



AVEVAWORLD

ACCELERATE INDUSTRIAL INTELLIGENCE



AI Won't Save You, Your Data Culture Will

AVEVA World 2026 - Milano

May 2026 | Martin Blumöhr, Norman Schröter



Evonik in figures

FINANCES

€14.07
billion

in sales generated by our company in the 2025 fiscal year.

€1.87
billion

was our adjusted EBITDA in 2025, with a corresponding EBITDA margin of 13.3%.

BUSINESS

9,400
products

in our portfolio – from ABIL® to NANOPOX® and ZETASPERSE®.

~100

production locations

ensure close proximity to customers and markets, whether in North America, South America, Europe or Asia.

INNOVATION

21,300
patents

stand for Evonik's innovative spirit. Our first patent dates back to 1882/83.

€418
million

invested in our company's research and development activities in 2025.

PEOPLE

31,000
employees

represent 114 nations. Plenty of potential to develop tailor-made solutions for every market in the world.

50%
women

on our executive board.

What has a trumpet to do with AI?



Source: AdobeStock

OUR THESIS

Technology is NOT defining the success of AI implementations but the condition of the general culture of data management.

„Why data culture matters“ - McKinsey Quarterly

“The **best advice** I have for senior leaders trying to **develop and implement a data culture** is to stay very true to the business problem: What is it and how can you solve it?

If you **simply rely on having huge quantities of data in a data lake, you're kidding yourself**. Volume is not a viable data strategy. The most important objective is to find those business problems and then **dedicate your data management efforts** toward them. Solving business problems must be a part of your data strategy.”

Rob Casper, chief data officer, JPMorgan Chase

Source: „Why data culture matters“ by Alejandro Díaz, Kayvaun Rowshankish, and Tamim Saleh, McKinsey 2018



Key elements of a culture:

**Language &
Symbols**

**Beliefs &
Values**

**Norms &
Standards**

**Social
Organization**

AVEVA World 2024: AI can help build a Digital Twin by learning from the past and help for the future

Advantages of AI



Access...



- Collect existing data and documents from various sources
- Extract information from existing sources

Content...



- Review existing material
- Compare versions
- Validate data points
- Check for potential mistakes

Efficiency...



- ReUse and adopt existing solutions
- Extrapolate and/or scale available content

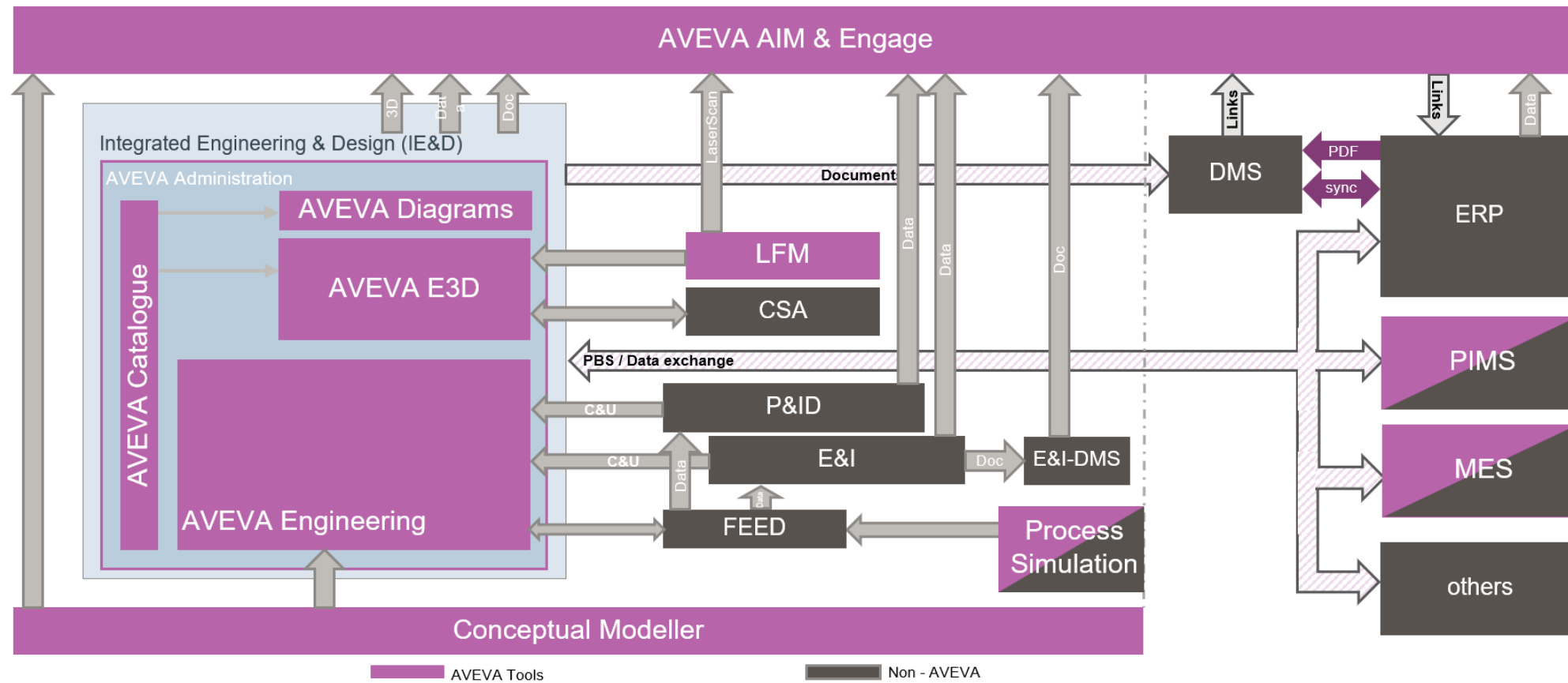
Sustainability...



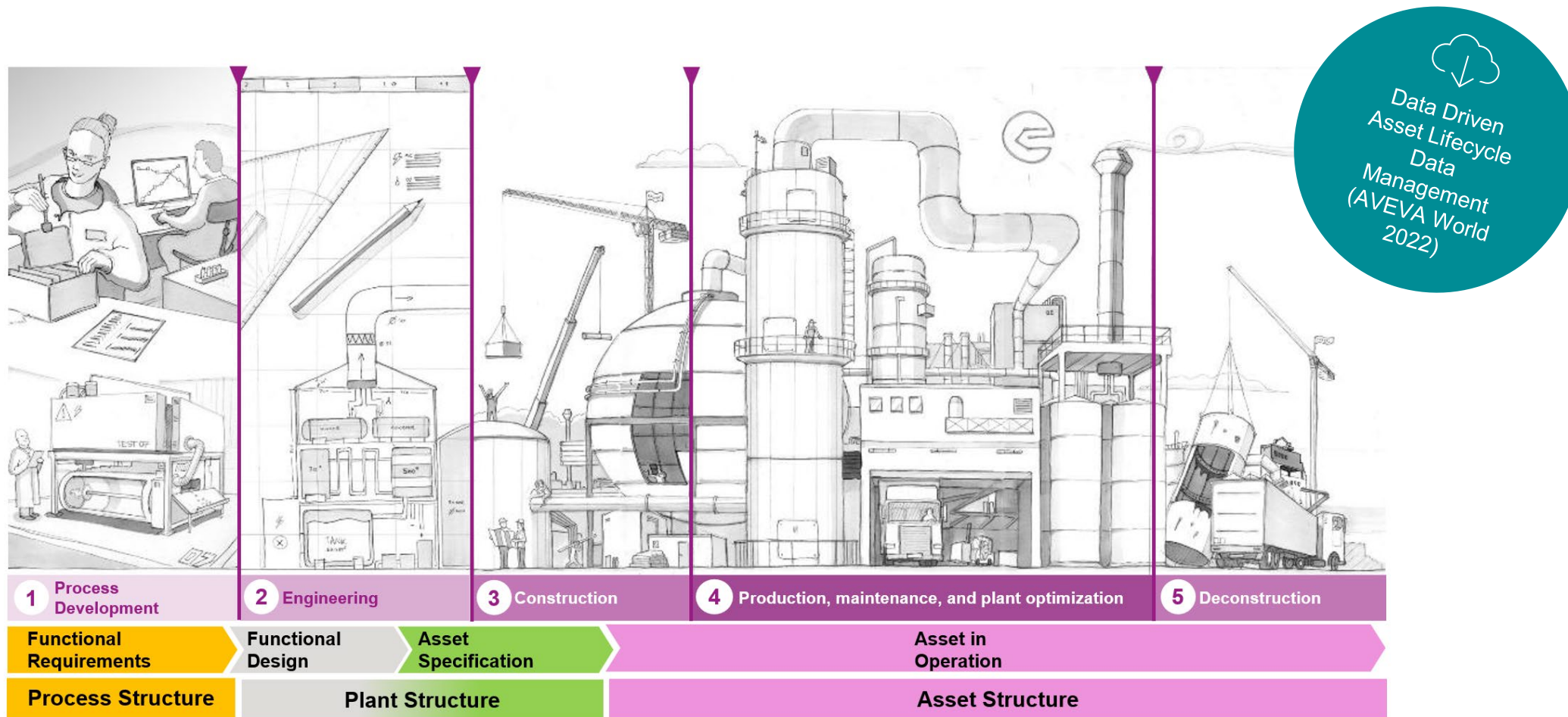
- Secure Know-How
- Make information available
- Learn from experience
- Train new employees

<https://www.aveva.com/en/perspectives/presentations/2024/evonik--ai---another-digital-twin-/>

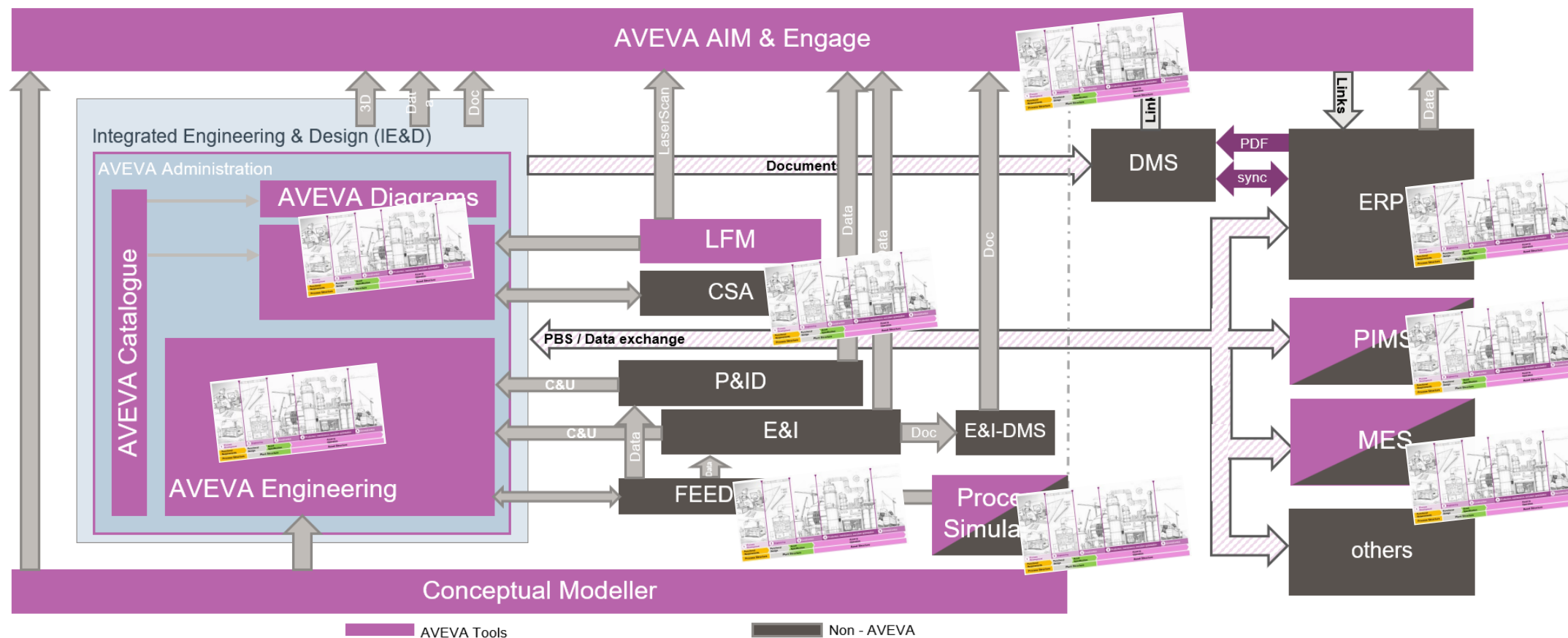
Data Model across tools and technical landscapes – implemented in AVEVA and other tools



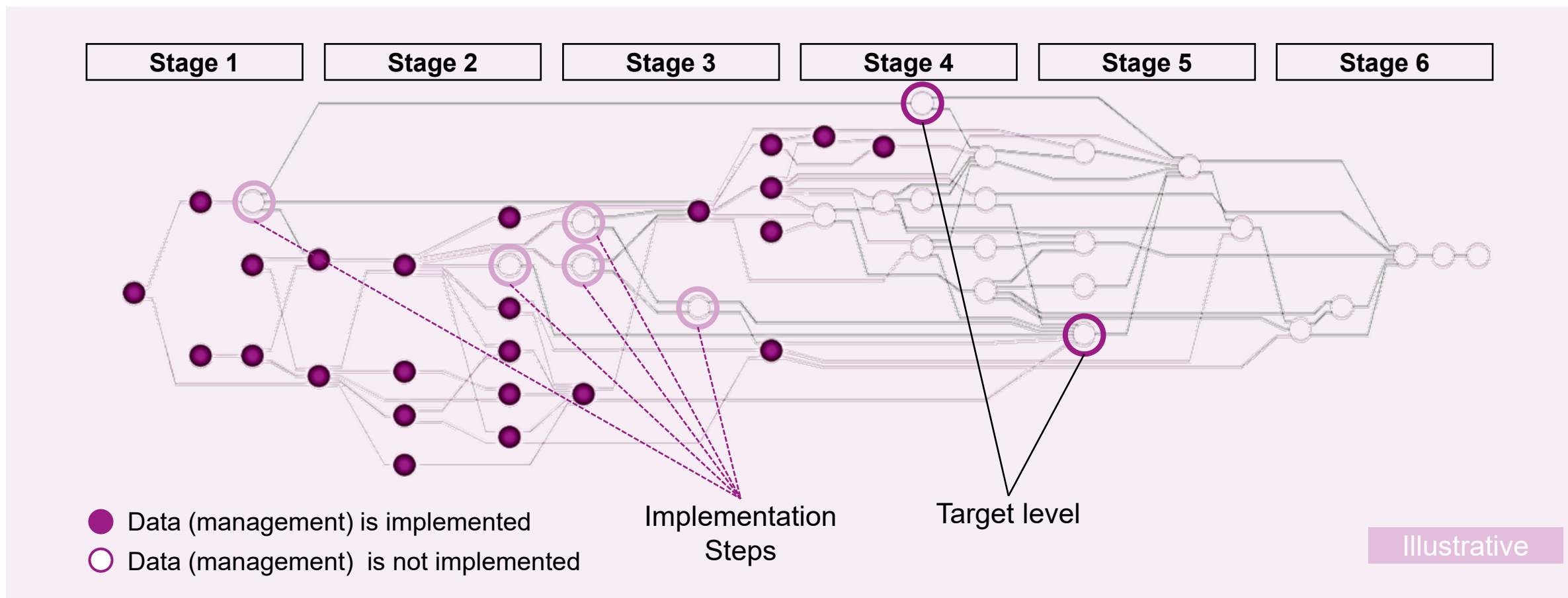
Data Model across tools and technical landscapes – implemented in AVEVA and other tools



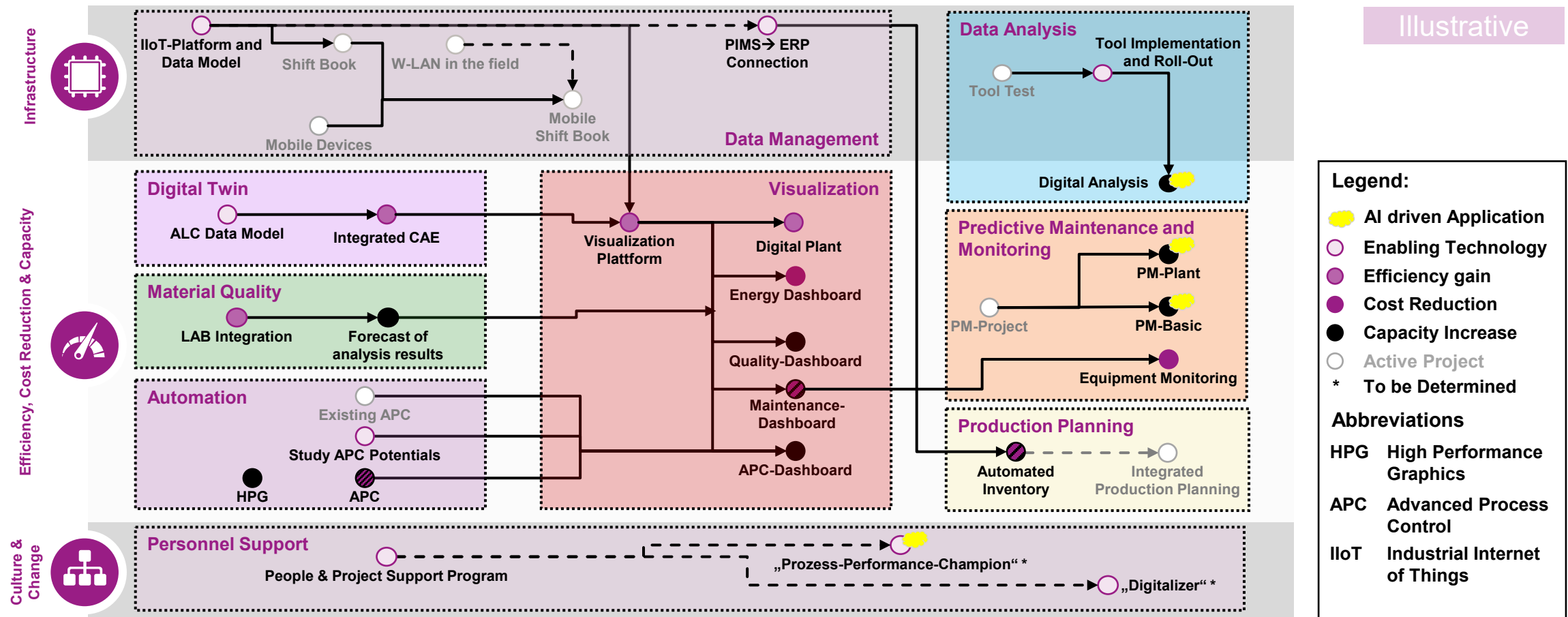
Data Model across tools and technical landscapes – implemented in AVEVA and other tools



Techtrees show the required baseline for the targeted (AI) Applications – only if these are complete and consistent, AI will be successful!

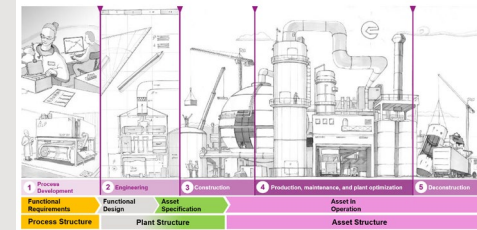


From Techtree to Roadmap

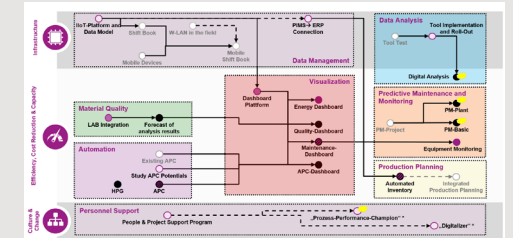


Key elements of a culture:

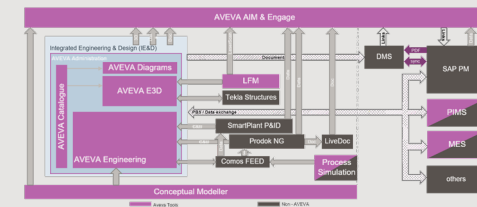
Language & Symbols



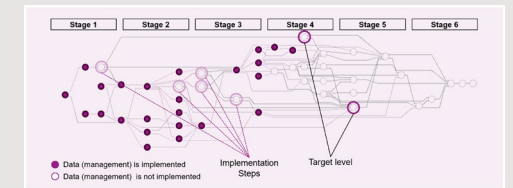
Beliefs & Values



Norms & Standards



Social Organization



„PlantGPT“ – an LLM driven access to plant data and documentation

EvonikGPT

Great for everyday tasks.



Source: AdobeStock

Hype Cycle



Source: based on Gartner's Hype Cycle

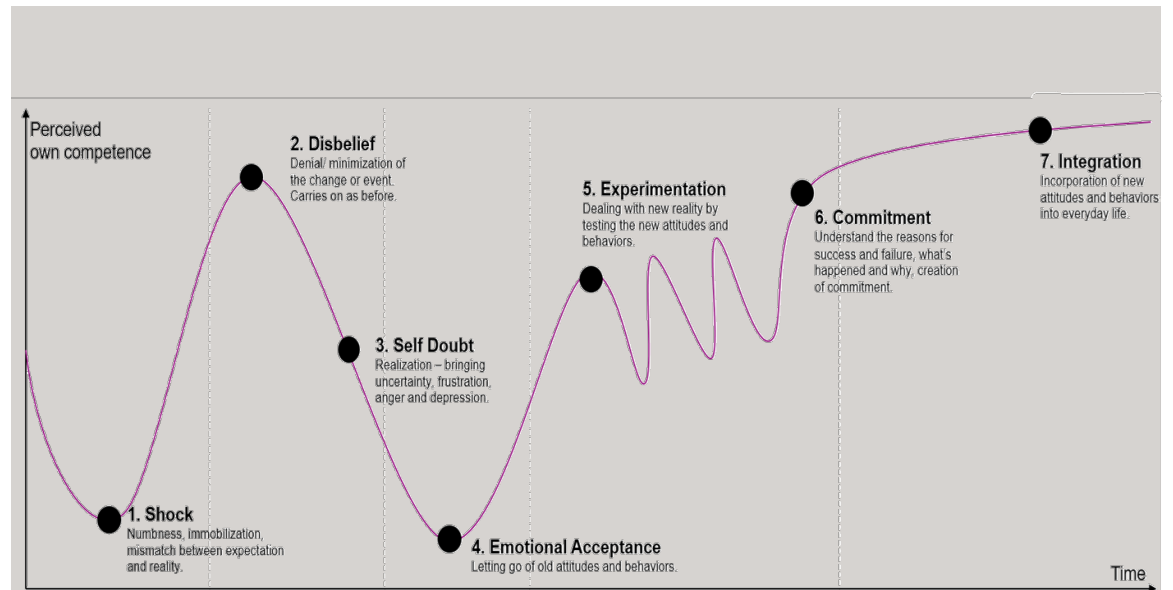
Content & Behavior

Project Management



Source: AdobeStock

Change Management



Source: Model of Organizational Change by Kubler-Ross



Thank You!

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Leading Beyond Chemistry