

PROVIDENCE

TRANSFORMATION & ANALYTICS

Chemical Manufacturing Enterprise Excellence Program Development

Service — Fractional Executive Advisory (COO/CFO-Focused)

Client Context

A Fibers division within a major U.S. chemical manufacturing company needed senior operational excellence leadership to drive process improvement performance across the entire division. The division consisted of nine manufacturing plants across three states. Three of the nine plants had been recently acquired and required full integration into the company's process improvement and quality management systems.

Due to the nature of the engagement, client details are intentionally limited.

The Problem

The division needed experienced, embedded leadership to own and advance its Enterprise Excellence Program — not a project team, but a senior leader accountable for results. Specific challenges included:

- No consistent process improvement framework across acquired facilities
- Statistical quality control metrics and systems needed oversight and advancement
- A large population of Green Belts and Black Belts required coaching, mentoring, and project oversight
- Division-wide improvement goals needed to be set, tracked, and delivered

What Was Done

Mark served as Enterprise Excellence Leader for the division — a senior embedded role with accountability for operational excellence across all nine plants. The work included:

- Designing and managing the division-wide process improvement program, including goal-setting and performance tracking
- Leading integration of three acquired facilities into the company's Lean Six Sigma and quality management systems — including standing up LSS programs, statistical process control, and performance monitoring
- Overseeing Statistical Quality Control metrics across the division using Infinity QS
- Upgrading and managing Instantis, the division's Lean Six Sigma project management platform, expanding its capabilities during the engagement
- Coaching and mentoring 50+ Green Belts and Black Belts, with direct intervention on projects facing roadblocks
- Led a team of three regional Enterprise Excellence Managers responsible for day-to-day execution across the division's plants — building the program infrastructure, establishing standards, and developing the team's capability to sustain results independently

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The Outcome

- Delivered \$32M in process improvement savings in year one and \$24M in year two — against division-level goals
- Successfully integrated three acquired manufacturing facilities into the Enterprise Excellence Program
- Advanced statistical quality control capabilities across nine plants
- Built and sustained a high-performing LSS community across the division

Leadership had a fully operational, metrics-driven Enterprise Excellence Program delivering measurable, sustained financial results across a complex, multi-plant environment.