Commercial AI Across Four Global Business Units

Director, Commercial Digital Solutions & Data Science · Ecolab · three-year mandate across 4 of 5 global business units

THE SITUATION

A three-year mandate inside a Fortune 500 industrial: rebuild the data science team, then build commercial AI and its roadmap for four of five global business units on an $8B revenue footprint.

WHAT WAS AT STAKE

More than a stalled digital agenda. A planned one-million-unit IoT rollout was sending false alerts, and the commercial organization was moving from product sales to intelligence and outcome-based revenue.

WHAT WAS DONE

Machine learning on external market data surfaced a $100M national-accounts pipeline, turned into ready-to-use targeting packages for relationship managers. Built and launched 20+ AI and IoT products, including agentic AI that automated ESG responses for EU tenders. In a 5,000-device pilot, false alerts were traced through the telemetry pipeline to the wrong sensor, and 98% of false positives were fixed before the one-million-unit rollout.

THE RESULT

Relationship managers closed $15M of the new pipeline within 30 days. A projected $52M in service and replacement cost was avoided. Tender automation added $2M+ a month in quoted volume in the first three months, and the work contributed to 25% year-over-year digital revenue growth and +150 bps of margin expansion.

> *Every model was tested against live operating data before it reached the field, and every finding was priced in dollars leadership could act on.*
>
> How the work was run

BY THE NUMBERS

$100M
Pipeline identified; $15M closed in 30 days

$52M
Projected cost avoided ahead of a 1M-unit rollout

20+
AI and IoT products across 4 of 5 business units

+150 bps
Margin expansion, with 25% YoY digital revenue growth

Results from Rebecca S. Lininger's corporate leadership roles.
Detailed references available to qualified sponsors, boards, and executives.

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