility	Innovation	Scalability	Competitive advantage	Speed to go live	Ease of Security	Enablement of AI technology
4.4	2.9	3.6	4.1	4	4.3	4.2	3.6

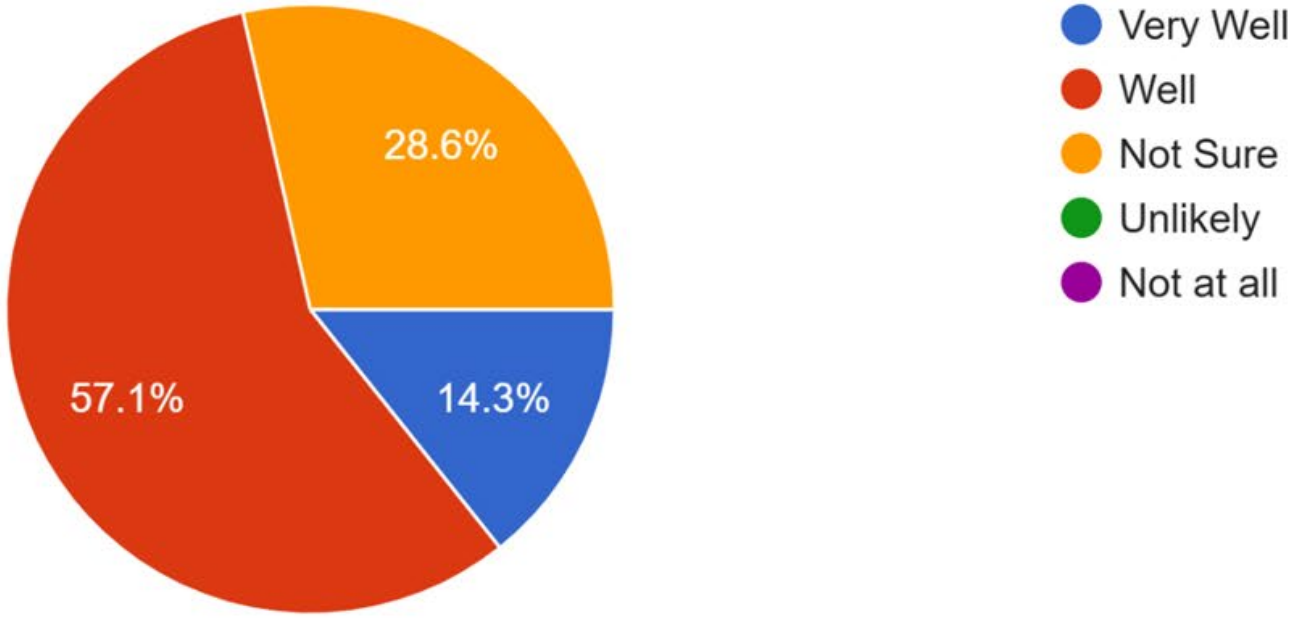
Does your organization currently have a digital transformation strategy?

10 responses



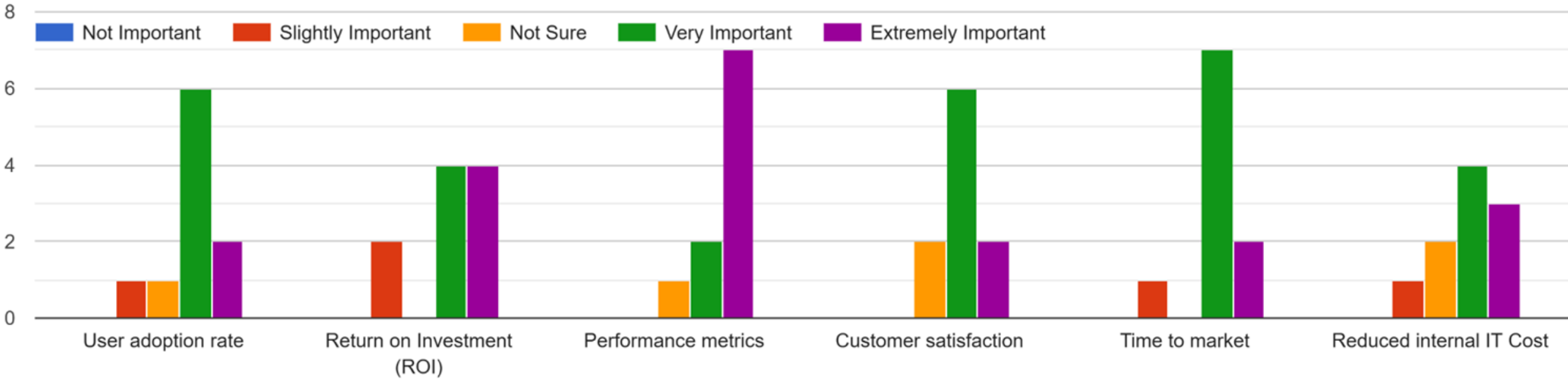
How well would SaaS-based manufacturing software align with your digital transformation strategy?

7 responses



How important would the following key metrics be for measuring SaaS-based manufacturing software success in your organization?

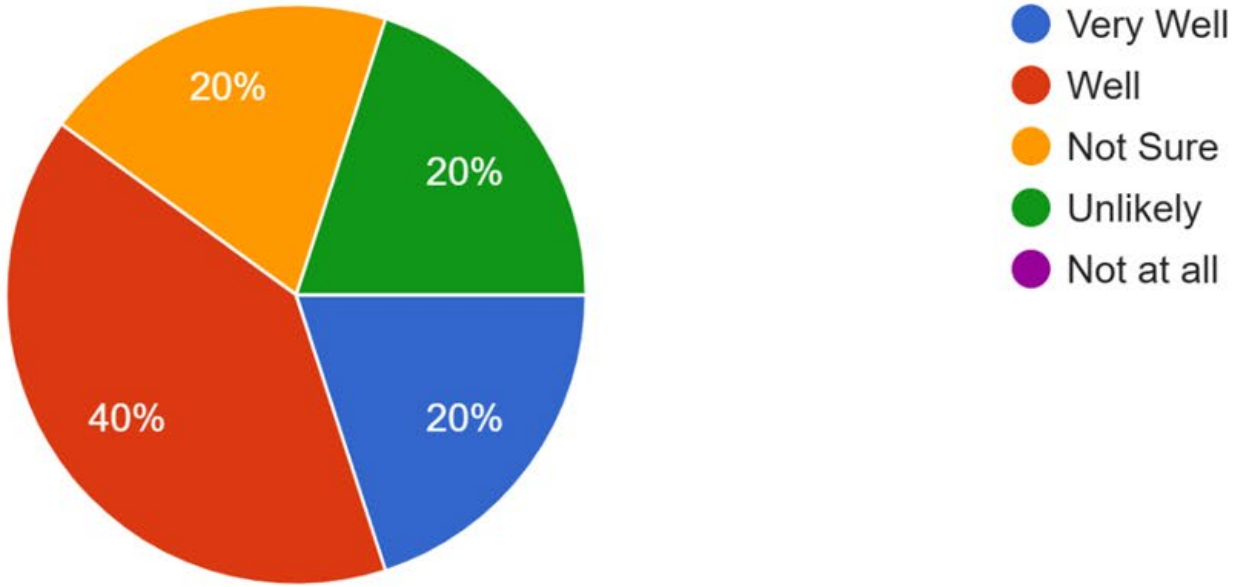
Average score for each is listed below with Extremely Important being 5.



User adoption rate	Return on Investment (ROI)	Performance metrics	Customer satisfaction	Time to market	Reduced internal IT Cost
3.9	4	4.6	4	4	3.9

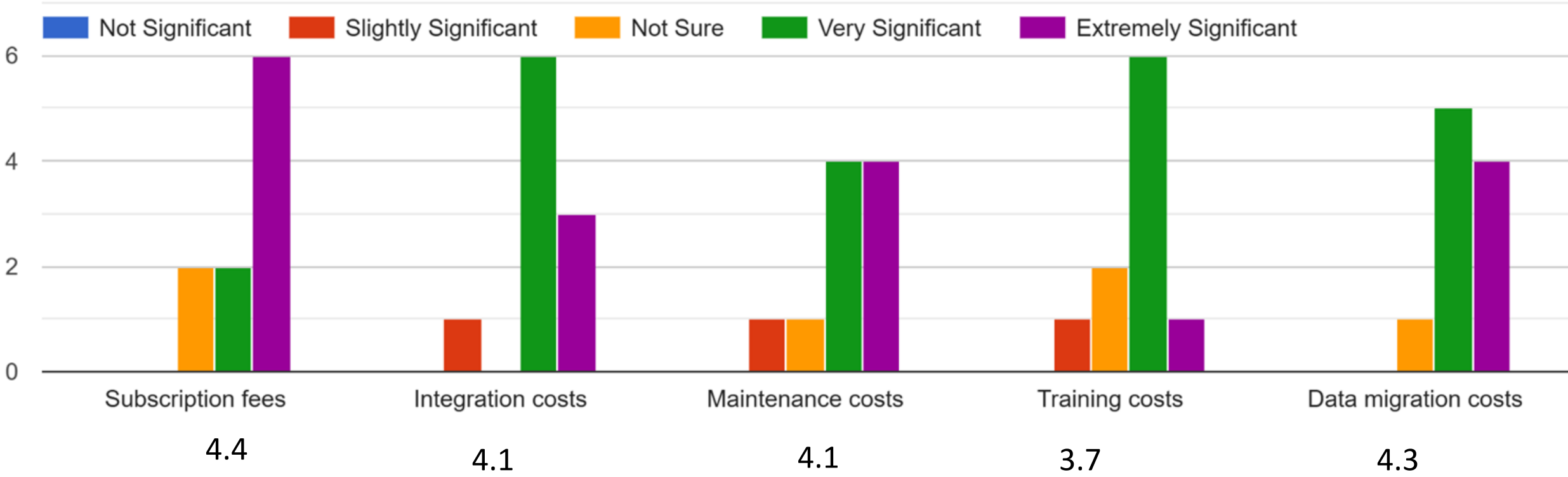
How well do you think SaaS-based manufacturing software would help with new product introduction and speed to market?

10 responses



How would the following cost drivers impact your decision for investing in SaaS-based manufacturing software?

Average score for each is listed below with Extremely Significant being 5.

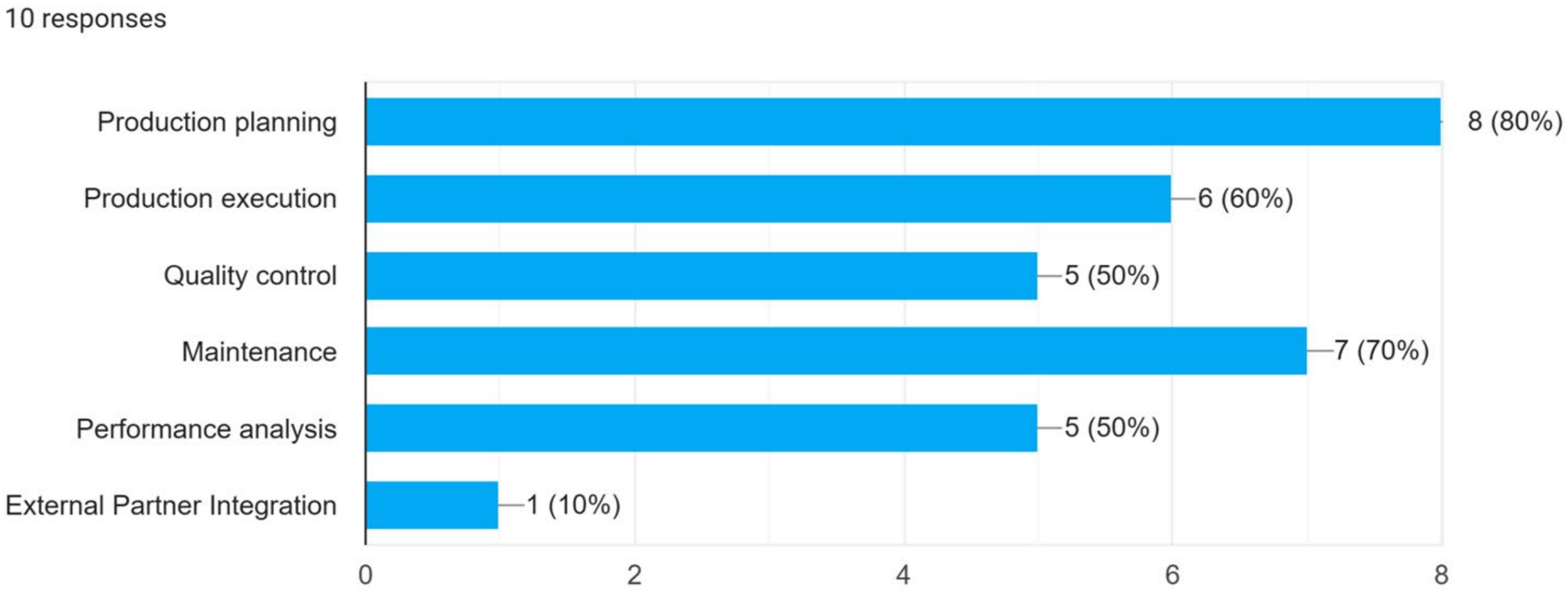


4.4 4.1 4.1 3.7 4.3

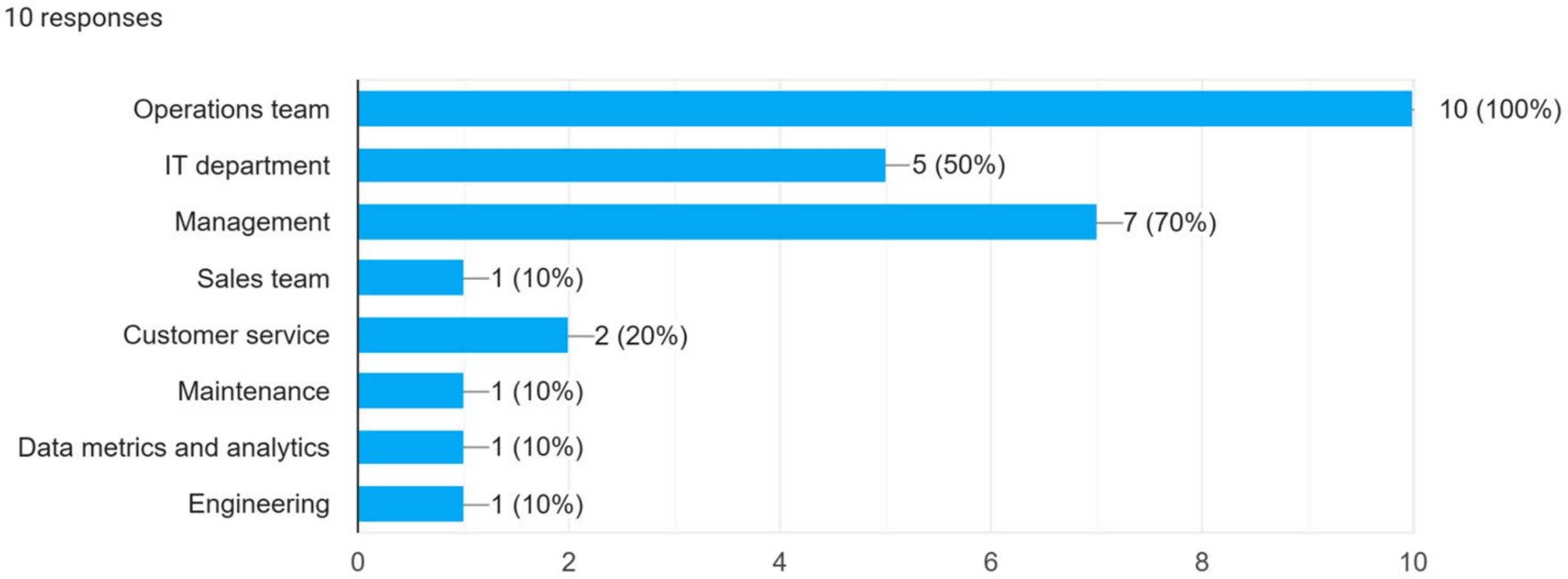
Are there any other cost drivers that would influence your SaaS investment decisions?

- SECURITY
- Would need to do a deep dive into the application to further understand capabilities and potential applications.
- Migration costs
- Infrastructure ability to handle use - Is there latency?
- Anticipated Downtime for Go Live | Resources needed to support vs. current | reliability expectations

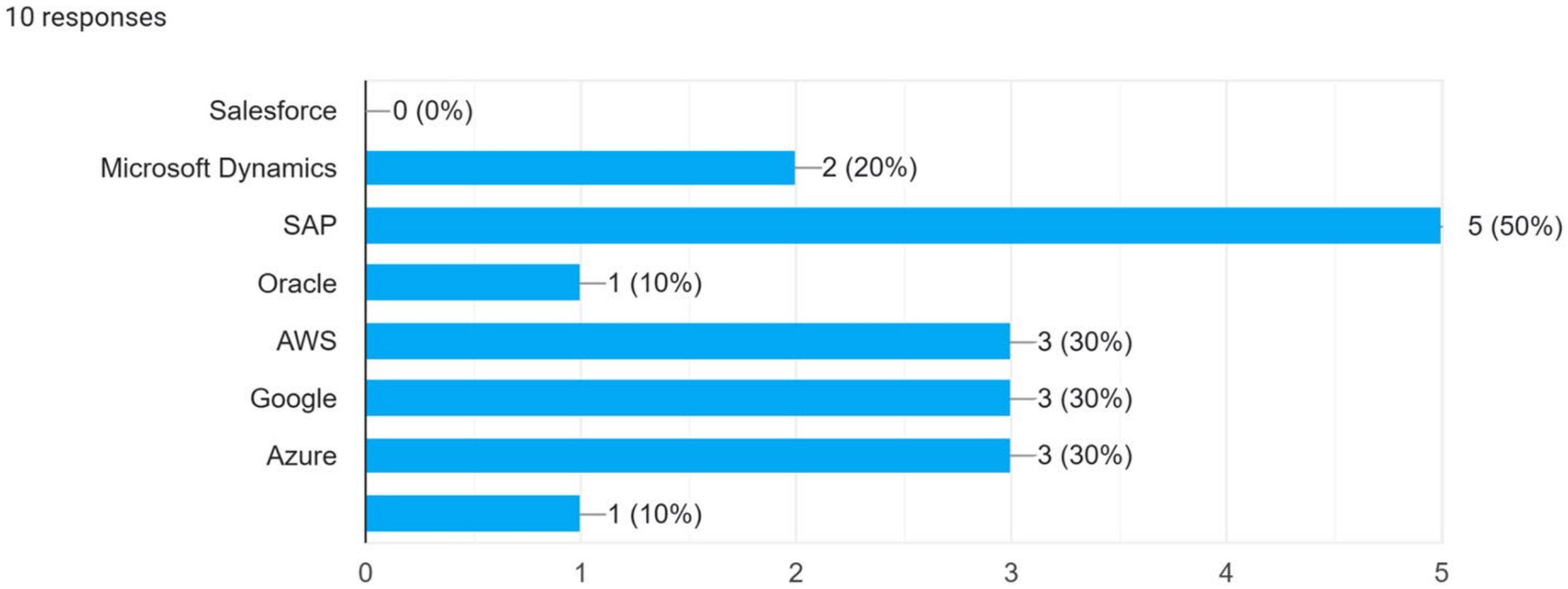
Which manufacturing areas would benefit most from SaaS-based manufacturing software solutions?



Who would be the primary users of SaaS-based manufacturing software solutions within your organization?

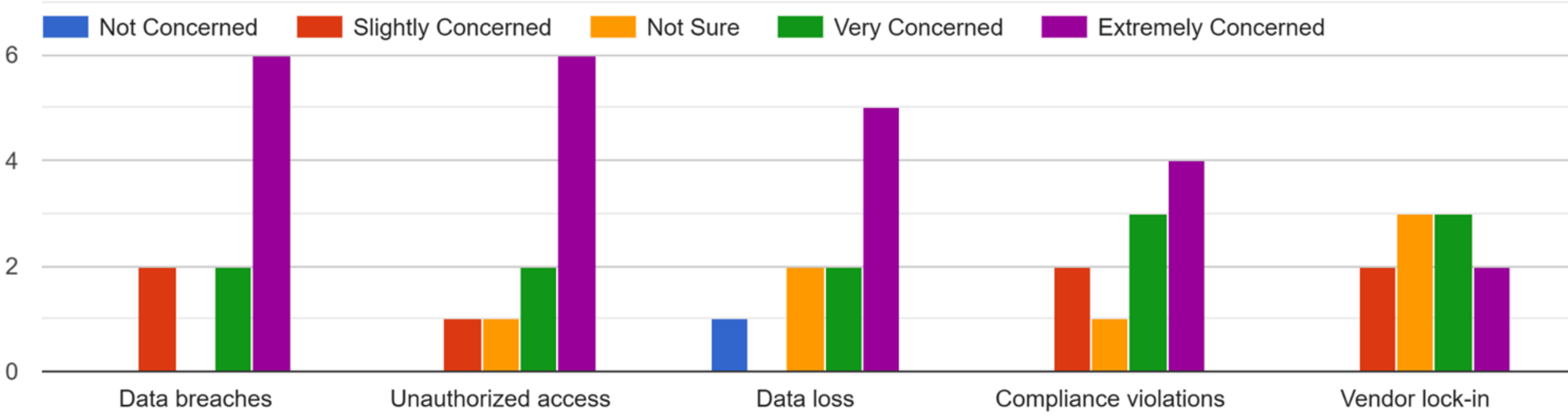


Are you using any of these SaaS platforms or vendors currently?



How concerned are you about the following security issues regarding SaaS adoption?

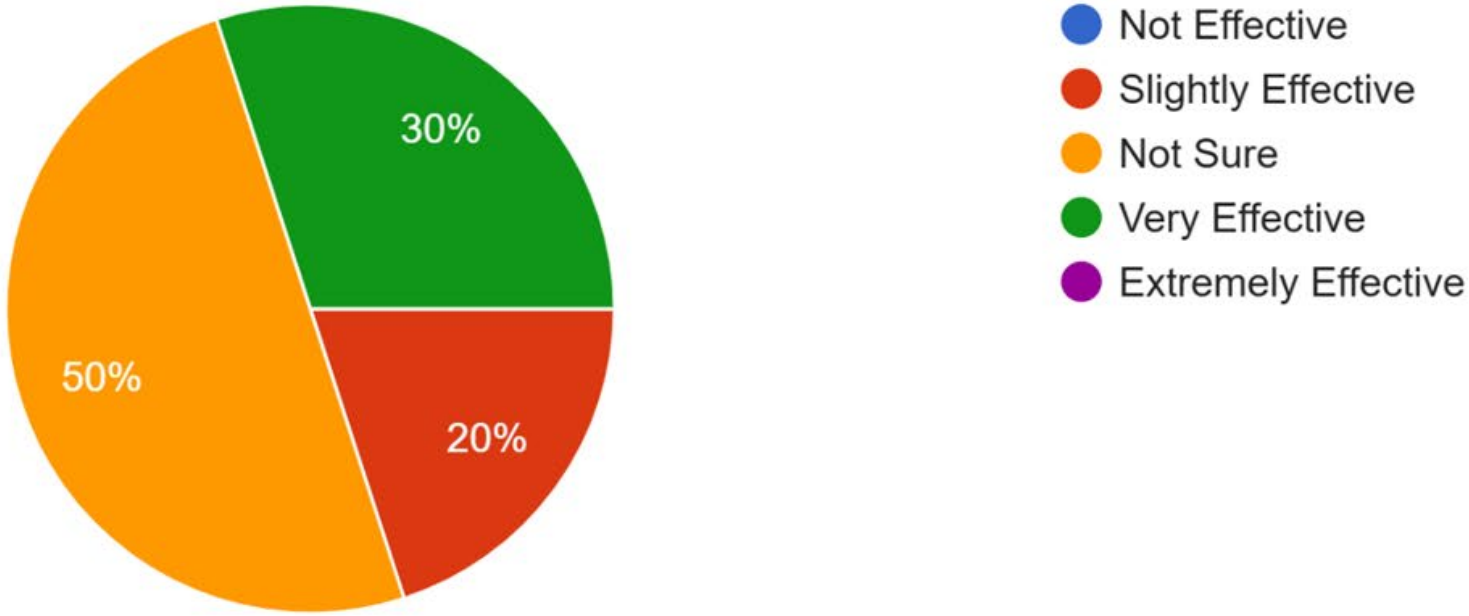
Average score for each is listed below with Extremely Concerned being 5.



4.2 4.3 4 3.9 3.5

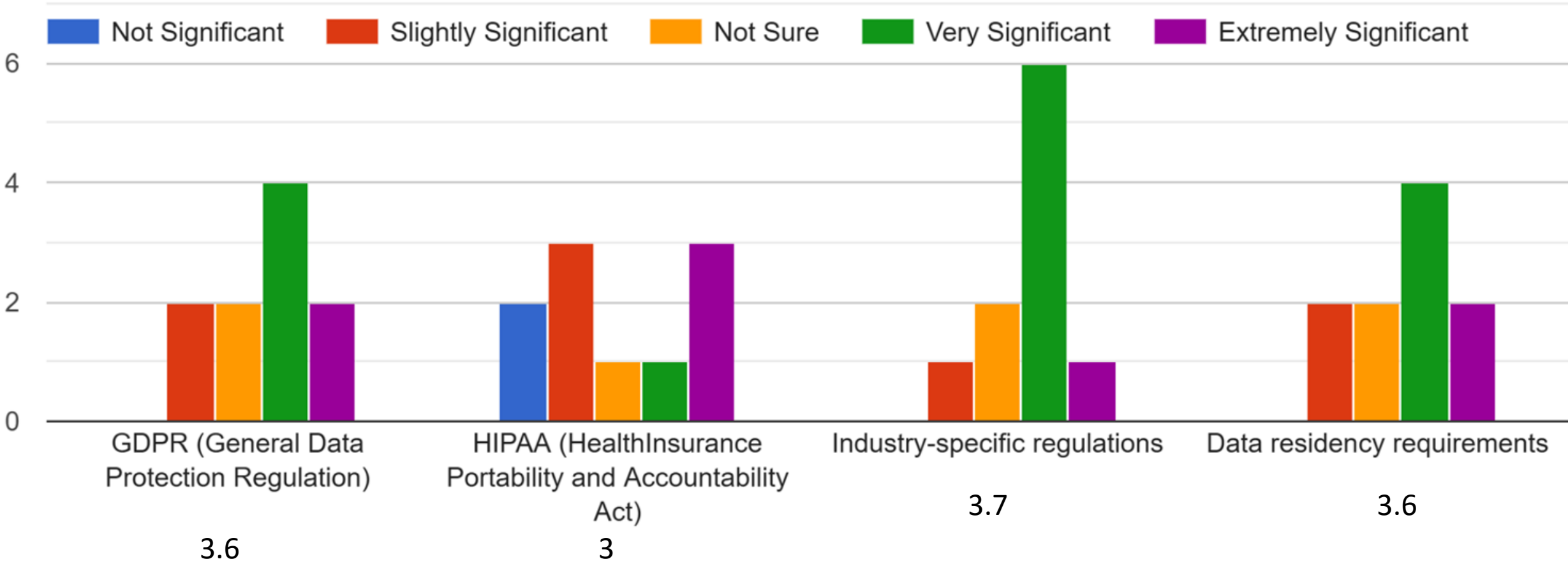
Overall, how effective is your current approach to handling data management and security?

10 responses

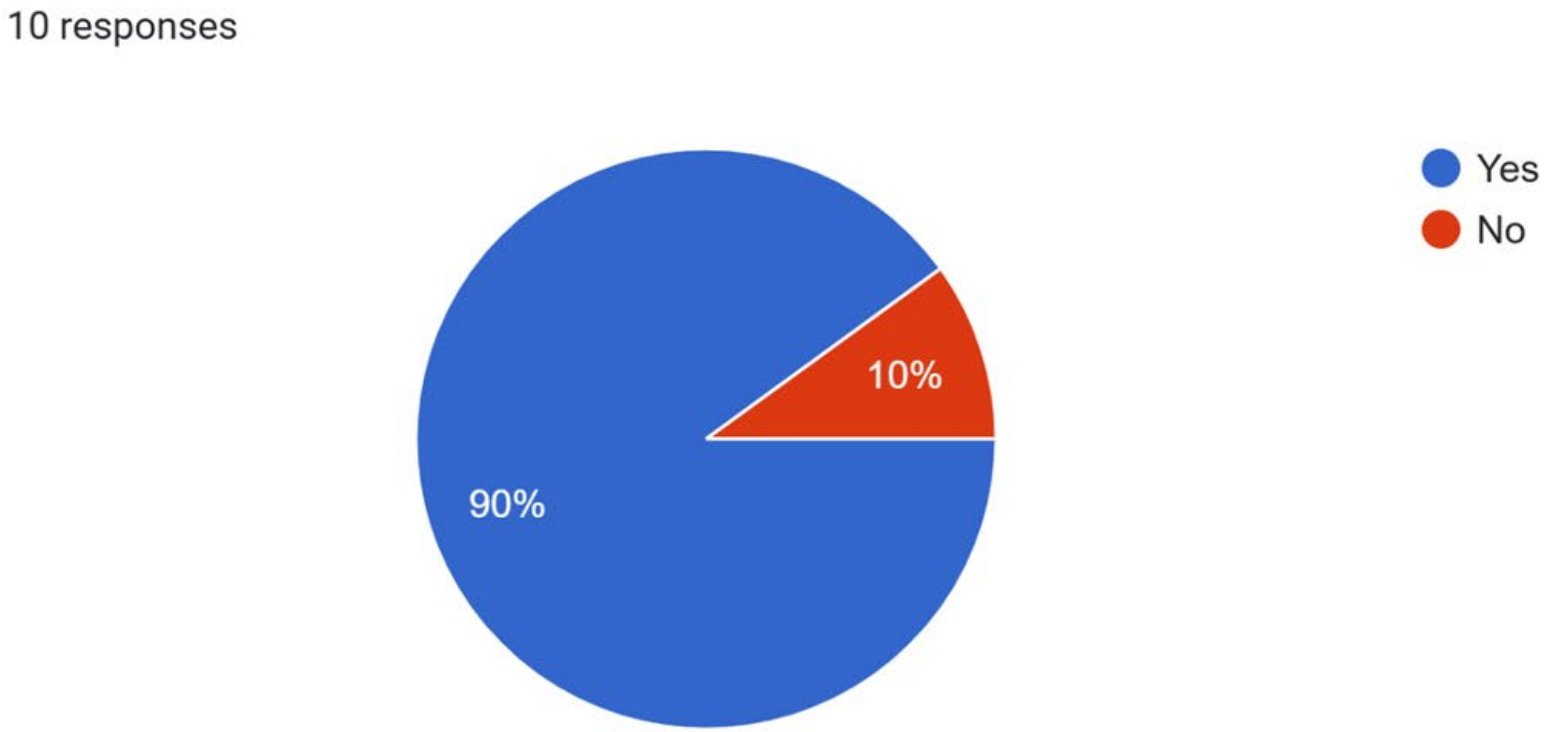


How significant are the following regulatory requirements in impacting your decision to implement a SaaS-based manufacturing solution?

Average score for each is listed below with Extremely Significant being 5.



If you were to implement SaaS-based manufacturing software would vendors be required to meet specific security certifications?



What specific security certifications would vendors be required to meet?

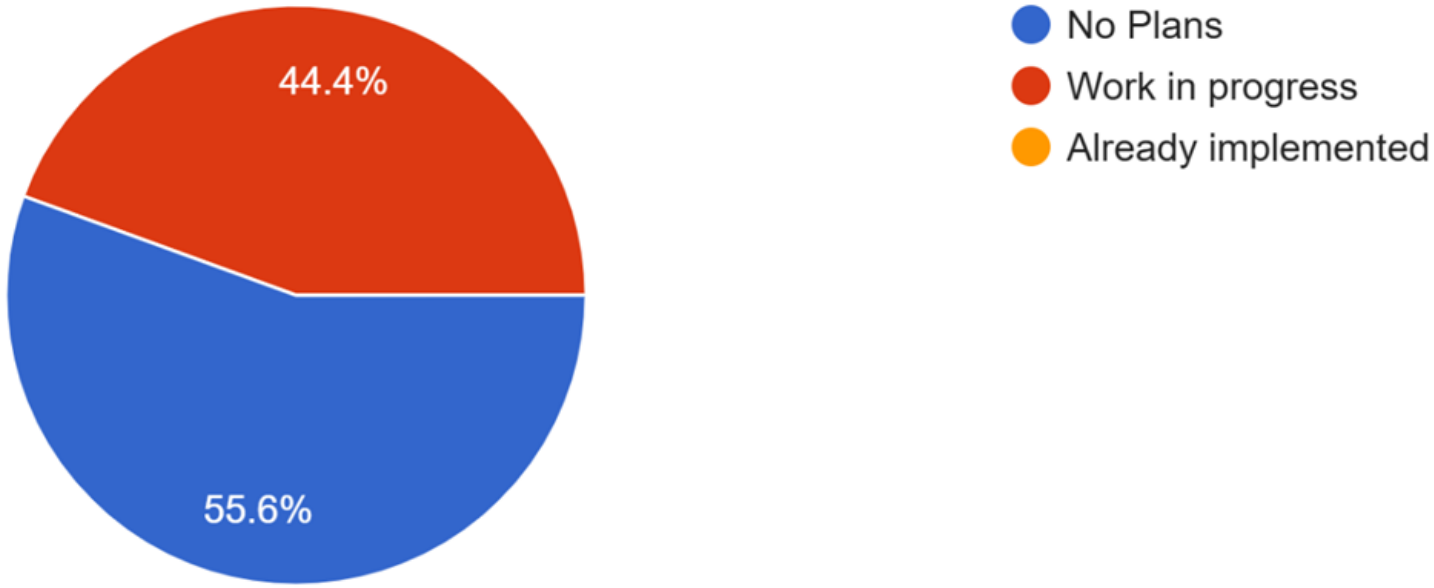
- Would need additional information for evaluation to determine security certifications.
- Not sure
- NIST
- Integration with our existing customized systems.
- SOC2, ISO27001

What future SaaS-based software capabilities are you interested in for manufacturing?

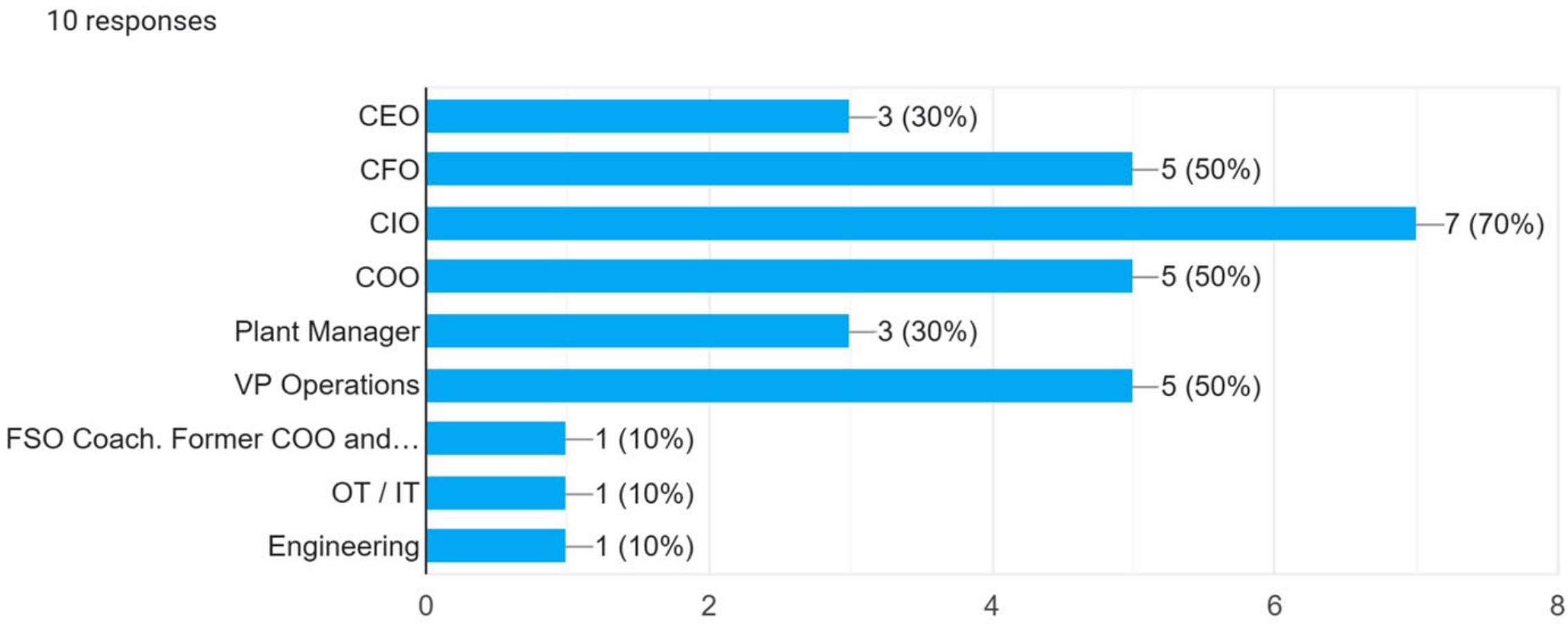
- On premise off premise capability to support manufacturing continuity
- LMS/MES/Data Visualization and eventually ERP and S&O
- None at this time
- Engineering and maintenance based solutions
- Reconsideration of current provider by not only duplicating some of its functions, but filling the gaps that prevent it from being a sitewide tool.

Are you planning to develop/implement a SaaS-based manufacturing software strategy over the next 2-3 years?

9 responses



Which of the following key stakeholders would most likely be involved in the decision to invest in a SaaS-based manufacturing software solution?



Where do you see the future of SaaS-based manufacturing software solutions going within the next 5 years?

- Not Sure
- Subscription Based
- Stronger data capability, and multi vendor collaboration.
- It's going to be the standard solution/option
- Not sure
- Significantly increasing.
- If infrastructure allows (connectivity, latency, etc...) most will migrate.

Key Takeaways

- 1
- 2
- 3
- 4

Velotic™

Scaling Digital Transformation

Real-world Insights from the Manufacturing Floor


Velotic
Proficy® Kepware® ThingWorx®
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RESERVED

Panelist



Roman Havriliak
Chief Cyber Security Coach
FSO Institute



Chris Carlins
Chief Technology Officer
Rain Engineering



Tod Virden
VP – Brilliant Operations
GravMatter Systems



Craig Resnick
Vice President
ARC Advisory Group



Hendrik Koyen
Managing Director
Centif



Phaedra Martin
Industry Marketing Director
Velotic™

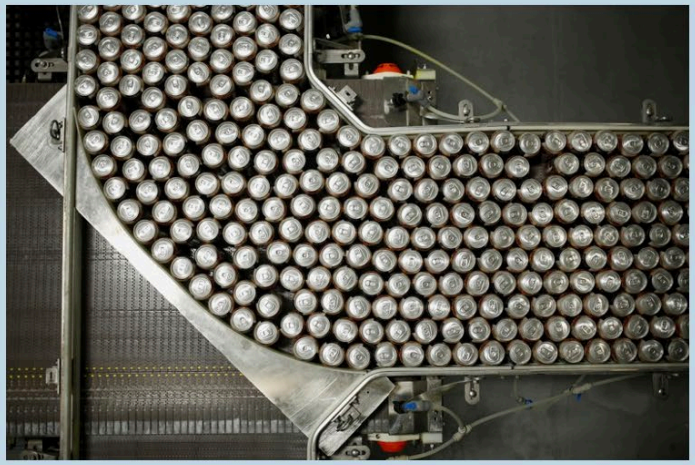
Deployment with legacy systems and multiple sites



Key Insights

- To assess a brownfield plant, first walk around looking for ways to interface with legacy equipment. Talk to operators, look for pain points.
- Determine what's needed in the plant, determine what equipment you'd rather have and then determine what to keep and discard.
- To get out of "pilot purgatory," first take simple steps – don't "boil the ocean." Again, talk to the factory folks and from that develop a well-defined pilot. Choose one small use case. Do your homework so you know what you want from a pilot project.
- Can't stress enough to empower your people and get their input. Top down doesn't work. Understand your audience.

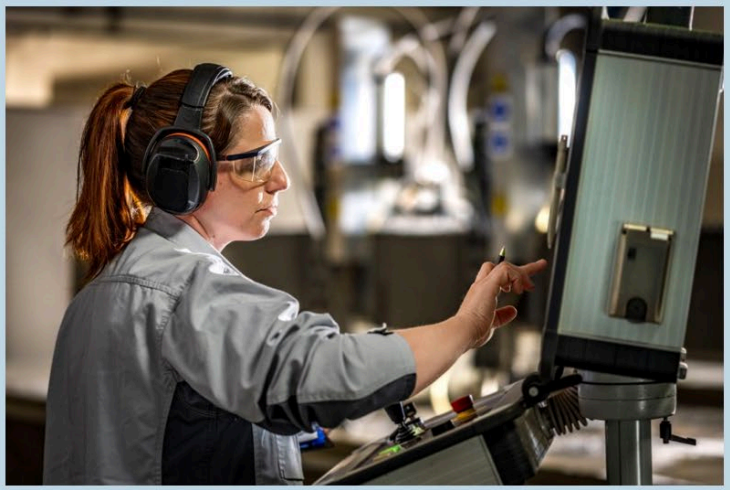
Driving adoption across operations, IT, and leadership



Key Insights

- Most common objections to adoption include excuses such as we've always done it this way, I don't have time, etc. Need to show how it's better, smoother. Eliminate the perceived threat. Show how it helps operators become a better version of themselves. Engage and support them.
- Most friction comes between the project organization and the business organization. They should mirror one another. Alignment and clarity between the two is critical. Have the business leader out front, not the technical person. Focus on the business case. Use a stakeholder analysis to find internal champions – those who have the desire, interest, etc. to see the initiative through.
- To keep executive sponsors engaged, understand what's in it for them, WIFT. Understand the executive sponsor's KPI's.

Accelerating ROI and securing continued investment



Key Insights

- Every project is different, so need to define it well upfront. What exactly are you looking for ROI on and how do you define it clearly, e.g. improved OEE, reduction of unplanned downtime, etc.? Use crawl, walk, run process to attain buy-in from stakeholders. Determine how quality data changes a business process. Also, take time to bring the team along and get quick wins.
- When talking to CFO's and finance teams, use their language. Focus on things that get their attention like cost savings, cash flow, even earnings per share. Back ROI up with financial data not gut instinct and shop floor language. Position things as a financial program or project.
- Critical to learn the financial benefit language.

Balancing standardization with site-specific needs



Key Insights

- Embrace idea that all sites are unique and that some things just have to be standardized. Identify these unique needs, understand objections to standardization (individual sites want to be heard), compromise and give plants wins when you need to and share what's non-negotiable.
- Important to have a blueprint and take time to explain the "why" and the benefits. Gain operators' trust to avoid the Pirate Code where workarounds flourish if there's not buy-in from them.
- Build the standard process first and put business leader in front to lead it. Find your champions and use their voices.
- Standardization can provide a huge benefit when onboarding new employees by reducing training costs. It enables alignment and explains how things are done around here. Also helps to make training more than an afterthought.

Insights From MHRT Member Experiences

Announcements

- *The Practical AI Partner,* Dr. Bryan Griffen
  www.griffenexecsolutions.com/shop/ **MHRT26AI**

- Coming Soon – MailChimp, new mail system for communicating with MHRT