CUSTOMER CASE STUDIES

How KKR Used Conductor to Orchestrate Billions in Portfolio Value Creation

How KKR's EMEA Capstone deployed Conductor as a common value creation platform across Marelli, FiberCop, and Accell Group — standardizing governance, financial tracking, and execution visibility across three industries.

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KKR

THE PROGRAM AT A GLANCE

$2B	**€1.8B**	**100**
in value creation orchestrated at Marelli.	carve-out value managed at FiberCop.	active projects centralized at Accell Group.

Background

KKR's EMEA Capstone works with portfolio companies to drive operational improvement and value creation. As its portfolio value creation programs grew in scale and complexity, the need for a consistent way to manage execution across companies became increasingly important.

Conductor was deployed across three portfolio companies: Marelli in automotive, FiberCop in telecom, and Accell Group in manufacturing. Each program had different objectives and operating environments, but all required strong governance, financial visibility, and accountability for execution.

THE CHALLENGE

One portfolio, three different ways of working

Value creation was being managed differently across portfolio companies, with disconnected tools and inconsistent approaches to governance and reporting.

BEFORE CONDUCTOR Three ways of working	WITH CONDUCTOR One execution model
– Each company ran value creation differently, with disconnected tools and no shared approach to governance and reporting.	– A standardized approach to initiative governance, financial tracking, and execution visibility across the portfolio.
– Operating partners relied on manual status packs and ad hoc reporting, making it hard to spot risks or compare progress across companies.	– Real-time roll-up dashboards let operating partners compare progress and act on risks early.
– No consistent line between individual initiatives and their financial outcomes.	– Every initiative connected to its financial outcome, portfolio-wide.

THE SOLUTION

A common platform for value creation

KKR deployed **Conductor** as a common value creation platform across the portfolio, creating a standardized approach to initiative governance, financial tracking, and execution visibility.

MARELLI — AUTOMOTIVE	Conductor was used to manage more than 50 restructuring and value creation initiatives, including a $1 billion cost reduction program, $900 million in sustainable cash savings, and a $1 billion capital improvement program.
FIBERCOP — TELECOM	Conductor provided a single source of truth across a €1.8 billion carve-out, including decommissioning, ERP transformation, organizational restructuring, and Transformation Office activities.
ACCELL GROUP — MANUFACTURING	100 active projects were centralized across Working Capital, COGS, and Opex, providing a common view of execution and financial performance.

> Conductor has been revolutionary for us at Marelli in managing over 50 different restructuring and value-creation initiatives. Conductor is highly value-adding, and I can run all this as one person rather than having streams of external consulting firms. I can't imagine doing any future VCPs without this.
>
> **Mike Mills**
> Senior Advisor, KKR

THE RESULTS

What KKR achieved

By establishing a common execution model across the portfolio — with real-time visibility for operating partners — KKR delivered value at scale across three industries.

THE IMPACT

$2B	€1.8B	100	1
in value creation orchestrated at Marelli.	carve-out managed at FiberCop.	projects centralized at Accell Group.	preferred value creation platform, now standard across KKR.

IN SUMMARY

Conclusion

Value creation becomes more scalable when execution is governed with the same discipline across every portfolio company.

KKR used Conductor to establish a common model for managing initiatives, financial outcomes, and accountability across three companies and three industries. The result was greater visibility for operating partners and a repeatable approach to value creation that could be applied across the portfolio.

READ ONLINE

Read this article on our website

getconductor.com/resources/how-kkr-used-conductor-to-orchestrate-billions-in-portfolio-value-creation

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