

VALUE GAP NAVIGATOR — BOARD-READY VALUE BRIEF

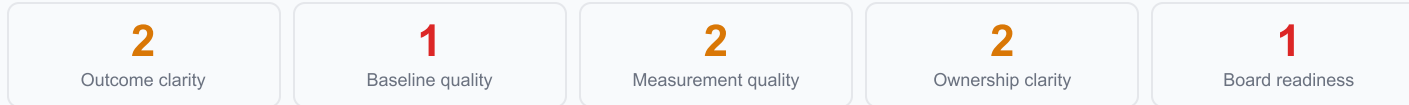
Deployed a predictive maintenance AI on Caldwell's primary cooking and sealing lines. Vibration sensors, temperature data, and historical work order logs fed into a model that flags equipment likely to fail within 72 hours.

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INITIATIVE INTERPRETATION

Type: Predictive maintenance

READINESS TO DEFEND VALUE (1-5)



Outcome clarity: The intended outcome is implied but not clearly defined in the business case or metrics.

Baseline quality: Most metrics lack a credible pre-implementation baseline, preventing defensible value claims.

Measurement quality: Some current measurements exist, but they are incomplete or not tied to business outcomes.

Ownership clarity: Metric ownership is inconsistently assigned, with some metrics lacking a clear owner.

Board readiness: No metric meets the standard for board-level defensibility due to missing baselines or incomplete measurement.

VALUE GAP SUMMARY

The current evidence for Caldwell's predictive maintenance AI is not yet defensible for board or CFO-level conversations. Most business-case metrics lack pre-implementation baselines, so value cannot be confirmed. Some metrics are measured, but they are either proxies or not reported to leadership. Maintenance cost per asset is tracked, but without a baseline, its impact is anecdotal. Emergency maintenance spend is only partially measured, and unplanned downtime is unsupported. The most important action is to establish and document credible baselines for all business-case metrics, then ensure ongoing measurement and executive reporting. Without these steps, the initiative's value remains a hypothesis rather than a proven outcome.

EVIDENCE QUALITY BY METRIC

METRIC	EVIDENCE LEVEL	GAP	BOARD-READY
Unplanned downtime (hours or cost)	Unsupported	Baseline missing	X
Mean time between failure	Measured proxy	Proxy only	X
Maintenance cost per asset	Anecdotal	Baseline missing	X
Emergency maintenance spend	Not yet measurable	Outcome not instrumented	X

TOP MEASUREMENT GAPS

1. Missing baselines for key metrics Critical

Maintenance supervisor must establish and document pre-implementation baselines for all business-case metrics within 30 days.

2. Metrics not reported to executives or board Significant

Project lead should ensure all relevant metrics are included in executive reporting packs monthly.

3. Partial or proxy measurement only Moderate

Data engineering team should instrument full measurement of emergency maintenance spend and tie proxies to financial outcomes within 60 days.

MEASUREMENT PLAN**Unplanned downtime (hours or cost)**

Action: Establish and document a credible pre-implementation baseline and begin regular tracking in the ERP system.

Owner: Maintenance supervisor

Cadence: Monthly

Data source: ERP or maintenance management system; may require additional instrumentation.

Maintenance cost per asset

Action: Identify and record a pre-initiative baseline, then compare to current tracked values.

Owner: Maintenance supervisor

Cadence: Monthly

Data source: ERP or financial system historical data.

Emergency maintenance spend

Action: Record the existing baseline value and ensure full, consistent measurement going forward.

Owner: Maintenance supervisor

Cadence: Quarterly

Data source: ERP or financial system; may require process standardization.

INVESTMENT DISPOSITION**Pause pending baseline and ownership clarity**

The initiative cannot currently demonstrate defensible value due to missing baselines and incomplete measurement. Pausing to address these gaps will enable a credible assessment of impact and inform future investment decisions.

BOARD QUESTIONS FOR THIS INITIATIVE

1. What specific pre-implementation baselines exist for each business-case metric?
2. How are current results for unplanned downtime and emergency maintenance spend tracked and validated?
3. Who is accountable for metric ownership and regular executive reporting?
4. What is the timeline to close the measurement and reporting gaps identified in this review?

NEXT STEP

A structured advisory conversation through vtcdo.com/conversation is available to work through the measurement and accountability gaps. This will help establish defensible value and governance for the initiative.

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