

# Unlock value through manufacturing operations transformation

Accenture helps companies unlock value and capacity in their existing assets by focusing on foundational improvements, process, and leadership engagement to drive higher production levels and reduce cost.

This rapid return of value to the business enables acceleration toward next-level gains through innovation, operational technology investments, and other strategic expansion.

Now more than ever, manufacturers must optimize their assets to combat dramatic volatility in demand and production, labor instability, network and supply chain challenges, and increasing cost of goods, commodity prices and conversion costs. For many companies, the COVID-19 pandemic amplified existing gaps in leadership and training, risk

mitigation planning, forecasting, KPI accountability, and asset reliability – all of which have created tremendous momentum for change.

Accenture has led many of the world's largest discrete and process manufacturers through operational transformation and performance improvements that stimulate growth, reduce waste, solidify competitive advantage, and achieve long-term sustainable results. Our team offers real-world shop floor and plant experience to diagnose root-cause issues and brings an implementation approach focused on leader-led engagement and change management for lasting business impact. Once new management systems, trained teams and optimized assets are in place, manufacturers can layer on analytics, automation and technological investments to unleash even higher performance and growth.

## Our work addresses manufacturers' biggest challenges

| Cost Pressure

| Strategic Initiatives

| Stagnant Productivity & Capacity Release

| Inefficient Supply Chain

| Organizational Design & Leadership

| Digital Workforce Enablement

## Our Approach

Accenture's flexible and adaptable deployment model ensures alignment with client objectives, from the front line to the boardroom. Our engagements start with the process of discovery through in-depth conversations with senior leaders to identify business challenges and gain a thorough understanding of the client's unique operating environment. Once we identify the need, we proceed with a three-phase process toward sustainable operational transformation and work closely with our clients to achieve impactful results. The relationships we build with each client live on after projects are complete to ensure sustainable performance amidst new market conditions and challenges.



### Scoping

- Pre-Visit Reviews
- Preliminary Assessment



### Assessment

- Deep Analysis Business Case
- Project Definition
- Implementation & Results Plan



### Transformation

- Solution Implementation
- Coaching
- Sustainability Aftercare

## Global companies turn to us for:

### | Business & Operating Performance

Driving performance targets through cascading KPIs, supporting business analytics and integrated management

### | Organization Effectiveness

Enabling organizations to do more with limited talent, increasing both managerial and workforce capacity

### | Production Optimization

Achieving field and plant operational excellence through defect elimination and deviation management

### | Throughput Expansion

Attaining higher levels of production through capacity release programs

### | Maintenance & Reliability

Increasing plant and equipment reliability for higher availability and uptime through proactive prevention and corrective action

### | Capital Project/TAR Management

Assuring value-based selection and cost-effective delivery of capital projects for maximum utilization of available resources

### | Safety & Environmental Compliance

Establishing a strong safety and environmental performance culture, one which systematically measures itself for sustaining zero incidents

### | Operations Network Optimization

Maximizing collective operating assets for deployment and utilization through integrated decision-making models and tools

### | Supply Chain Network Optimization

Designing a holistic, strategic and quantitative view of an organization's end-to-end supply chain

### | Supply Chain Integration

Driving higher operating performance through improved sourcing, procurement, inventory and transportation logistics

### | Digital Workforce Enablement

Enhancing best practice business and work process capabilities through increased automation and machine learning

### | Support Process Integration

Creating operating benefits through integrated support service organizations that deliver higher service levels at lower cost

### | Contractor Utilization

Providing contractor deployment and utilization solutions that afford service level improvements at a reduced cost

## Success Stories Include



Global dairy



Material yield  
20%



Packaged foods



Overtime & contractor spend  
50%



Global beverage



Throughput  
30%



Food distributor



Material waste  
62%



Global consumer health



Bottle production  
100%



Global nutrition



Material yield  
\$10M



Global chemicals



Annualized savings  
35M



Global dairy



Annualized savings  
\$20M



Global paper goods



Downtime  
33%



Global mining



Production  
25%