CUSTOMER CASE STUDIES

How Olam Used Conductor to Govern a $200M Cost Transformation

Building the operating model behind a global transformation program: how Olam governed $190–260M in targeted savings across 45+ countries and three operating groups with Conductor.

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THE PROGRAM AT A GLANCE

$200M	**45+**	**3**
in targeted savings governed, across a $190–260M range.	countries aligned on one operating model.	operating groups on a common governance framework.

Background

Olam Agricultural Group launched a global Cost and Capital Transformation program with an ambitious objective: deliver between $190 million and $260 million in savings across four transformation categories, three operating groups, and more than 45 countries.

On paper, it looked like a financial challenge. In reality, it was a governance challenge.

Defining the savings opportunity was only the beginning. The harder task was ensuring every initiative could be tracked, every saving validated, and every reported outcome defended with confidence as the program scaled across regions.

At the time, much of that work relied on more than 30 spreadsheets consolidated manually across the organization. That approach carried the program a long way, but at Olam's scale, it had reached its limits.

THE CHALLENGE

Where spreadsheets reached their limit

Large transformation programs rarely struggle because of a lack of ambition. They struggle because the systems supporting execution were never designed for enterprise-scale governance.

For Olam, three challenges stood in the way.

No consistent view of savings

Different regions measured and reported savings differently, making it difficult to establish a single, trusted view of progress across the organization.

Limited visibility into execution

With hundreds of initiatives running simultaneously, manual reporting cycles meant delays and risks often became visible only after they had already impacted delivery.

Confidence in reporting

Savings could be reported, but validating every figure required significant manual effort. Leadership needed financial reporting they could confidently stand behind in front of the board.

THE SOLUTION

Governance built into execution

Rather than simply introducing new software, Olam first defined how the program should operate: who owned each initiative, how savings would be validated, and how decisions would move through the organization.

Conductor became the platform that embedded this governance model into day-to-day execution, creating a consistent operating rhythm across every region.

ONE SOURCE OF TRUTH	A standardized data model connected savings, capital investment, and financial outcomes across business units, giving every team a common definition of progress.
STANDARDIZED GOVERNANCE	Ownership, approvals, and validation workflows established a consistent governance process across finance, initiative owners, and executive leadership.
FINANCIAL OUTCOMES CONNECTED TO EXECUTION	Every savings target remained directly linked to the initiative responsible for delivering it, allowing leadership to understand both expected value and execution progress in one place.
SUSTAINABLE VALUE CREATION	Once initiatives demonstrated sustained results, savings transitioned into business-as-usual operations, helping protect value beyond the life of the transformation program.

> There's only one source of truth, and it is the truth. If you don't have it in Conductor, you don't have it.
>
> **N. Muthukumar**
> CEO Operations, Olam

THE BUSINESS IMPACT

From manual reconciliation to confident decision-making

By embedding governance into day-to-day execution, Olam transformed how its Cost and Capital Transformation program was managed.

Leadership gained confidence in the financial results being reported. Regional teams operated from a consistent governance framework. Instead of spending valuable time reconciling spreadsheets and chasing updates, the transformation office could focus on driving execution, managing risks proactively, and ensuring savings became sustainable business outcomes.

What changed

BEFORE CONDUCTOR

30+ spreadsheets, reconciled by hand

- 30+ spreadsheets consolidated manually across regions
- Different definitions of savings across business units
- Time-consuming reconciliation and reporting
- Limited visibility into risks and delivery progress
- Financial outcomes that were difficult to validate

WITH CONDUCTOR

One connected execution platform

- One connected execution platform
- One standardized data model for savings and financial outcomes
- Governance, approvals, and validation built into execution
- Real-time visibility into initiatives, risks, and performance
- Board-ready reporting backed by validated financial results

Program scale

- $190–260M targeted savings governed
- 45+ countries aligned on one operating model
- 3 operating groups managed through a common governance framework

THE TAKEAWAY

Governance is what turns strategy into measurable results

Large-scale transformation programs do not succeed because organizations identify opportunities. They succeed because leaders can consistently govern execution, validate outcomes, and sustain value over time.

By connecting initiatives, financial outcomes, and accountability in one platform, Conductor gave Olam the foundation to execute its transformation with confidence and provide leadership with reporting they could trust.

If your savings forecast still lives in spreadsheets, the question isn't whether the number is right. It's whether you could defend it with confidence if the board asked today.

READ ONLINE

Read this article on our website

getconductor.com/resources/how-olam-used-conductor-to-govern-a-200m-cost-transformation

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