

CUSTOMER CASE STUDIES

How TK Elevator Used Conductor to Execute a Multi-Year Strategic Transformation

How TK Elevator governed a multi-year strategic transformation across 35 geographies on Conductor — standardizing execution, connecting initiatives to P&L, and giving leadership and PE sponsors real-time visibility.

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THE PROGRAM AT A GLANCE

215

collaborators across the global program.

225

projects governed on a single platform.

30

strategic initiatives tracked to P&L.

35

geographies on one operating model.

Background

TK Elevator operates across a global network of businesses and geographies, making consistency in transformation governance critical to delivering a large-scale EBITDA improvement program.

The organization set out to establish a structured approach to managing the transformation, measuring financial performance, and ensuring initiatives translated into measurable EBITDA outcomes across 35 geographies.

THE CHALLENGE

When reporting outweighs execution

The scale and geographic complexity of the program created significant reporting and governance challenges.

BEFORE CONDUCTOR

Reporting outweighs execution

- Roughly a quarter of program effort went into reporting, reconciling data across disconnected systems.
- Governance varied by region — no standardized stage gates, risk management, or approval processes.
- Initiatives could be tracked, but proving their contribution to EBITDA was difficult.

WITH CONDUCTOR

One governance model

- One governance model across 35 geographies — standardized stage gates, risks, milestones, and approvals.
- Reporting built in, so teams could focus on execution instead of reconciliation.
- Initiatives connected to P&L, making EBITDA impact provable.

THE SOLUTION

Implementing Conductor

TK Elevator implemented **Conductor** as its strategy execution platform to establish a common governance model across the transformation.

**GO-LIVE IN FIVE WEEKS
(APRIL 2023)**

Localized stage gate workflows were deployed across 35 regions, with standardized risk management, milestone tracking, and multi-role approvals creating a consistent approach to governing the program.

**EBITDA MEASUREMENT
EMBEDDED INTO
REPORTING**

Financial performance could be connected to the initiatives responsible for delivering it, while dashboards and automated reporting gave Cinven and Advent International greater visibility into progress and benefits.

**ONE PLATFORM FOR THE
WHOLE PROGRAM**

Conductor ultimately became the system supporting 215 collaborators, 225 projects, and 30 strategic initiatives across the transformation.

For TKE, Conductor has been a huge value add because of its intuitive user experience and high level of customization enabled by close collaboration with their team. Additionally, its powerful reporting and financial aggregation capabilities are perfectly tailored to our transformation needs.

Rebecca Stratmann

Transformation Manager, TK Elevator

THE RESULTS

What TK Elevator achieved

By standardizing governance and connecting execution to financial outcomes — with real-time visibility for PE sponsors — TK Elevator delivered at scale:

THE IMPACT

215

collaborators across the global program.

225

projects governed on one platform.

35

regional workflows standardized.

30

strategic initiatives tracked to P&L.

Conclusion

A strategic transformation only creates lasting value when its progress and financial impact can be measured and governed consistently.

By standardizing execution across 35 geographies and connecting strategic initiatives to P&L outcomes, TK Elevator established a repeatable model for managing and measuring EBITDA improvement at scale.

Frequently asked questions

How do you prove that transformation initiatives actually improved EBITDA?

By connecting each initiative to the P&L line it affects and measuring financial performance through that link. TK Elevator tracked 30 strategic initiatives to P&L in Conductor, which let leadership and the PE sponsors, Cinven and Advent International, see not just that initiatives were progressing but what each one contributed to the EBITDA improvement program.

How much of a transformation program's effort typically goes to reporting?

At TK Elevator, roughly a quarter before Conductor, spent reconciling data across disconnected systems in 35 geographies. Building reporting into the execution platform, with standardized stage gates, risks, milestones, and approvals feeding dashboards automatically, freed that effort for actual delivery.

How quickly can a global transformation program go live on a new platform?

TK Elevator went live in five weeks in April 2023, deploying localized stage gate workflows across 35 regions with standardized risk management, milestone tracking, and multi-role approvals. Speed came from configuring a common governance model once and localizing it, rather than building 35 separate processes.

How do you standardize governance across 35 countries without ignoring local differences?

Standardize the model and localize the workflow. TK Elevator used one governance framework, the same stage gates, risk categories, and approval roles everywhere, then deployed localized versions of the workflow in each region. Regions kept their operating context; the program kept one set of rules and one view of progress.

What visibility do private equity sponsors expect into a portfolio company's transformation?

Real-time progress against financial targets, not a monthly slide pack. At TK Elevator, dashboards and automated reporting gave Cinven and Advent International direct visibility into initiative progress and benefits, with EBITDA measurement embedded in the reporting rather than assembled separately for the sponsors.

READ ONLINE

Read this article on our website

getconductor.com/resources/how-tk-elevator-used-conductor-to-execute-a-multi-year-strategic-transformation



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