

## 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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## THE PROGRAM AT A GLANCE

**\$2B**

in value creation orchestrated at Marelli.

**€1.8B**

carve-out value managed at FiberCop.

**100**

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

- Each company ran value creation differently, with disconnected tools and no shared approach to governance and reporting.
- Operating partners relied on manual status packs and ad hoc reporting, making it hard to spot risks or compare progress across companies.
- No consistent line between individual initiatives and their financial outcomes.

#### WITH CONDUCTOR

One execution model

- A standardized approach to initiative governance, financial tracking, and execution visibility across the portfolio.
- Real-time roll-up dashboards let operating partners compare progress and act on risks early.
- 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**

in value creation  
orchestrated at  
Marelli.

**€1.8B**

carve-out managed at  
FiberCop.

**100**

projects centralized at  
Accell Group.

**1**

preferred value  
creation platform, now  
standard across KKR.

## IN SUMMARY

### Conclusion

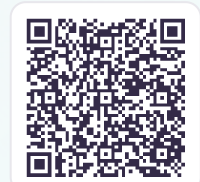
Value creation becomes more scalable when execution is governed with the same discipline across every portfolio company.

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](https://getconductor.com/resources/how-kkr-used-conductor-to-orchestrate-billions-in-portfolio-value-creation)



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