

Establishing Business Excellence to Drive Productivity

Manufacturer

Scale: 4,500 Employees | \$2.5B Annual Revenue

Colleagues from Adonis Partners helped a manufacturing company address stagnant productivity growth and underperforming investments by standardizing operational excellence.

- ✓ Launched a governance framework for continuous improvement
- ✓ Drove \$27M in Operational Excellence (OpEx) productivity gains in the first year, surpassing targets
- ✓ Standardized processes for rapid project execution



27M

Operational Excellence
Productivity In One Year

2.5%

Overall Increase
in Productivity

54%

Exceeded OpEx Target
(27 delivered v 17.5 target)

A leading developer, producer, and marketer of specialty materials was facing substantial operational inefficiencies. Despite strong market demand, the company saw underperforming Private Equity (PE) investments and minimal year-over-year productivity increases - under 1%. They also required rapid enterprise value creation through organic growth and acquisition synergies.

During the diagnosis phase, significant variability in OpEx capabilities across sites was identified. There was a lack of standardized methodologies, no structured program governance, and a need for clear processes for sharing best practices. To resolve this, a comprehensive Business Excellence organization structure was designed and implemented, including a blend of internal and external talent. A standard training program and Best Known Method sharing was rolled out for consistent practices across all sites. OpEx benefit targets were established and a governance structure consisting of monthly reviews, benefits validation, and productivity assurance was utilized to measure results against the targets.

Within the first year, these efforts amassed \$27 million of OpEx productivity, alongside a 2.5% increase in overall productivity. By establishing a governance framework for continuous improvement and ensuring rapid execution of projects, Adonis instilled a culture of performance excellence that spanned all levels of the organization.