



The Operational Transformation Analysis Approach:

Revealing Performance Gaps Across the Value Chain

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Executive Summary

Enterprises worldwide face increasing volatility and growing demands for speed, transparency, and resilience. Persistent structural inefficiencies, misaligned priorities, and fragmented processes often undermine strategy execution. These challenges are further compounded by organizational silos, which drive duplication, dilute accountability, and reduce operational efficiency.

This white paper presents a structured analysis approach to achieving operational excellence. This approach is designed to address challenges and enable sustainable performance improvement within operational transformation initiatives.

Specifically, this white paper explores:



Operational Transformation Analysis Approach

This structured analysis framework enables organizations to assess performance across the entire value chain, including management control systems (MCS), processes and procedures, organizational structure, digital enablement, and people and behaviors. The framework introduces four core components that guide leaders in identifying value leakage, restoring cross-functional alignment, and establishing disciplined, execution-focused transformation.



Versatility of the Analysis Approach Across Industries

While industry contexts vary, the root causes of performance gaps are often consistent. This section demonstrates the framework's industry-agnostic design and adaptability across asset-intensive industries, manufacturing, consumer sectors, services, and the public sector, supported by practical examples.



Converting Insight into Action and Measurable Impact

An analysis is only valuable if it leads to results. This section outlines how the framework quantifies improvement potential across key operational and financial levers, while identifying execution and behavioral risks that may hinder transformation. The approach ensures that insights translate into actionable initiatives with measurable outcomes.

Finally, the paper introduces **YCP Renoir**, leading the dedicated **Operational Transformation Division**. The division specializes in operational excellence solutions and goes beyond traditional desk-based or purely technical assessments through a hands-on analysis approach. Teams observe how work is performed, conduct day-in-the-life analyses, and engage directly with frontline personnel to uncover practical improvement opportunities. The resulting roadmap provides clear direction on where to begin, how to scale initiatives, and how to sustain improvements over time.

Understanding Breakdowns Across the Value Chain: The Hidden Inefficiencies and the Cost of Misalignment

"What you can't see across your value chain is often what costs you the most."

Enterprises today operate in an environment defined by persistent supply chain disruptions, rising cost pressures, geopolitical instability, and increasing regulatory complexity. In the European Union alone, up to 80% of enterprises reported that at least one major constraint affected their global value chains between 2021 and 2023, including energy and raw material costs, as well as logistics bottlenecks.

These external pressures create volatility and expose the structural weaknesses embedded in increasingly complex value chains. The increasing complexity of value chains causes inefficiencies and disconnects that often remain invisible at the enterprise level. Many organizations believe they understand how their value chains flow through their businesses. However, upon closer examination, significant discrepancies between intent and execution are revealed.

Root Causes of Breakdowns Across the Value Chain

Poor Strategy Implementation

Corporate strategies and transformation agendas are often clearly articulated at the leadership level but fail to translate into consistent execution. While operational teams may understand the strategic intent, they frequently lack the concrete guidance, capabilities, and management systems required to embed it in day-to-day operations.

As a result, execution becomes fragmented; priorities shift in response to local pressures, and disciplined follow-through deteriorates over time. The gap between intended outcomes and actual performance gradually widens. Resistance to change, whether conscious or unconscious, is often the biggest obstacle to project success.

Process Bottlenecks

Core processes often evolve incrementally through legacy decisions, temporary fixes, and workarounds rather than deliberate end-to-end design. Over time, this results in fragmented, manual, or constrained processes at critical points in the value chain.

Bottlenecks typically emerge at functional interfaces where accountability is unclear, and performance metrics are misaligned. These constraints slow throughput, increase rework, and reduce overall organizational agility.

Weak Cross-Functional Collaboration

Value chains inherently span multiple functions, organizational structures, incentive systems and governance models, and these systems often reinforce siloed behavior. Research indicates that approximately 67% of collaboration failures stem from siloed structures, leading to miscommunication, delays, and missed commitments. When functions optimise locally rather than collectively, overall value chain performance suffers.

Ineffective System Usage and Integration

Technology has the potential to significantly enhance operational performance. However, when systems are poorly integrated or underutilised, they can become sources of inefficiency.

Despite substantial investments in digital platforms and enterprise systems, adoption is often inconsistent. Systems are frequently treated as static repositories rather than decision-support tools, with insights fragmented across spreadsheets and disconnected dashboards.

This fragmentation drives manual workloads, data inaccuracies, and revenue leakage. Organizations now manage an average of 30–32 separate systems and software tools, yet many remain underleveraged or poorly integrated.

Behavioral and Cultural Gaps

Even well-designed processes and systems will not generate sustainable performance improvements if behaviors do not align with desired outcomes. Resistance to change, weak accountability, and misaligned incentives can undermine transformation initiatives.

Over time, informal norms and entrenched legacy mindsets erode performance, limiting the organization's ability to sustain operational gains.



Source(s):
Eurostat, 2025
Connectivity
Benchmark Report
by MuleSoft
from Salesforce,
Harvard Business
Review,
YCP Renoir



Consequences of Broken Value Chains

When value chains break down, the impact is measurable and material. Disconnects across functions and processes lead to lost productivity, elevated operating costs, and extended cycle times. These challenges are rarely isolated; they are typically systemic, embedded within the structure and operating model of the organization.

Despite ongoing continuous improvement initiatives, underlying issues often persist beneath the surface. They remain undetected until external shocks—such as supply disruptions, cost spikes, or performance shortfalls—expose structural weaknesses.

The cost of these breakdowns is significant. Poor collaboration alone is estimated to cost the global economy approximately USD 438 billion in lost productivity, underscoring the scale of value at risk when value chains are misaligned.

An Introduction to the Operational Transformation Analysis Framework

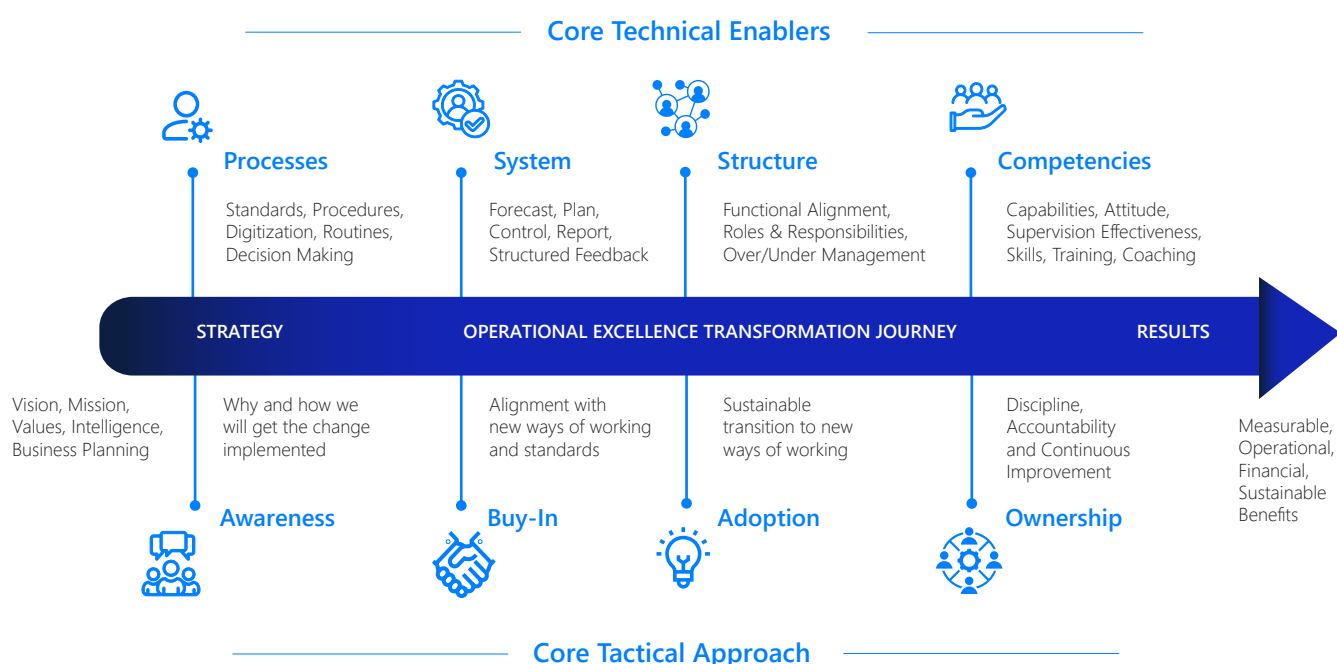
"The truth of performance lives on the shop floor, in the branch, at the site — we go, see, and assess at the point of execution, with the people who do the work and the leaders who make it happen."

To address systemic inefficiencies effectively, organizations must move beyond assumptions and anecdotal observations. Sustainable transformation begins with an objective, fact-based diagnosis.

The Operational Transformation Analysis Framework provides a structured methodology to identify and quantify performance improvement opportunities across the value chain. It enables organizations to design a holistic transformation program grounded in measurable impact rather than isolated initiatives.

The framework takes a comprehensive, end-to-end view of performance, examining the management control system (MCS), core processes and procedures, organizational structure, digital enablement, and people and behaviors. By assessing performance at the point of execution, it ensures that improvement initiatives are rooted in operational reality and aligned with strategic objectives.

Figure 1: The Operational Excellence Journey: Changing organizational behavior to ensure sustainable performance improvement.



Core Pillars of the Operational Transformation Analysis Framework

1 Management Control System (MCS)

The Management Control System (MCS) sits at the core of operational performance.

It establishes direction, enables coordination, and reinforces accountability across the organization.

Key components include strategy deployment and cascading, KPI alignment and tracking, governance rhythms, and decision-making routines. An effective MCS ensures that priorities are clearly communicated, resources are appropriately allocated, and performance gaps are identified and addressed proactively. Without disciplined management control, execution becomes reactive and misaligned.

2 Processes and Procedures

Processes and procedures form the backbone of operational execution,

defining how work flows across functions and throughout the value chain.

This pillar uncovers inefficiencies that erode value, including fragmented or overly manual workflows, unclear handoffs, interface gaps, and entrenched workarounds. Even in highly digitised environments, poorly designed processes create hidden delays, rework, and substantial productivity losses. Sustainable improvement requires deliberate, end-to-end process design, not incremental fixes.

3 Organizational Structure

Organizational structure defines ownership, decision rights, and accountability.

It clarifies who is responsible, who makes decisions, and how authority flows across the enterprise.

The analysis assesses span of control, workload balance, role clarity, duplication, and RACI alignment across functions. Most performance breakdowns occur at functional interfaces, where structural ambiguity leads to misalignment, delayed decisions, and fragmented execution.

4 Digital Landscape

Technology should enable frontline performance, not hinder it.

This pillar evaluates how well systems, data, and integrations align with operational reality.

Core assessment areas include the system architecture (e.g., ERP and planning tools), data integrity and visibility, and integration gaps across key processes. The focus is not simply on system adoption, but on whether digital tools meaningfully support decision-making, execution discipline, and operational transparency.

5 People and Behavior

Ultimately, operational transformation depends on how people think, act, and execute.

Even well-designed processes, structures, and systems will fail without aligned behaviors and disciplined execution habits.

This pillar rigorously evaluates leadership practices, supervisory routines, accountability mechanisms, execution discipline, skill levels, and role readiness. Without consistent coaching and reinforcement, even the strongest transformation design will not deliver sustained results.

Four-Step Analysis Components to Detect Value Leakage

The following section outlines the core components of the framework and demonstrates how it can be applied to identify value leakage, restore alignment, and support disciplined operational transformation across the value chain.



1. Discovery and Understanding: Establishing the Current State

The first phase establishes a fact-based understanding of the organization's current operating model and day-to-day execution realities.

Stakeholder engagement is critical at this stage. Leaders, managers, and frontline personnel are actively involved to ensure insights reflect operational reality and that findings are validated across levels. Early engagement fosters alignment and ownership, reducing resistance during later stages of transformation.

The analysis explicitly **connects strategy**, key performance indicators (KPIs), and organizational design to observable **execution evidence**. Strategic objectives and transformation initiatives are assessed against how work is actually performed, highlighting gaps between intent and execution effectiveness.

Methods such as “**day-in-the-life**” (DILO) studies, **direct observation**, and **structured process mapping** uncover hidden workarounds, manual effort, delays, and breakdowns at functional interfaces.



2. Deep Dive Analysis: Identifying Structural Root Causes

With a clear understanding of the current state, the framework advances into structured analysis to identify the systemic drivers of inefficiency.

This phase includes **systems and data analysis** to evaluate how effectively technology supports decision-making and execution. Integration gaps, fragmented system landscapes, manual data handling, and unclear data ownership frequently constrain performance.

The analysis also evaluates **RACI (Responsible, Accountable, Consulted, Informed) alignment** and governance effectiveness—particularly at cross-functional interfaces where ambiguity undermines accountability. Operational pain points are rigorously assessed and prioritized, supported by **digital and behavioral maturity evaluations**.



3. Opportunity Identification: Prioritising What Matters Most

The framework then shifts from analysis to action by translating insights into clearly defined improvement opportunities aligned with enterprise priorities.

Opportunities are categorized across short-term impact initiatives and longer-term structural changes. Associated risks, interdependencies, and change implications are evaluated to ensure feasibility and sustainability. Where appropriate, benchmarking and relevant industry practices are applied to contextualise performance and challenge internal assumptions.



4. Case for Change: Converting Insight into Commitment

Identified initiatives are consolidated into a structured **business case** that quantifies value across cost reduction, productivity improvement, cycle-time reduction, risk mitigation, and revenue enablement.

A pragmatic implementation roadmap is developed, sequencing initiatives based on impact, feasibility, and organizational readiness. This phase emphasises leadership alignment and commitment, providing clarity on where to begin, how to scale effectively, and how to sustain improvements over time.



Applying the Analysis Across Industries

"Every industry has its nuances — but underperformance often speaks a common language."

Operating models, regulatory environments, and competitive dynamics vary significantly across sectors. Yet the root causes of performance gaps are often remarkably consistent.

Across industries, similar structural breakdowns emerge: misaligned priorities, fragmented processes, unclear accountability, siloed decision-making, and underleveraged systems. While the symptoms may appear sector-specific, the underlying drivers of inefficiency frequently share the same foundation.

The adaptability of the Operational Excellence Analysis Approach allows it to be applied across diverse industries without compromising analytical rigour. By applying a consistent analysis lens, organizations gain objective insight into where value is constrained and how targeted, context-specific interventions can unlock measurable performance improvement.

Rather than imposing generic solutions, the framework respects industry nuance while systematically identifying the structural and behavioral factors that limit performance within each organization's unique operating environment.

Industries (Examples)	Common Performance Gaps Causing Operational Inefficiencies	Operational Excellence Diagnostic Tools
 Oil & Gas and Petro-chemicals	- Reliability losses driven by maintenance work not being "ready-to-execute" (permits, isolation, materials, job plans) and high corrective load. - Planning exists, but execution discipline breaks down when priorities shift (break-in work, weak escalation, slow closure) - Handovers between operations–maintenance–contractors create delays and hidden rework.	Point-of-execution field observations on maintenance execution & downtime response (incl. control room/coordination points). Corrective Maintenance (CM)/Preventive Maintenance (PM) ratio review + reactive work profiling; backlog aging and break-in work analysis. Planning & scheduling diagnostics: job readiness sampling (permits, kitting, job plans), schedule attainment and causes of variance. Root Cause Analysis (RCA) on chronic repeat failures and downtime duration drivers (action robustness + closure check).

Industries (Examples)	Common Performance Gaps Causing Operational Inefficiencies	Operational Excellence Diagnostic Tools
 Manufacturing and FMCG	- Output and service levels are constrained by flow interruptions (bottlenecks, changeover losses, quality containment gaps). - Plans are created, but schedule adherence is fragile—expediting becomes the norm and inventory buffers grow. - Standards exist, yet shopfloor behaviors drift (workarounds, inconsistent checks), keeping performance unstable.	Value Stream Mapping (VSM) to expose bottlenecks, queues, rework loops, and non-value-added time across the end-to-end flow. "Day in the Life Of" (DILO) at line leadership / supervisors to quantify losses at the point of execution (interruptions, waiting, prioritization shifts). Planning stability checks: schedule adherence, plan changes, and stability of the daily/weekly plan (loss tree by reason). Behavioral observation themes focused on standard work discipline and quality containment behaviors (how deviations are handled).
 Construction and Heavy Industries	- Projects lose time in the interfaces (engineering–procurement–site), where dependencies are not cleared early. - Control is often meeting-heavy but action-light: decisions lag, constraints repeat, and rework accumulates. - Accountability is blurred across parties, creating slow resolution and conflicting priorities.	Meeting effectiveness assessment (daily/weekly/monthly) + action management quality (owners, due dates, closure discipline). RACI / decision-rights mapping across engineering–procurement–site and contractor interfaces to remove "gray zones." Look-ahead planning & constraint log diagnostics (readiness, dependency clearing, procurement/permit constraints, plan reliability). Stakeholder management mapping (client/consultant/main contractor/subs) to identify friction points, misaligned incentives, and escalation paths.
 Mining and Raw Materials	- Value is lost through downtime duration and uneven shift execution rather than only failure frequency. - Supervisory routines and performance dialogue are inconsistent, reducing follow-through and frontline accountability. - Data may exist, but visibility doesn't translate into action (weak routines, limited root-cause closure).	Supervision effectiveness study: shift handover quality, frontline routines, escalation behavior, and follow-through. Management Control System (MCS) review: KPI hierarchy (lead/lag), reporting integrity, cadence design, and action-tracking rigor. Point-of-execution observations targeted at delay categories and execution losses during shifts (where time is really lost). RCA quality audit: repeat issues, countermeasure robustness, and whether actions stick (behavioral reinforcement).



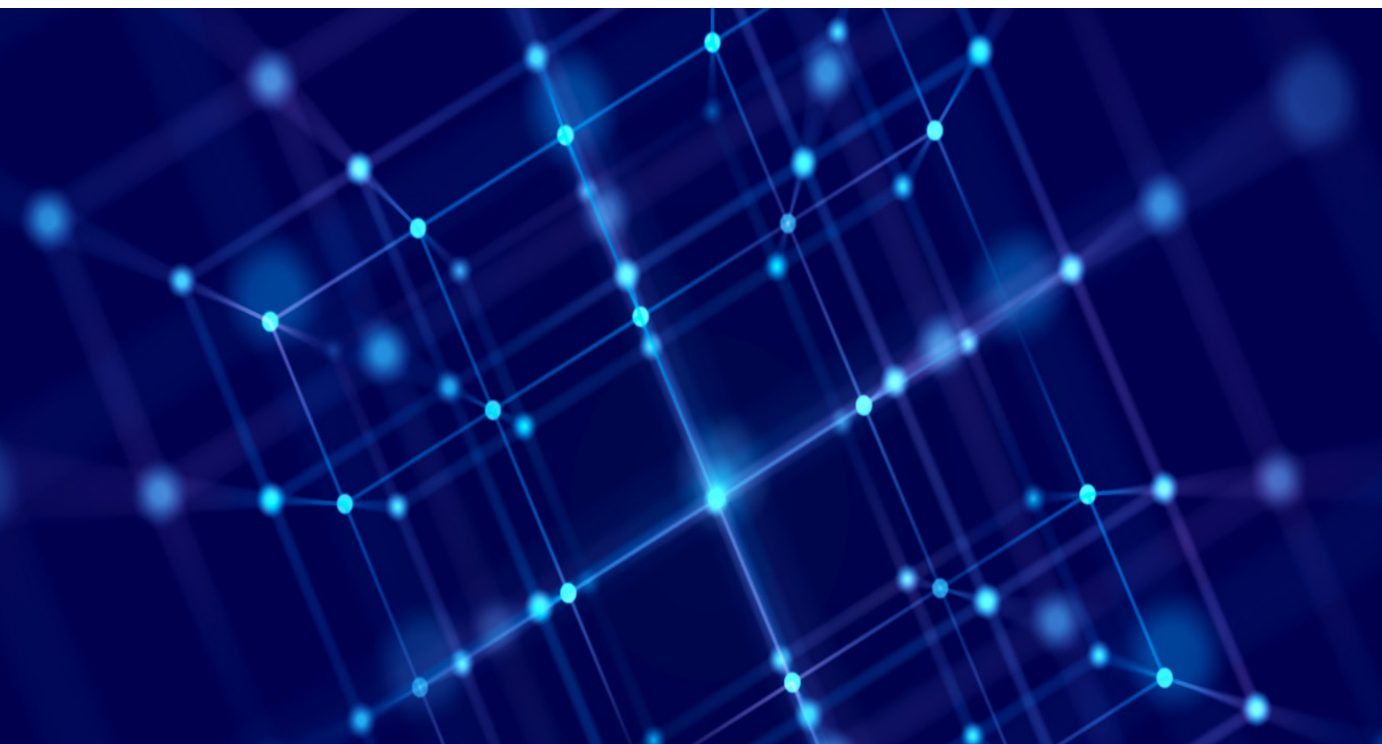
Did You Know?

The analysis approach is not only industry-agnostic—it is also service-agnostic. It does not begin with tools, platforms, or technical architectures. Instead, it starts by understanding how work is executed, how decisions are made, and where value is lost across the end-to-end value chain.

This perspective enables the same analysis lens to be applied across a broad spectrum of transformation initiatives, including operational improvement, digital enablement, organizational redesign, and capability development.

Consider digital transformation initiatives. Technology implementation is often positioned as a comprehensive solution. Yet without alignment across people, processes, and governance, new systems can introduce additional complexity and performance gaps—particularly in data integration, behavioral adoption, and workflow alignment.

By rigorously assessing these dimensions, organizations can shift digital investments from underutilised systems to fully integrated drivers of operational excellence and measurable performance improvement.



From Insight to Impact: How the Analysis Creates Business Value

"Effective analysis is not about auditing operations — it is about equipping leadership with a blueprint to unlock value, reduce risk, and accelerate results."

Source:
ScienceDirect,
Economic Letters,
Volume 247,
February 2025

Research suggests that only approximately 7% of companies have reached a "champion" level of operational excellence. The overwhelming majority continue to struggle with embedding disciplined execution, sustaining performance management routines, and achieving cross-functional alignment at scale.

This gap highlights a critical reality: operational excellence is not achieved through isolated initiatives or incremental improvements. It requires structural alignment, execution discipline, and a systematic approach to diagnosing and addressing root causes across the value chain.

Going Beyond the Surface: How the Analysis Uncovers Structural Drivers

Many organizations can identify surface-level symptoms such as rising maintenance backlogs, missed targets, or declining service levels. However, these visible issues are typically indicators of deeper structural underperformance.

An operational excellence analysis moves beyond symptoms to identify root causes embedded within the operating model. It provides a fact-based view of how work actually flows across the value chain, uncovering misalignment between strategy, planning, systems, governance, and behaviors that ultimately constrain performance.

Through structured tools such as process mapping, DILO studies, systems and data analysis, and cross-functional engagement, the framework exposes structural constraints that have developed and often become normalised over time. By replacing assumptions with observable evidence, leaders gain clarity on how the organization truly operates and where value is being lost.

Source:
*Journal of
Industrial
Intelligence*,
Volume 2,
Issue 3, 2024

A recent study found that structured analysis assessments of asset and resource utilization enable targeted improvement initiatives—such as increasing wrench time and reducing downtime—leading to measurable gains in operational efficiency and reliability.

Quantifying Improvement Potential Across Core Business Levers

A defining strength of the Operational Excellence Analysis Approach is its ability to quantify improvement potential across core business levers. This creates a clear line of sight between operational transformation and financial or strategic outcomes, enabling leadership teams to move from analysis to informed decision-making.

The analysis identifies productivity and throughput opportunities by uncovering delays, rework, and capacity constraints across processes and functional handoffs. It evaluates asset and resource utilisation by examining planning effectiveness, workforce deployment, and asset reliability patterns. These insights frequently reveal opportunities to stabilise operations and increase output, often without additional capital investment.

Beyond productivity, the framework assesses impacts on reliability, quality, working capital, and operational losses, areas where inefficiencies often remain hidden until performance declines or external pressures intensify. Findings are translated into quantified opportunity ranges, supporting disciplined prioritisation and capital allocation decisions.

Source:
*ScienceDirect,
Economic Letters*,
Volume 247,
February 2025

Research indicates that firms often increase net working capital by approximately 6% annually in response to supply chain disruption risk, underscoring the financial consequences of limited operational visibility. Analysis rigour, therefore, is not merely an operational exercise; it is a critical component of risk management and value protection.

Analysis Identifies Operational Risks That Undermine Execution and Growth

Beyond uncovering value creation opportunities, the analysis plays a critical role in identifying operational risks that constrain execution and limit scalable growth. These risks rarely surface in financial reports or executive dashboards. Instead, they are embedded in how work is planned, governed, and executed across the value chain.

A common performance gap that drives operational inefficiency, for example, is the disconnect between planning and scheduling processes. Analysis reveals the true root causes of growing backlogs that erode execution discipline. A key insight from this approach is the behavioral and capability risks that undermine operational transformation.

Even when processes and systems are well designed, weak operational discipline, inconsistent adherence to processes, and limited frontline engagement can diminish an organization's ability to sustain improvements. These cultural and behavioral gaps explain why prior transformation initiatives fail to deliver lasting impact.

When left unaddressed, such vulnerabilities erode organizational resilience, stall growth initiatives, and prevent organizations from achieving operational excellence. The analysis identifies these risks early, enabling leadership to proactively mitigate them and strengthen operating models capable of sustaining performance under pressure.

Source:
International
Journal of
Advanced
Multidisciplinary
Research
and Studies,
Volume 3,
February 2023

Research on strategic analysis and transformation has demonstrated measurable improvements in coordination efficiency, faster decision-making, and stronger cross-functional alignment when structured analysis frameworks are applied—effectively bridging the gap between evaluation and execution.

Analysis as a Launchpad for Alignment, Action, and Impact

The operational excellence analysis primarily serves as a foundation for action. By providing a fact-based view of where and why value is lost, it aligns leadership around a shared understanding of operational reality. This shared clarity accelerates decision-making, reduces fragmented initiatives, and reinforces disciplined execution.

When applied effectively, the analysis drives change. It creates precise roadmaps, prioritizes initiatives, and assigns clear accountability for results. Rather than generating reports, it builds momentum for sustained improvement.

Ultimately, the analysis bridges analysis and execution by transforming insight into measurable impact and positioning operational excellence as a sustained driver of enterprise value.



The Operational Transformation Division of YCP Renoir

"What makes YCP Renoir OXD different is not the tools, but the transformation experience behind them."

YCP Renoir serves as the Operational Transformation Division of YCP, bringing more than 30 years of experience in delivering measurable and sustainable performance improvement. The division focuses on operational excellence solutions that help organizations strengthen execution, improve productivity, and unlock value across their value chains.

By combining structured methodologies, industry insight, and hands-on implementation experience, YCP Renoir supports organizations facing complex operational challenges in volatile and demanding environments.

Beyond the Desktop: A Hands-On Analysis for Real Performance

Operational transformation succeeds when strategy is embedded where performance is delivered. YCP Renoir works alongside leadership and frontline teams to close the gap between strategic intent and day-to-day execution.

The approach emphasises execution discipline and behavioral alignment as critical enablers of sustainable improvement. Processes, systems, and digital tools are essential—but without the right operating habits and accountability mechanisms, they rarely deliver lasting impact.

The Operational Transformation Analysis Approach is grounded in "impact at the point of execution." Rather than relying solely on desk-based reviews or system analysis, teams observe how work is performed, conduct day-in-the-life studies, and engage directly with frontline employees. This method surfaces structural constraints and behavioral patterns that are often invisible in dashboards and reports, replacing assumptions with observable evidence.

Why the Operational Transformation Analysis Approach Delivers Results

The framework is industry-agnostic and has been applied across asset-intensive industries, manufacturing, consumer sectors, services, and the public sector. It supports organizations at varying stages of operational maturity, whether establishing foundational disciplines or strengthening existing continuous improvement and digital initiatives.

The focus remains on core operating fundamentals: alignment, flow, accountability, execution discipline, and behavior. The framework adapts to different operating models, regulatory environments, and competitive pressures while maintaining analytical rigour.

YCP Renoir has applied this approach across diverse industries and business functions globally, helping organizations translate insight into disciplined action and sustained performance improvement.

In Each Business Function	Across All Industries
• Strategy Development & Implementation • Operational Excellence • Data Strategy & Implementation • Sales & Marketing • Planning (S&OP/ IBP) • Operations Maintenance & Quality • Supply Chain & Procurement • Back Office Functions	• Consumer Goods & FMCG F&B, Personal Care, Household • Energy & Natural Resources Oil & Gas, Chemicals, Mining • Financial Services Banking, Insurance, Microfinance • Healthcare & Life Sciences Hospitals, Pharma Ops, Diagnostics • Industrial Manufacturing Discrete, Process, Automation • Power & Utilities Generation, Transmission, Distribution • Property, Facilities & Real Estate Commercial, Hospitality, Integrated FM • Telecommunications Mobile, Fixed, Data Centres • Transportation & Logistics 3PL, Logistics, Marine, Aviation

Delivering Measurable Performance Impact

With more than 30 years of experience in operational transformation, YCP Renoir has supported organizations in achieving measurable and sustainable performance improvements. Our operational improvement engagements are designed not only to diagnose issues but to translate insight into tangible financial and operational results.



+5–15%

Revenue Increase



+20–40%

Throughput Improvement



+10–35%

Productivity Uplift



≥3:1

Typical Annualized ROI



5–15%

Cost Reduction

These outcomes reflect disciplined execution, structural alignment, and sustained operational improvement rather than short-term efficiency gains.

"YCP Renoir does not simply analyze operations; it works within them, uncovering constraints that dashboards overlook and equipping leadership with the clarity required to act."

Conclusion & Key Takeaways

Operational inefficiency rarely stems from a single issue. Value leakage typically arises from systemic misalignment across the management control system (MCS), processes and procedures, organizational structure, digital enablement, and, most critically, people and behavior. These breakdowns often remain embedded within complex value chains until external pressures, cost escalation, or reliability failures bring them to the surface. Addressing them requires more than incremental improvements or technology-led interventions. It requires a clear, fact-based understanding of how work is actually performed and where performance is constrained.

The Operational Transformation Analysis Approach provides that clarity. By delivering a comprehensive, end-to-end view of the value chain, it reveals operational realities beyond surface indicators. It connects strategic intent with frontline execution and replaces assumptions with evidence. This enables leadership teams to identify where value is lost, why performance gaps persist, and what must change to restore alignment.

The approach is grounded in execution. It relies on observing work as it occurs, engaging frontline teams, and testing how strategies, KPIs, and initiatives translate into daily decisions and behaviors. This “go see and assess” (GSA) methodology is what enables consistent application across industries, regions, and maturity levels—from asset-intensive operations to consumer-facing and public-sector environments.

Equally important, the framework quantifies improvement potential across core business levers, including productivity, throughput, cost, asset and resource utilisation, reliability, quality, and working capital. This allows organizations to move from ambition to disciplined prioritisation. It highlights where quick wins are achievable, where structural changes are required, and where operational risks may hinder execution or constrain growth if left unaddressed.

Ultimately, the analysis serves as a launchpad for action. By embedding behavioral discipline, accountability, and ownership from the outset, it links analysis directly to implementation. Rather than producing static reports, it establishes the foundation for sustained operational transformation.

For leadership teams operating in volatile and complex environments, sustainable operational excellence cannot be achieved through isolated initiatives or technology alone. It begins with a rigorous, execution-focused analysis that turns insight into measurable impact.

This paper is intended to prompt reflection on how organizations can identify performance gaps, prioritize improvement opportunities, and translate them into lasting operational results.

For organizations seeking structured clarity on value creation, risk exposure, and priority actions, YCP Renoir applies this analysis approach to develop practical roadmaps that quantify financial upside, reduce execution risk, and support confident decision-making.



About Us

About YCP Renoir

YCP Renoir, previously operated as Renoir Consulting, is a global management consulting firm with over 30 years of experience delivering measurable and sustainable performance improvements. As the Operational Excellence Division of YCP, we specialize in operational excellence solutions, leveraging proprietary methodologies, deep industry knowledge, and hands-on expertise to address clients' evolving needs.

To learn more about our services, visit <https://ycp.com> or <https://renoir.ycp.com>

What We Focus On

YCP Renoir's mission is to help organizations outperform competitors and redefine their future and impact on the world. Most importantly, we go beyond strategies, reports, and recommendations. Our clients achieve real results and are equipped to sustain the change.

Our long experience, which covers an expansive list of industries and business functions, gives us an unrivaled understanding of the best ways to meet our clients' business needs.

We link strategy to execution, guiding organizations through change. Furthermore, YCP Renoir is known for our approach, which helps our clients achieve sustainable improvement.

Our proven top-down, bottom-up, end-to-end approach means that we work together with clients as partners — from blueprint to execution. We are accountable for results, from start to finish.

Our Locations

YCP Renoir is part of the YCP Group, which is headquartered in Singapore. With a global presence and strong Asian coverage, we have 11 main offices spanning Europe, the Americas, the Middle East, Africa, and the Asia-Pacific region. This allows us to unlock transformative value creation opportunities across a wide array of industries.

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Daniel is a transformation and change management consultant with over 20 years of global experience in business transformation, operational excellence, and performance improvement. He has led more than 250 engagements across 35 countries, delivering initiatives across operations, maintenance, administration, logistics, sales, and strategic planning in South America, North America, Europe, Asia, Africa, and Australia.

He has a strong track record in large-scale transformation programs, including PMO leadership, turnaround strategies, organizational redesign, and lean manufacturing and maintenance. Daniel is experienced in leading cross-functional teams and embedding best practices in talent development, organizational behavior, and stakeholder engagement to strengthen execution discipline, operational agility, and sustainable growth.

His industry experience spans asset-intensive and complex operating environments, including oil and gas, energy and utilities, mining, construction, industrial manufacturing, chemicals, automotive, healthcare, transportation and logistics, financial services, and the public sector.

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