

## PROOFPOINT

### What if you could...

drive consistent ways of working across your global footprint and deliver a €4/t reduction in cash costs?

**With Proudfoot, you can.**

**Following a major merger, the executive management at a world-leading building materials company was facing challenges with driving consistent ways of working across 300+ assets spread across 60 countries.**

The leadership team turned to Proudfoot to design and implement a next-generation Target Operating Model (TOM) for the business which would support the Central Improvement Team responsible for the Operational Transformation.

A multi-phased program was designed to deliver a framework of sustainable implementation which would consider the specificities of local cultures and ultimately provide a TOM that was both global and local.

### Transformational Approach

- Designed a framework for the TOM covering "Quarry to the Lorry" based on operational best practices and focused on health and safety, people competences and skills, and performance excellence, for a total of 29 specific topics covering the full cement value chain
- Created a maturity assessment tool to enable a common platform to establish a global benchmark across all plants in the group, establishing for each plant its level of maturity in four different categories
- Developed a deployment methodology for the seven regions and 300+ assets that would provide training and education to the internal teams (central and regional) to enable them to assess each plant within their region
- A regional pilot was implemented under Proudfoot's training to create transformational capability within the teams on how to fully implement the TOM in one plant and fully achieve its operational and financial objectives
- Headed a regional roll out run by the internal teams with Proudfoot guidance to implement the TOM across all regions over the next two years

### Remarkable Results

**300** Plant implementations

**€4/t** Improvement in cash cost per tonne on pilot plants

**11%** Reduction on Working Capital

A global Target Operating Model which was digital ready and designed and implemented in pilots across the seven regions resulted in optimized, fixed and variable costs being achieved, as well as positive impacts on the company's net working capital.

*"The Cement Industrial Framework transformation process changed the way we managed the business on a day-to-day and weekly basis. This shift in mindset has led to sustainable results across all plants globally, and the roll out will multiply the operational and financial benefits far beyond what was originally expected."*

**GROUP HEAD OF BUSINESS EXCELLENCE**

Proudfoot

BUILDING MATERIALS  
CEMENT