



**Proudfoot**

**Forbes | 2019**

**AMERICA'S BEST  
MANAGEMENT  
CONSULTING FIRMS**

Powered by Statista

**MCA  
AWARDS  
2018  
HIGHLY  
COMMENDED**

# The future of building materials is (still) people.

**Proudfoot helps the world's top building materials companies outperform their peers**

**Proudfoot Global Natural Resources  
Building Materials Practice**

Engaging teams in delivering hard results

**WHAT IF YOU COULD...**

**Increase productivity by 15% countrywide in just 20 weeks?**

**Reduce cash cost per ton of cement by \$5 worldwide?**

**Cultivate a change-capable workforce for future growth?**

**Drastically reduce your carbon footprint?**

**...WITH PROUDFOOT, YOU CAN**

# HUMANIZE – OPTIMIZE – DIGITIZE

We work with your people from quarry to customer, across your entire value chain, to improve EBITDA and shareholder value.

Let us help you with:

**OPERATIONAL EXCELLENCE**

- Predictive fixed and variable costs
- Predictive maintenance and shutdowns
- Asset management utilization
- Safe operations

**COMMERCIAL EXCELLENCE**

- Revenue enhancement
- Sales force effectiveness
- Dynamic pricing
- Market saturation
- Sales and operations planning

**CARBON FOOTPRINT**

- Reducing emissions
- Alternative fuels
- Biomass
- Optimizing energy use

**SELLING, GENERAL AND ADMINISTRATIVE EXPENSES**

- Demand planning
- Process transparency
- Strategic procurement
- Supplier performance

**DIGITAL EXCELLENCE**

- Selective digitization
- Digital footprint
- Next-gen target operating models
- Internet of things platform architecture

**TEAM ENGAGEMENT**

- Organizational alignment
- Leadership coaching
- Culture of continuous improvement
- Change readiness

**AREAS OF IMPACT**

- Cash cost per ton
- Kiln operation
- Energy consumption efficiency
- Procurement effectiveness
- Maximizing C/K ratio
- Maintenance excellence and asset reliability

- Labor productivity
- Scrap
- Target Operating Model
- Capital projects
- Distribution network management
- Cost optimization

- Cash and capital management
- Workplace values
- Performance measurement
- Management practice and supervisory behaviors



## HOW PROUDFOOT CAN HELP

# Proudfoot helps the world's top building materials companies outperform their peers

Leveraging the power of people, we design, implement and accelerate operational transformation, realizing tomorrow's results today. Known for our hands-on approach, industry expertise and passion to assist you in achieving remarkable results, Proudfoot delivers an agile workforce, improves performance, expands profitability and propels top-line growth for our clients. We enable your people to participate in change.

### Cement

Every cement firm in the world faces pressure to improve their prices, EBITDAs, return on net assets, and shareholder returns.

A Proudfoot transformation uses a next-generation target operating model (TOM!) to address challenges across the value chain, from quarry to customer. Typically, a cement operation sees savings of \$3-5 per ton (or \$3-5 million for an average-sized operation) in the first 20 weeks from changes to:

- Operations
- Carbon footprint
- Commercial
- Supply chain
- Sales
- General and administrative expenses

### Aggregates and Asphalts

Our proprietary TOM! solutions span the aggregates and asphalt value chain, delivering operational and commercial improvement to reserves, rehabilitation, recycling, and more.

An aggregates project typically generates benefits of \$0.50-1 per ton within 20 weeks. For an average-sized project, this translates into a \$4-8 million improvement.

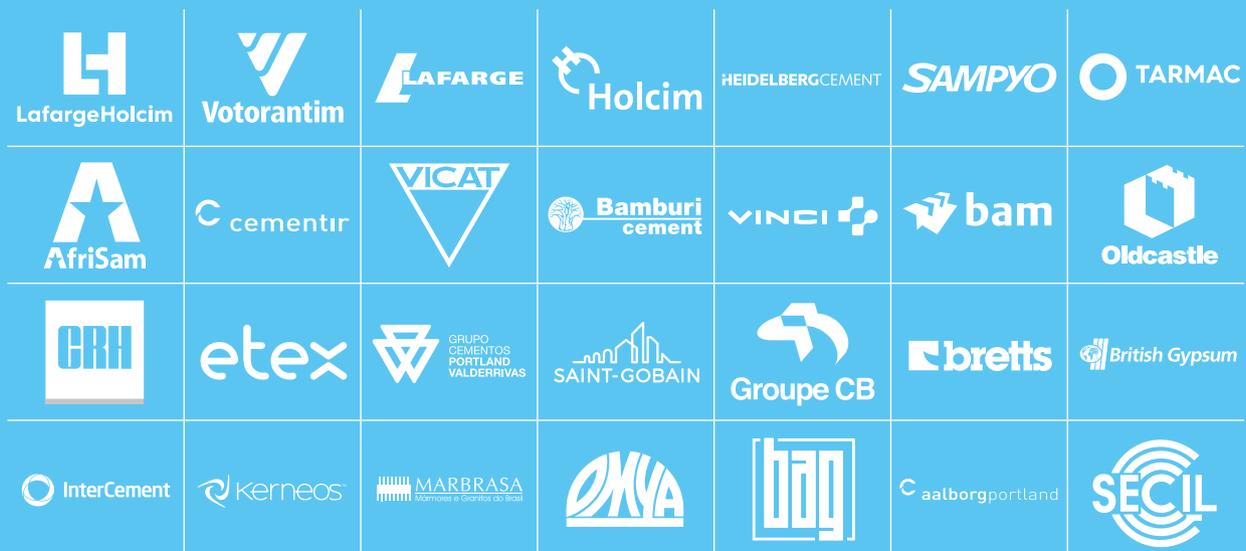
### Ready-Mix

TOM! solutions across ready-mix value chains cover commercial, transportation, and logistics challenges. They typically generate benefits of \$0.50-1 per cubic meter within 20 weeks.

ENGAGE – ENABLE – ENERGIZE

# World-class clients

**Tomorrow's Results. Today. We work with the world's top building materials companies on their most complex and interesting transformation challenges.**



**We are proud to work with many of the world's top building materials companies. We collaborate and develop solutions that transform your operations.**

# Proudfoot global results scorecard

Each engagement we undertake starts with a business case and a baseline that tracks results weekly. We conclude with your agreed and signed-off benefits: operational, financial and cultural.

## 621

### IMPROVEMENT PROGRAMS

Of our last 1000 engagements, 621 had specific targeted financial benefits. The remaining were milestone measurements.

## 110%

### RESULTS DELIVERED

Financial benefits achieved compared to targeted benefits at the beginning of the project.

## 400%

### AVERAGE YEAR 1 RETURN ON INVESTMENT

Often our clients experience far greater returns.

Average ROI gained by clients.

According to Source Global Research, “only 38% of clients agree that consulting firms add more in value than they charge in fees.” At Proudfoot, we have consistently overachieved, delivering an average ROI of over 400% in the first year for our last 1000 engagements.

## We get people involved and engaged

While we achieve hard, measurable financial results, we also:

- Help **people** understand and gain alignment to their aspirations and the scope of their challenge.
- Importantly, we focus on **developing and building the capability** of our client's people so that next time, they can **do it themselves**.
- We enable **people** to participate so they can step up and feel all-in for the journey, therefore gaining speed and scale when implementing transformation.
- In short, **we help people change** the way they work to change their business for the better.
- We **roll up our sleeves** and put on our safety boots (physically or metaphorically) to help implement the transformation
- **They change their outcomes.**
- And **we help make it stick...** until the organization needs to change again.
- **We help them realize tomorrow's results today.**

Humanize – Optimize – Digitize

# About Proudfoot

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1.

## **WE ARE AN OPERATIONAL CONSULTING STARTUP THAT'S OVER 70 YEARS OLD — WE KNOW BUILDING MATERIALS**

Proudfoot has been delivering measurable operational and financial results for building materials companies since the 1940s. As we head into 2020, we are committed to continuing to deliver those measurable results in innovative, people-centric ways that change your business for the better.

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2.

## **OPTIMIZING YOUR ASSET LIFE CYCLE AND PRICE CYCLE SAFELY**

We understand how to accelerate a capital project, implement target operating models, ramp up production efficiently, optimize your operations, release cash, reduce costs, upskill your people, work with your unions, get the best out of your contractors, and tackle any other challenges you face. Most importantly, we know how to do it all safely.

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3.

## **GETTING YOUR PEOPLE TO LEAD THE RESULTS**

Our people know how to coach and guide your people to develop their capabilities. They not only learn new ways of working to achieve success today but also how to transform the business to get the results you need tomorrow, long after we leave the site.

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4.

## **DELIVERING OPERATIONAL SOLUTIONS TO STRATEGIC CHALLENGES**

We partner with organizations to solve strategically important problems. Through collaboration with your frontline supervisors, middle management, and senior executives, we help you implement solutions with your frontline teams that safely transform operations and the way you and your people do business.

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5.

## **WE DO THE THINGS YOU EXPECT FROM A TRUE PARTNER**

Our people are boots on the ground where the work gets done because there is no other way to help you achieve sustainable change. We understand the technical and subject matter expertise required to safely achieve results on site with speed and scale.

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WHO WE ARE

We engage, enable and energize your people to realize rapid results and lasting change

# HUMANIZE – OPTIMIZE

### OPERATIONAL READINESS AND TRANSFORMATION

We use our t-Lab philosophy of Humanize – Optimize – Digitize to focus on transforming your workplace where work gets done.

#### Humanize:

- Engaging Talent and Teams – We build effective organizational structures and management models that engage and support the management of talent. Our boots-on-the-ground Proudfoot team helps build the capability of your people across the organization and value chain.
- Perfect Day – We design the perfect day and determine how to manage and execute against it every day.
- Management Tools and Metrics – We ensure activities are planned and performed with work processes, levels of work, management tools and metrics in place to support people to achieve results.
- Operator Skills and Score Cards – We help answer the questions: What skills do your people need to produce quality work? What is the role of frontline management to support achievement?

- Engagement Model – We develop your people's skills and behavioral expectations, coach them into practices and achieve breakthrough operating performance that manages constraints across the entire workflow to achieve operational outcomes.
- Operator Decision Matrix – We coach people in how to monitor and improve performance and when to act.

#### Optimize:

- Plan of Control – We develop a bespoke plan of control that helps you operate your asset. The plan identifies critical indicators, decision processes, responsibilities and accountabilities to ensure desired outcomes are achieved.
- Levels of Work – We determine the most effective sequence of work by hour, shift, day and week. Using lean concepts, we develop an effective operator RACI that is responsible and accountable for identifying the outcomes to achieve.
- Contractor Engagement Model – We help get the most out of your contractors through engagement and effective operational management tools.

# - DIGITIZE

**Digitize:**

- Technology Integration – We support and enable people to power your technology and interfaces across the value chain, create excellence in your operating model, and identify the next-step automation and innovation points.
- Technology Acceptance and Adoption – We help you gain employee support and trial to rapidly implement new technology, aiding people in the change process of acceptance and adoption of new technology and how to utilize it routinely.

**Areas of Impact**

Company Culture, Employee Engagement, Cost, Speed



**What if you could...**

standardize ways of working across 60 countries and 300+ assets and reduce cash cost per ton by \$4?

**With Proudfoot, you can.**

**Following a major merger, a leading global building materials company needed a standardized, integrated system to operate more than 300 assets spread over 60 countries. The main challenge was developing a global operating standard for assets that varied in age, culture, technology, equipment, and performance. Leaders at the company engaged Proudfoot to find a solution.**

Proudfoot recommended the implementation of a bespoke, digital-ready Target Operating Model (TOM!). Proudfoot also designed a multi-phase implementation program to ensure smooth installation across sites.

We engaged the client's people in rolling out the TOM! in pilots across seven regions to validate agreed-upon financial benefits, identified opportunities, and implementation framework. The result was significant reductions in cash costs/ton (fixed and variable) as well as a reduction in working capital.

## Transformational Approach

Implementing a successful TOM! required a delicate balancing act. It was critically important to the functionality of the framework and buy-in of local leaders to account for local site needs, unique site differences, and local customs/cultures without compromising global standardization. To meet this important requirement, Proudfoot:

- Worked with the client's people to identify and create best practices for 29 specific topics, encompassing the entire value chain.
- The TOM! topics enable the client's people to address the technical, operational, financial, commercial, and organizational challenges cement companies face annually.
- Developed the elements for each topic and a four-category maturity assessment tool to benchmark each plant.
- Engaged a select client team on the technical content of the TOM! framework as well as Proudfoot's methodology combining analytical assessment with transformation through people. Working with the client team helped Proudfoot achieve speed, scale, and sustainability around the globe using only a few resources.
- Integrated a comprehensive focus on health and safety with the global TOM! framework.

## Remarkable Results

- Developed a regional deployment methodology for transforming all global assets, including training and education for the internal assessment and implementation teams
- Regional approach to implementation achieved all identified and agreed-upon financial and operational benefits
- Prepared the client's internal teams to roll out the TOM! framework to 300 plants worldwide over a two-year period
- Trained, coached, and certified seven regional improvement teams to implement the new TOM!
- Trained, coached, and certified a global central expert team to coach the regional teams and for future TOM! upgrades

**4\$/TON** reduction in cash cost

**11%** reduction in working capital

**7** regional improvement teams trained

# Meet some of our talent



**Jon Wylie**  
President

Jon has driven and led the Proudfoot Global Natural Resources practice for much of his 30-year career. In leading his teams, he draws on both his personal experience as a team leader and his deep industry insight and expertise.

[jwylie@proudfoot.com](mailto:jwylie@proudfoot.com)



**Cay Mims**  
Managing Director

Cay, originally a geologist, is now Proudfoot's Managing Director, Natural Resources, Americas. With her 30 years of sector experience in delivery of client engagements, global operations, project finance and consulting, Cay helps clients align practice capabilities with emerging needs.

[cmims@proudfoot.com](mailto:cmims@proudfoot.com)



**Helder Santos**  
Managing Director

Helder, our Managing Director, Natural Resources, EMEA, has experience with more than 100 client companies around the world. He leads teams in identifying improvement opportunities and designing business solutions to deliver significant financial and operational transformations.

[hsantos@proudfoot.com](mailto:hsantos@proudfoot.com)



**Jerome Neuhaus**

Jerome has more than 20 years of experience managing sales and development across EMEA markets. At Proudfoot, he is responsible for developing accounts and managing client relations across key sectors, with a focus on construction materials, mining and metals, and manufacturing.



**Angus Maclean**

Angus has extensive expertise leading large-scale organizational transformation for most of the world's cement, aggregate, and ready-mix concrete multinationals. He has completed engagements for over 270 organizations in more than 40 countries, delivering over \$1 billion in benefits.



**William Jones**

William leads the North American building materials market in Proudfoot's Natural Resources practice. In this role, he engages with building materials executives to help them identify, accelerate and sustain their greatest aspirations for productivity, EBITDA, and safe operations.

“ This has changed the way we manage the business on a daily and weekly basis. The shift in mindset across all the pilot plants has led to sustainable results, and the wider rollout will multiply the operational and financial benefits beyond what we originally expected.”

**CLIENT'S GROUP HEAD  
OF BUSINESS EXCELLENCE**



## Let's start a conversation

**Talk to us about how we can help you generate tomorrow's results today while building capacity for future change and challenges.**

**email: [info@proudfoot.com](mailto:info@proudfoot.com)**

### About Proudfoot

To our very core, we understand that people drive the transformation of companies. We employ the power of your people to create performance multipliers, an engaged workforce, and a culture of continuous improvement. We are recognized for the speed and magnitude of the benefits we generate for our clients. We have been doing it—not just planning it—for more than 70 years.

**Tomorrow's results.  
Today.**

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