



**GRAINGER<sup>®</sup>**

////// FOR THE ONES WHO GET IT DONE

# From Chaos to Scale: Product Management for AI Innovation

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*Director, Product Management (AI/ ML) at Grainger*



Grainger is a leading broad line distributor with operations primarily in North America, Japan and the United Kingdom. We Keep the World Working® by serving customers worldwide with MRO products<sup>(1)</sup> delivered through innovative technology and deep customer relationships.

**1927**

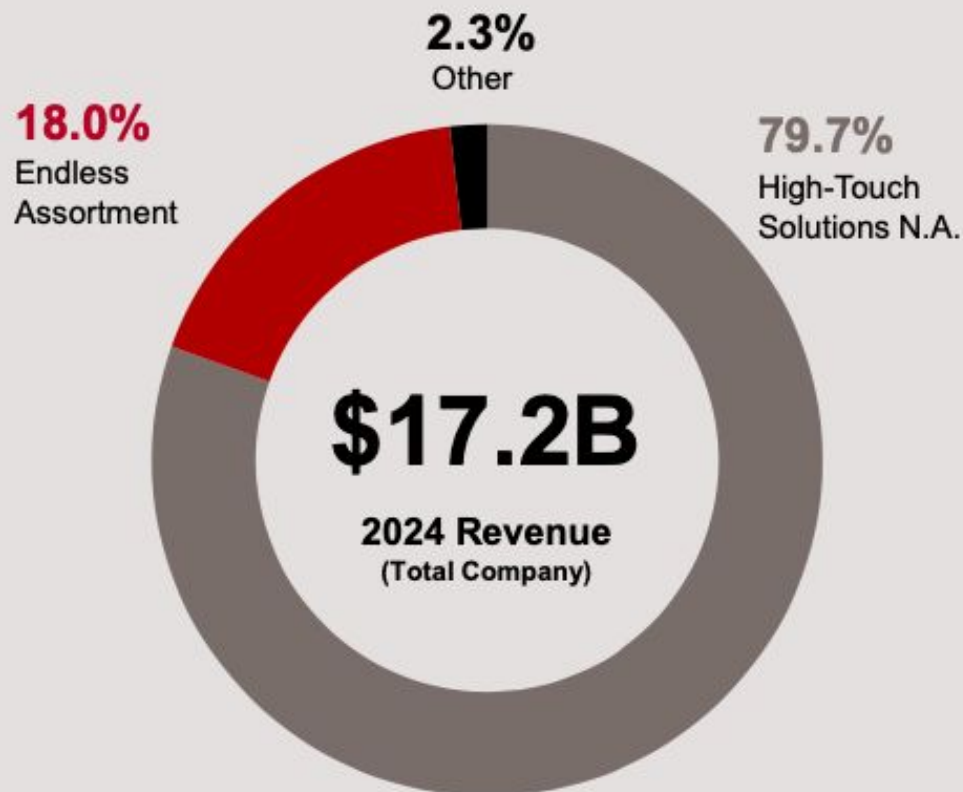
Company  
founded

**Largest**

MRO distributor in  
North America

**53 years**

of consecutive dividend  
increases



**>4.5M**

Active  
customers

**>26K**

Team members

**>30M**

Products offered  
globally

**34**

Distribution  
centers

Note: All metrics are for the year ended December 31, 2024, unless otherwise noted.

(1) Material, Repair and Operating products.

# Agenda

1. Navigating Innovation
2. Measuring Success of AI Products
3. Using Artificial Intelligence (AI)/  
Machine Learning (ML)





# Most AI labs are built to experiment, few are built to scale



✗

High experimentation, low productization

✗

Over-indexing on experimentation, under-indexing on delivery

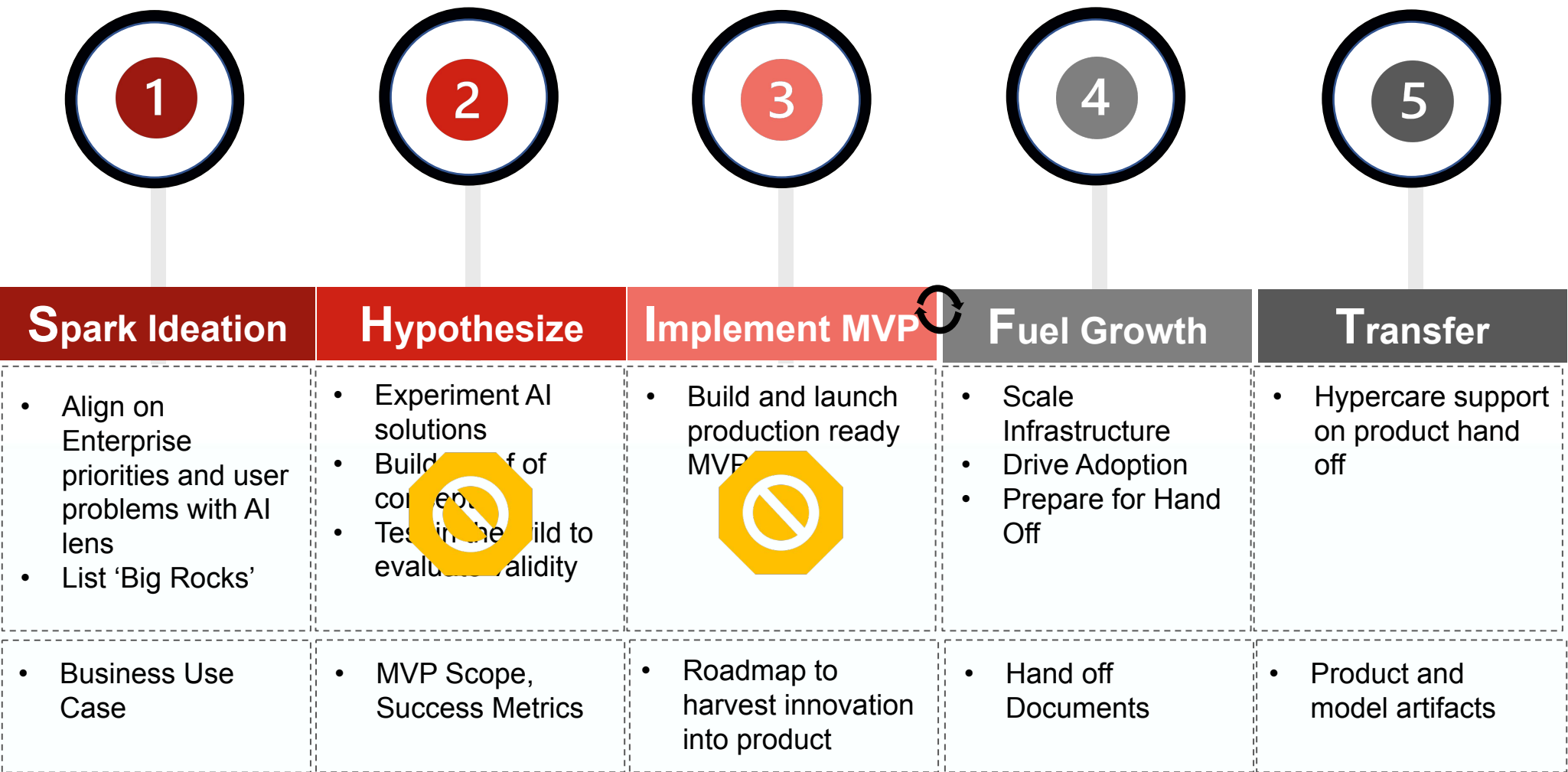
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No repeatable success model

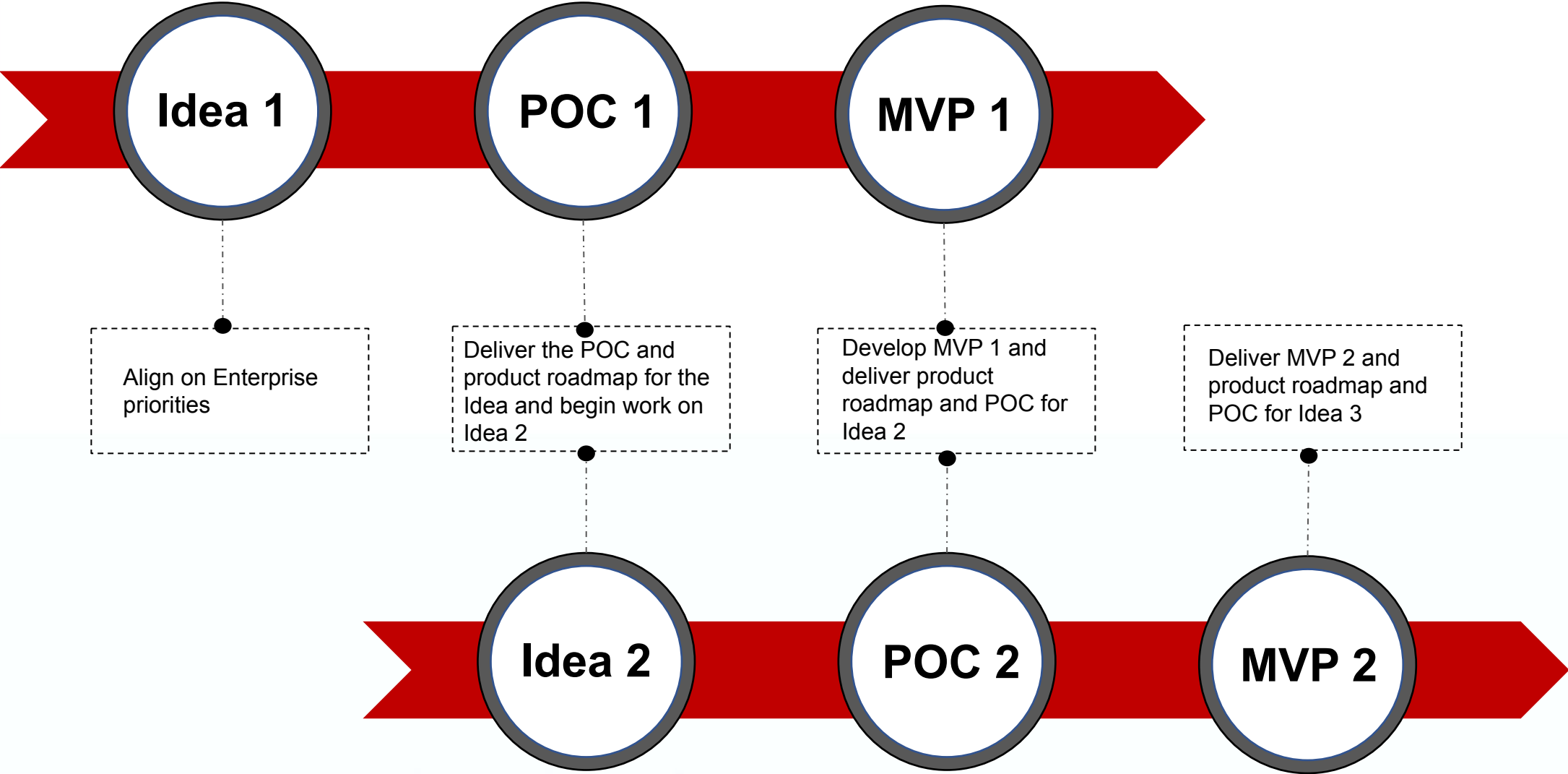
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Lack of consistent stakeholder development

# SHIFT: Repeatable, scalable innovation-led AI Product Delivery Framework



# Repeatable, scalable innovation-led AI Product Delivery Approach

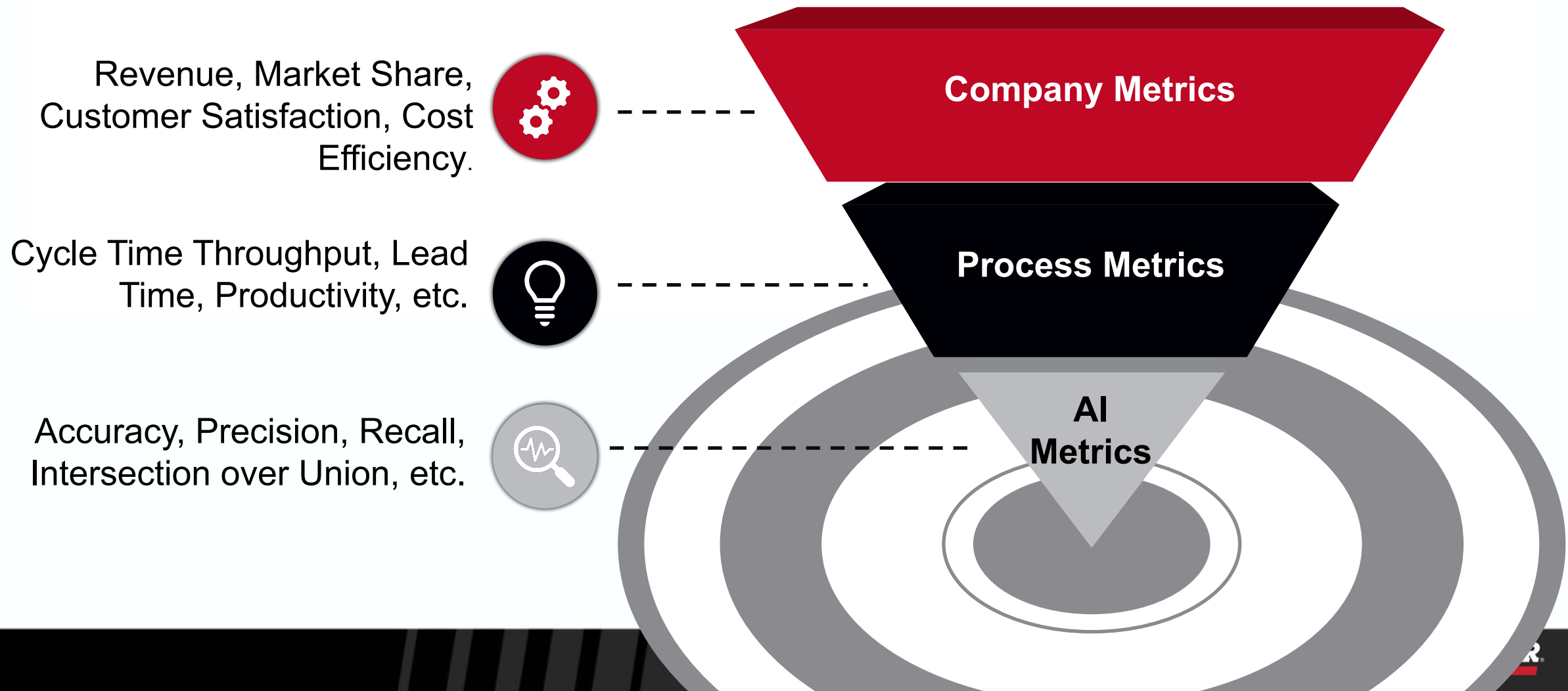


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# Connecting the Dots: AI Metrics to Company Outcomes





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# Business Problem: New customer acquisition involves several months-long process of understanding current inventory needs

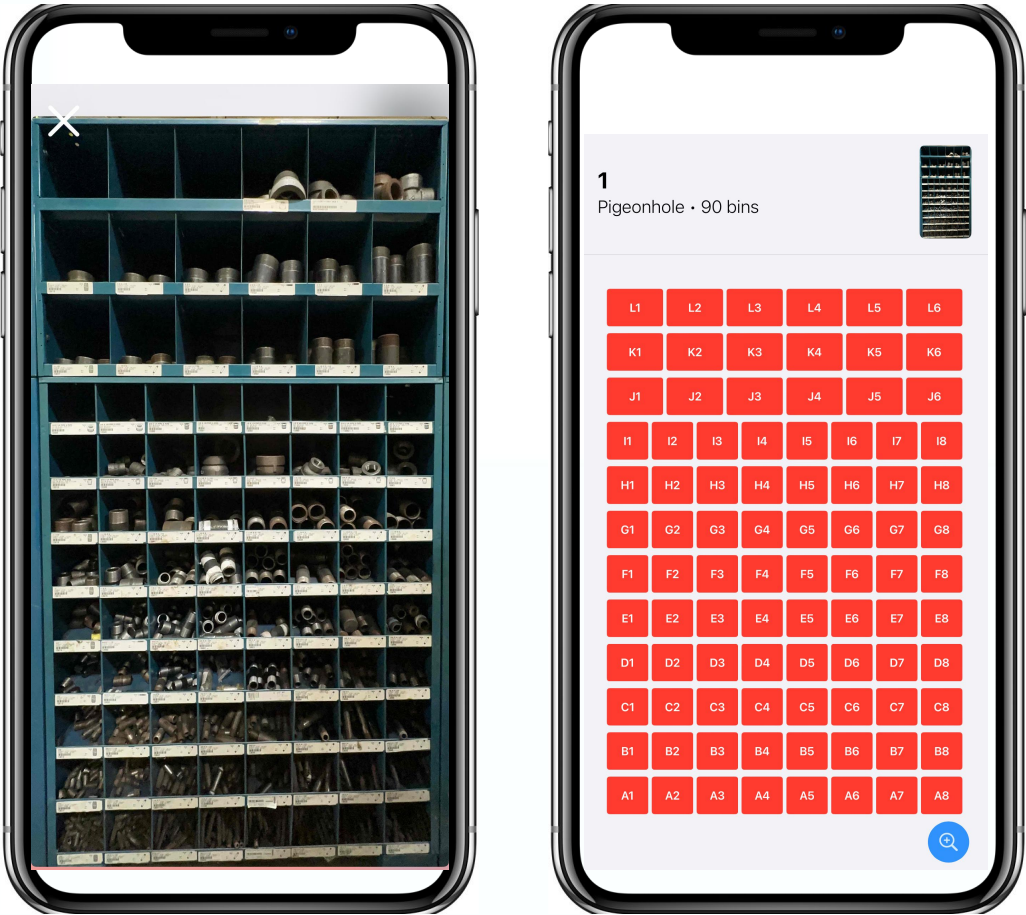
*New Customer: We would like Grainger to provide us with a quote for managing these inventory rooms*



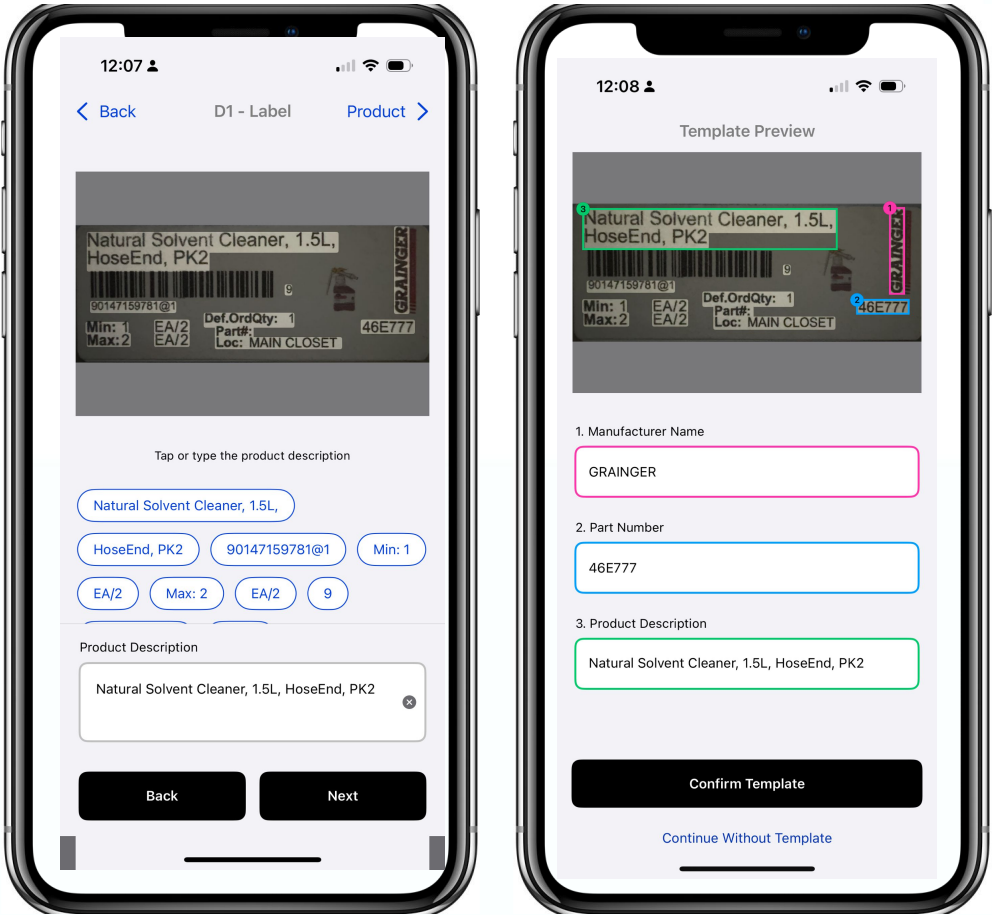


# Solution: We created an offline first mobile app to collect customer storage and inventory needs using Computer Vision models

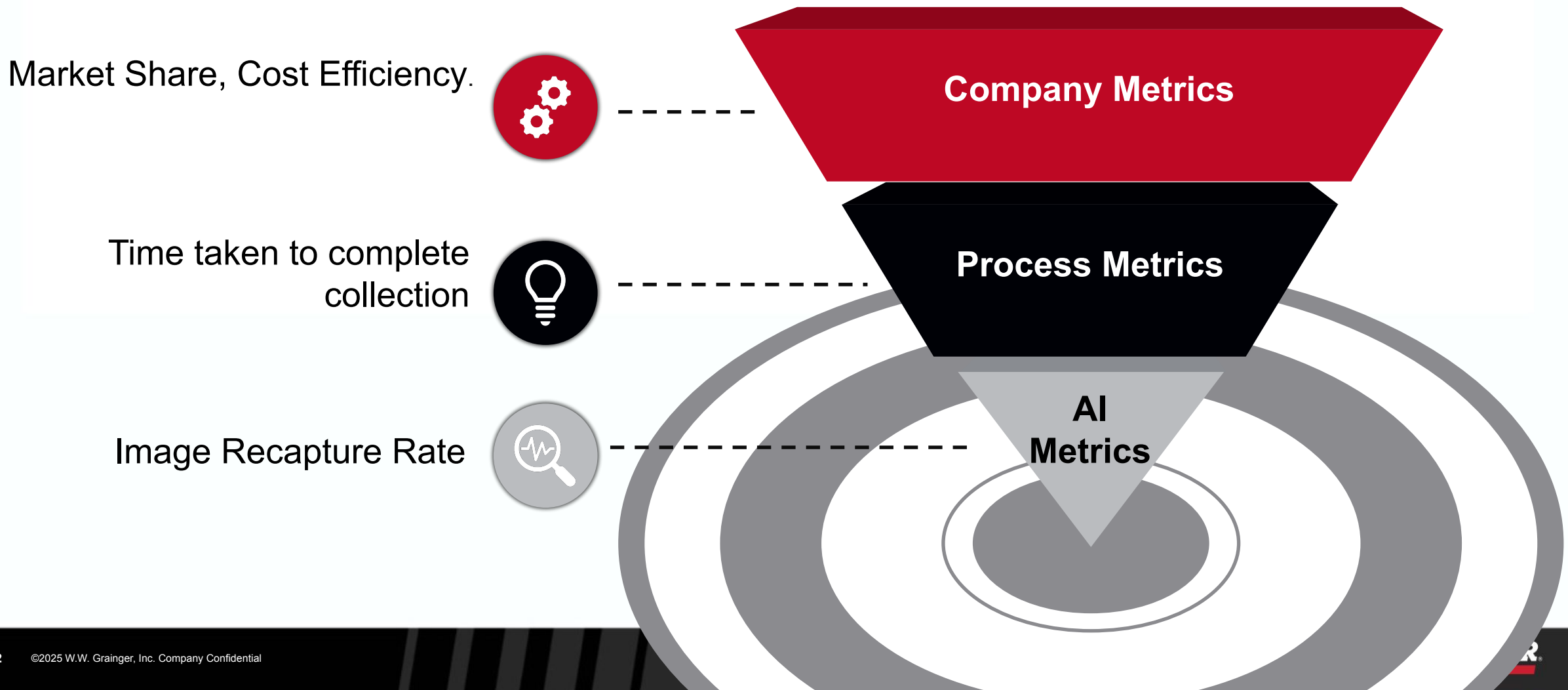
## Capture Storage Information



## Capture Product Information



# How we measured Business Impact?





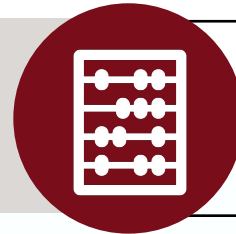
# Other applications of Artificial intelligence and Machine Learning at Grainger

Answer Customer Questions about  
with complex product quickly



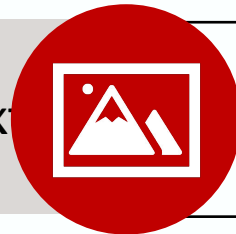
Grainger's **Digital Assistant** using  
Generative AI

3D Product Recognition



Use 3D recognition to identify right product for  
customers with **high** precision

Find the right product with image and text



**Multi-modal engine** for product match

# THANK YOU!

For any questions or conversations, contact  
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