



The need to modernize infrastructure hasn't changed. The model for getting it done has.

Across industrial portfolios, three forces are increasing the cost of waiting—and exposing the limits of the traditional site-by-site approach.



KEY PERSPECTIVE

Industrial modernization delivers more value when it's managed at the portfolio level—not one site at a time.

Industrial modernization delivers more value when it's managed at the portfolio level—not one site at a time. A site-by-site approach delays savings, increases project costs, and extends operational risk. That's why more industrial leaders are shifting to a portfolio perspective.

The question is no longer whether to modernize. It's how quickly value can be captured across the portfolio.



Two modernization models

The model changes when value starts, how quickly it compounds, and how much gets captured.

Site-by-site model

Start time → Later
Projects begin as individual site budgets unlock

Time to impact → Staggered
Benefits arrive gradually across sites

Value captured → Delayed
Savings accumulate slowly as projects roll out

Portfolio model

Start time → Now
Modernization begins across multiple facilities

Time to impact → Accelerated
Upgrades executed in coordinated phases

Value captured → Pulled forward
Savings and improvements compound sooner

KEY INSIGHT

The model changes when value begins and how quickly it compounds.

Three forces increasing the cost of waiting

Scale

Industrial portfolios are larger and more distributed than before.

When modernization happens site by site:

- approvals multiply
- execution fragments
- progress slows

Energy

Energy is now a business variable—not just a facilities expense.

Volatility, regional pricing, and reliability concerns are increasing exposure to:

- higher costs
- planning pressure
- operational disruption

Risk

Deferred upgrades increase operational exposure.

As infrastructure ages:

- maintenance rises
- failures become more likely
- downtime risk increases

WHERE THIS MATTERS MOST

- Distributed portfolios
- Energy-intensive operations
- High-reliability facilities



What leading industrial organizations are doing differently

Site-by-site model

Project → Project → Project...

RESULT:

- Delays savings
- Increases project costs
- Extends operational risk

Portfolio model

Portfolio Assessment
↓
Capital Program
↓
Sequenced Execution
↓
Measured Outcomes

THE DELAY TAX

Waiting costs more than time. It delays savings, raises project costs, and extends operational risk.



Savings are deferred

Improvements take longer to reach the P&L



Project costs increase

Equipment, labor, and implementation costs rise over time



Operational exposure continues

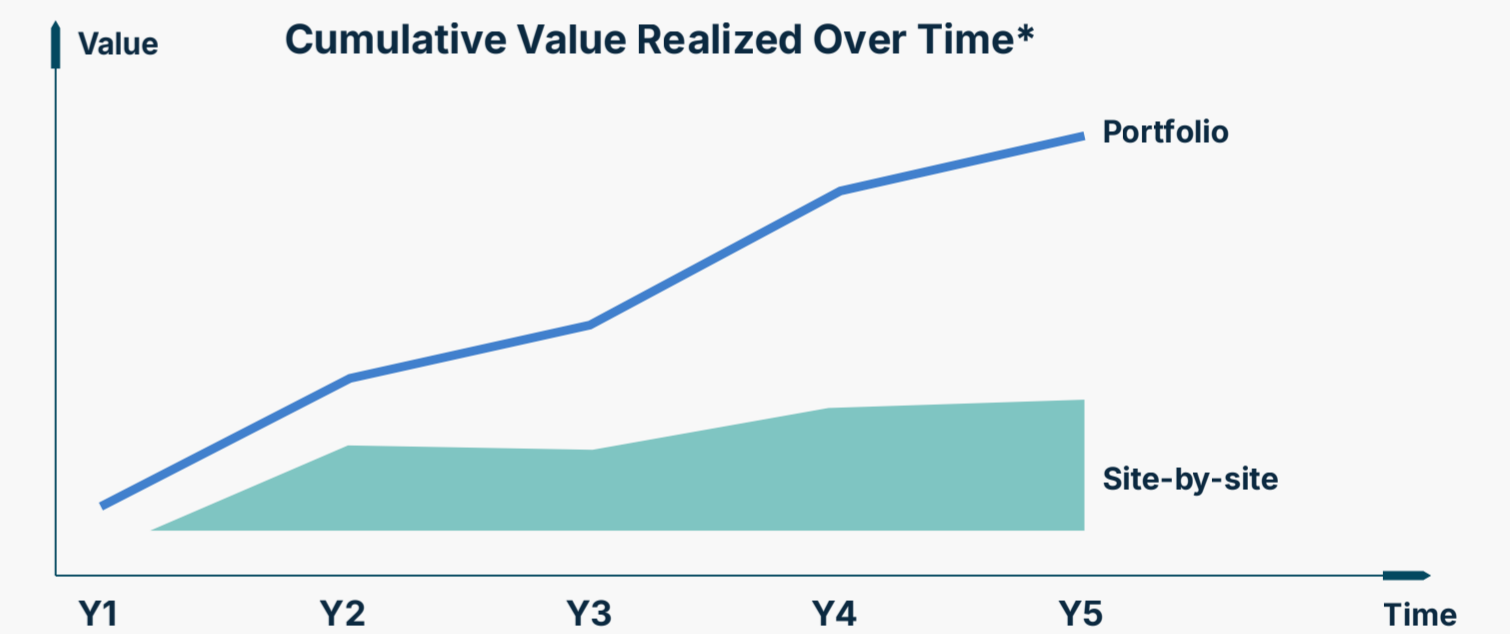
Aging infrastructure stays in service longer, increasing risk



Value capture slows

Financial and operational gains compound later

Waiting delays savings, raises costs, and extends risk.



*illustrative portfolio modernization model

\$8.4M

Value pulled forward
\$8.4M additional value within the first 4 years

Delay tax includes:

- Delayed savings realization
- Project cost escalation
- Continued operational exposure

3 Yrs

Time to value compression
3 years faster to reach the same value threshold

REDAPTIVE AT SCALE

\$1.2B

Capital deployed

\$353M

Energy savings delivered

12,000

Projects completed

TRUSTED BY LEADING ENTERPRISES



GE Aerospace

MCKESSON

CINTAS

Whirlpool