



## What if you could...

optimize site costs by £0.25 per tonne by implementing a new way of working simultaneously across 80+ aggregate sites while enabling your own workforce to become a change-capable agent for future growth?

## With Proudfoot, you can.

**The Country Chief Executive of a market leader in building materials was in need of a significant cost optimization across 80+ quarries. A target of £15M in cost reductions annually was already established, meaning Proudfoot was challenged with accelerating both the identification and delivery of cost savings.**

The scope established was to focus on Production, Maintenance, Supply Chain, and Procurement, as well as leadership and management development and coaching.

Following a Proudfoot Analytics sampling within the three operating regions to determine the potential opportunities, it became clear that across all plants there was no standard way of operating, which became the starting point for the Transformational Journey we helped design.

### Transformational Approach

A joint client–Proudfoot team was established to develop the new operating framework for the quarries through:

- Rapid prototype and implementation deployment of the Target Operating Model (TOM) for aggregates which was piloted across the three regions to address the critical operational challenges identified and test the new way of working uniformly across all quarries;
- Agile implementation methodology to roll out the pilot after success was proven in the remaining quarries within the three regions;
- Creation of a Transformational Engagement Methodology to involve all employees in the identification of innovative cost-saving ideas supported by the new TOM;
- Development and delivery of Training and an on-the-job coaching program for managers and front-line supervisors with a focus on Active Management and Cost Effective Management to enable the workforce to be change-capable in the future;
- Establishment of a governance model including benefits tracking and measurement to establish the sustainability platform of the program after the boost provided by Proudfoot.

### Remarkable Results

The program was a success, rapidly delivering costs savings and transforming operational performance, as well as boosting management capabilities and enabling the organization to successfully assume greater control for driving financial performance.

**£16.5M**

Annualized benefits delivered within the program timeframe

**110%**

Achievement of initial target

**£24M**

Total benefits delivered one year after the end of the program through enabling a change-capable culture

*"The Proudfoot methodology has been fundamental to the success of the business. Looking back at the size and scale of the challenge we set ourselves, to cover all of our units within the timeframe we did, I think that Proudfoot gave us the structure, pace and weekly drumbeat which allowed us to over-shoot our target and continue that journey after the initial program."*

**CHIEF EXECUTIVE OFFICER**

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