



OT MANAGED SERVICES

The Meter Nobody Reads

Why the next phase of operational technology isn't about building more.
It's about who stands behind what you've already built.



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01

OPERATIONAL OWNERSHIP

The Real Problem Isn't Technology

Industrial and regulated organizations are not short on technology. They are short on accountable capacity to operate it well.

For two decades, your organization has invested in automation, control systems, MES, historians, networks, cybersecurity, cloud, and analytics. Every one of those investments made sense at the time. Every system solved a real problem.

And yet the environment keeps getting harder to operate — not easier. You have more tools, more vendors, more data, more alerts, and more risk than ever, while the pool of people with the experience to manage it all keeps shrinking.

That gap has a name. It is not a *technology* problem. It is an **integrated operational ownership** problem — and it is the single most expensive problem most operations aren't measuring.

The meter is already running

The cost of not having clear operational ownership shows up as unplanned downtime — the moment a line stops and no one can say, quickly, who owns the fix. The numbers are sobering, and they are getting worse, not better.

\$260K

Average cost per hour of unplanned downtime across industrial sectors (Aberdeen)

~\$50B

Lost by U.S. manufacturers to unplanned downtime every year

+50%

How much more an hour of downtime costs today vs. 2019

Two-thirds of plants experience unplanned downtime at least **monthly**. For a third of large companies, a single hour costs between \$1 million and \$5 million. And the hidden costs — expedited parts at a 30–40% premium, idle crews still drawing wages, quality scrap on restart, contractual penalties, and reputational damage — typically run **three to five times** larger than the visible production loss.

The question is not whether downtime is expensive. It is whether anyone in your operation can say, in real dollars, what it is costing you right now — and who owns the answer.

Why the technical issue and the real pain are never the same size

Your plant does not operate in departments. It operates as one connected environment. When something fails, the problem rarely stays inside one box.

A single production issue may touch PLC logic, instrumentation, network latency, historian data, MES transactions, operator workflow, cybersecurity controls, vendor equipment, and business reporting — all at once. The issue may be technical. The pain is always operational: lost output, exposed quality, shaken operator confidence, and leadership without visibility.

02

COMPLEXITY IS NOT YOUR FRIEND

Why This Keeps Happening

If the problem were simply a matter of trying harder, most operations would have solved it years ago. They haven't — because three structural forces work against them at the same time.

1. Your organization is built in departments. Your plant isn't.

Operations owns production. Engineering owns projects. IT owns infrastructure. Cybersecurity owns risk. Quality owns compliance. Each vendor owns its own system. Every one of those boundaries is reasonable on its own.

But failures don't respect org charts. They live in the seams between systems, between vendors, and between teams — exactly where no single group has clear ownership. The result is that the person left coordinating the response is, by default, you.

2. The best-of-breed vendor model has hit its limit

The multi-vendor model worked when a facility ran two or three vendors. Today the average plant juggles dozens — across automation, MES, OT networking, cybersecurity, historian and data, AI and analytics, and infrastructure. None of those vendors owns the seams between systems. None coordinates with the others.

When something fails, the response is predictable. The network vendor says it's the PLC. The PLC vendor says the application is working as designed. The application vendor says the data is unreliable. The historian vendor says the MES is wrong. Meanwhile, production is down — and you are left running the war room.

You became the integrator by default — and you were never staffed to do that job.

3. You cannot reliably hire your way out

The instinct is understandable: if the gap is capacity, add people. Sometimes that works. Increasingly, it doesn't — because the market for that talent is structurally short.

1.9M+

U.S. manufacturing jobs projected to go unfilled by 2033 if the skills gap persists (Deloitte / MI)

36%

Harder to find the right talent today than in 2018, per surveyed manufacturers

65%

Of manufacturers cite attracting and retaining talent as their #1 business challenge

And even a successful hiring spree doesn't close the gap, because what you'd actually need to replicate isn't one role. To match integrated operational ownership, a single site would need automation expertise, MES expertise, OT networking, cybersecurity, historian knowledge, data engineering, infrastructure support, project leadership, vendor coordination, 24x7 response, and continuous-improvement discipline.

That is not a hire. It is a team — one that most organizations cannot build, staff, and retain on their own, especially as experienced operators retire and take institutional knowledge with them.

03

A DIFFERENT MODEL

The Accountable Operating Partner

Most providers in this market are built to answer one question: “Who can build this?” They design a system, deliver the project, and exit at go-live. The relationship ends exactly where the hardest part — operating what was built — begins.

InflexionPoint ONE™ is built to answer a different question: **“Who will stand behind it?”**

From vendor to Operating Partner

An Operating Partner takes lifecycle ownership of the environment — not just the moment of construction. It is the one accountable party in the middle: owning the seams between systems, coordinating the response when something goes wrong, and translating technical work into operational outcomes leadership can see.

This is delivered through a Design · Build · Manage model, where Manage is not an afterthought bolted on at the end — it is the point. Remote monitoring, cybersecurity operations, and continuous improvement continue long after go-live, because that is when uptime, compliance, and resilience actually matter.

InflexionPoint One does not replace your team. It makes your team stronger — giving you access to a multidisciplinary operating model without requiring you to build, staff, and retain it from scratch.

What you are really buying

Organizations that move to an Operating Partner model consistently say they are not buying tickets, PLC support, or cyber monitoring as line items. They are buying something harder to source — the assurance that someone is watching, someone will respond, someone will coordinate, and someone will stay with the problem until it's resolved:

What you're buying	What it means day to day
Confidence	Someone is watching, and you can prove it
Accountability	You never have to wonder who owns the problem
Continuity	Project knowledge doesn't walk out the door at go-live
Responsiveness	A coordinated response, not a vendor blame chain
Risk reduction	The seams between systems are actively owned
Improvement	The operation gets measurably better over time

04

HOW IT WORKS

The GRIT Framework

An Operating Partner relationship needs an operating model, not a service menu. InflexionPoint One organizes everything it does around four modes — Govern, Run, Improve, Transform — that a healthy operation needs at the same time, not in sequence.

Govern — make better decisions

Govern is embedded in every engagement and is how the environment is managed with clarity and discipline: strategy, standards, roadmaps, risk management, executive reviews, lifecycle planning, and investment priorities. Without governance, operations react. With it, they lead.

Govern includes	Govern creates
Executive reviews & success planning	Clear priorities
OT and digital roadmaps	Better decisions
Risk registers & standards guidance	Reduced risk
Lifecycle, budget & vendor coordination	Executive alignment
Compliance & audit readiness	A practical improvement roadmap

Run — keep operations reliable

Run is the day-to-day foundation of the relationship: monitoring, support, incident response, administration, patching, backup, and cybersecurity operations, delivered through a 24×7 virtual Network Operations Center (vNOC). If the operation can't run reliably, nothing else matters.

Run includes	Run creates
24×7 remote monitoring (vNOC)	Faster response
Service desk & incident management	Improved availability
PLC, SCADA, HMI & MES support	Better visibility
Backup, recovery & patch coordination	Operational confidence
Cybersecurity monitoring & vendor escalation	Clear ownership when issues occur

Improve — make the operation better

Improve is where the relationship becomes more than support. It turns the visibility gained in daily operations into action — converting recurring issues into root-cause fixes and data into better decisions. Support maintains; improvement differentiates.

Improve includes	Improve creates
Continuous-improvement backlog	Measurable progress
Root cause analysis & alarm rationalization	Fewer recurring issues
Process & workflow optimization	Better performance
Data quality & reporting improvements	Higher operational value
AI use-case development	New opportunities to modernize

Transform — build the future

Transform is how bigger modernization moves get made — MES and MOM programs, OT infrastructure modernization, cybersecurity maturity, data and AI initiatives, cloud and edge architecture, and multi-site rollouts. These are strategic, C-suite conversations delivered as discrete projects, informed by everything the Operating Partner already knows about your environment.

Transform includes	Transform creates
Modernization roadmaps	Strategic modernization
MES / MOM & infrastructure programs	A future-ready operation
Cybersecurity maturity programs	Long-term competitive advantage
Data, AI & digital-twin initiatives	Stronger operational resilience
Multi-site standardization & rollout	Compounding value across sites

Ten Capabilities, One Accountable Team

You buy outcomes. We deliver them through disciplined, repeatable capabilities — the backbone that lets us standardize delivery while personalizing the relationship. An Operating Partner cannot scale on individual heroics; it scales through expertise, ownership, and knowledge.

1 **Automation & Controls**

PLCs, control logic, SCADA, HMI, instrumentation, alarms, troubleshooting, and commissioning support. If the control layer is unstable, nothing above it can create value.

2 **Manufacturing Applications**

MES, MOM, batch, recipe, quality workflows, electronic records, and reporting — connecting business process to plant execution.

3 **Industrial Data & Historian**

Historians, data pipelines, KPI dashboards, data quality, and operational intelligence. Data has no value until it improves a decision.

4 **AI & Analytics**

AI use-case development, model lifecycle, predictive analytics, and copilot enablement. AI should amplify industrial expertise — not replace it.

5 **OT Infrastructure**

Servers, virtualization, backups, patching, remote access, lifecycle planning, monitoring, and recovery. Production reliability depends on infrastructure reliability.

6 **Industrial Networks**

Architecture, segmentation, switches, firewalls, wireless, remote connectivity, and monitoring. Network issues quickly become production issues.

7 **OT Cybersecurity**

Asset inventory, vulnerability coordination, segmentation, secure remote access, incident-response coordination, and compliance support.

8 **Cloud & Edge**

Hybrid architectures spanning plant-floor systems, edge devices, cloud platforms, and enterprise integration. The future industrial architecture is hybrid.

9 **Program & Project Delivery**

Project and program management, scope control, delivery governance, and clean handoff to operations. Good strategy fails without reliable execution.

10 **Customer Success**

The capability that connects all others to value — owning the relationship, success plan, health, governance, and roadmap. (More on this next.)

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NEXT STEPS

“Why Not Just...?”

You have choices. Every one of them solves part of the problem — which is exactly why none of them, on its own, closes the gap. Here is the honest version.

Why not just hire internally?

Internal teams matter, and an Operating Partner is designed to strengthen them, not replace them. But modern operations require too many specialized skills — across automation, MES, OT networking, cybersecurity, data, and AI — for most organizations to build and retain alone, particularly as experienced staff retire. The Operating Partner model gives you that multidisciplinary capacity without building it from scratch.

Why not a traditional MSP?

Traditional MSPs are built around IT: tickets, devices, servers, patching, availability. Those things matter. But a plant outage is not just an IT event. It affects production, safety, quality, compliance, and revenue. An Operating Partner is built for OT, and for the seam where OT meets IT.

Why not the OEM or software vendor?

OEMs and software vendors know their products deeply. What they don't own is your operating environment. When a problem crosses systems, vendors, networks, and people, ownership becomes unclear — and you're back to running the war room. An Operating Partner owns the seams and stays with the problem until you're operating effectively again.

Why not a large consultant?

Large consultants can build strategy and roadmaps, but many are far from the plant floor. The differentiator of an Operating Partner isn't strategy alone — it's strategy connected directly to execution. Not advisors from a distance; the people who do the work.

You win when your operation experiences one partner, one plan, one accountable relationship — combining industrial expertise, execution capability, and operational accountability in a single trusted relationship.

What the Partnership Looks Like Over Time

A good Operating Partner relationship should be worth more to you every year. It rarely starts big — usually with a single project, a support gap, a cyber concern, or an operational risk you need handled. From there, here's what you can expect the relationship to feel like as it matures.

You won't be asked to commit to all of this on day one. Each stage earns the next — trust is built through results you can see, not promises made at signing.

Getting Started — *solving a real problem, fast*

What happens: It usually begins with one pressing issue. We take the time to understand your environment, surface the risks and pain points you're actually feeling, agree on what success looks like, and put an executive sponsor in place. No boil-the-ocean transformation pitch — just a meaningful problem, solved.

Success looks like: *You come away confident we genuinely understand your operation and can solve real problems, not just talk about them.*

Finding Solid Ground — *confidence that someone has it handled*

What happens: Before anyone talks about improving your operation, we make it dependable. We learn and document your systems, inventory your assets and applications, define ownership and escalation, and establish a steady operating rhythm — reducing risk from day one. You get stable footing before you get change.

Success looks like: *For the first time, you feel that someone is watching, responding, coordinating, and taking ownership — so you don't have to.*

Getting Better, Measurably — *improvements you can see and prove*

What happens: Now the day-to-day insight we've gained turns into progress: root-cause fixes for recurring issues, better reporting and KPIs, smoother workflows, cleaner data, and a hardened environment — planned each quarter and tracked in real value. This is where the relationship becomes far more than support.

Success looks like: *You can point to measurable progress and explain, to your own leadership, exactly how your operation is getting better over time.*

Solving Bigger Problems Together — *growth that feels like partnership*

What happens: Once trust is earned, taking on more feels like the obvious next step rather than a sales push: additional sites, broader coverage, new improvement initiatives, and larger modernization projects as they surface. You decide the pace — we bring the capacity.

Success looks like: *Expanding the relationship feels like tackling bigger problems together, never like being sold to.*

Proving It Was Worth It — *value you can measure at renewal*

What happens: Renewal is a moment to show the return, not shuffle paperwork. You get a clear value summary, a review of SLA and business outcomes, your operational health score, improvement progress, and a refreshed roadmap for what's next — so the decision to continue is an easy, evidence-based one.

Success looks like: *You renew because the partnership has quietly become part of how you operate — and the numbers back it up.*

Happy to Recommend Us — *results worth telling peers about*

What happens: The strongest sign we've done our job is that you'd say so to someone else: a reference for a peer, an introduction, an expansion into another part of your business, or a broader strategic conversation — always on your terms.

Success looks like: *You become a genuine champion — not because we asked, but because the results earned it.*

The Promise We Operate Against

A commitment is only worth as much as the standard behind it. This is the standard every InflexionPoint One relationship is held to — not a slogan, but the way the work is measured.

InflexionPoint One helps industrial and regulated organizations govern, run, improve, and transform their operations through one accountable Digital Operations relationship.

What you should feel

- Someone is watching.
- Someone is accountable.
- Someone is coordinating.
- Someone is thinking ahead.
- Someone is helping you improve.

Customer Success doesn't solve every technical problem itself. It makes sure the right people are engaged, the plan is understood, and every issue reaches closure. The result is simple to state and hard to earn:

You should never have to wonder who owns the problem.

What you should expect

- Clear accountability and responsive support against published SLAs.
- Cross-functional expertise that spans automation, MES, data, cyber, infrastructure, and AI.
- Proactive communication and practical recommendations — before you have to ask.
- Visible progress, continuous improvement, and executive-level governance.
- A partner who understands your business and your systems, not just their own products.

NEXT STEPS

Where to Start

Moving to an Operating Partner model doesn't begin with a large commitment. It begins with a clear-eyed look at where your operation actually stands — and where the unowned seams are costing you the most.

A practical first step

A focused current-state assessment answers three questions most operations can't answer today with confidence:

1. **What is unplanned downtime actually costing us** — in direct and hidden dollars — and where does it originate?
2. **Where are the unowned seams** between our systems, vendors, and teams, and what risk do they carry?
3. **What would an integrated operating model** (Govern · Run · Improve · Transform) look like for our environment — and what should we tackle first?

You are not short on technology. You are short on accountable capacity to operate it well. That gap is the most expensive line item you aren't measuring — and it is the one we exist to close.

Start the conversation

To scope a current-state assessment for your operation, reach out to your InflexionPoint contact or visit [InflexionPoint.ai](https://inflexionpoint.ai).