



**OPEX INDEX**

IMAGINE  
IF YOU COULD...

The OpEx community has been asking for a universal metric to measure OpEx program performance for years

## IMAGINE IF WE COULD...

WHY OPEX INDEX?

### Continuous *Improvement* Disappointment: The majority of performance improvement programs are not delivering



- A majority of the OpEx programs **don't meet the expectations** placed on them by leaders
- Firms struggle to find the **root cause** for this phenomenon
- **Comparisons to other firms' OpEx programs** in the same sector or other sectors could help to improve performance
- There is a clear request from clients for an **external perspective** which will give a reference comparison to drive improvement

The Motivation ...measure the health of our OpEx programs with just one common metric, which we could use to compare our progress with our peers and drive improvement.

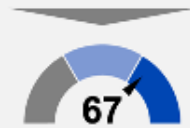
## YES WE CAN

WHY OPEX INDEX?

### We have addressed this need with the OpEx Index – an industry-wide barometer indicating current & future trends

#### WHERE do we stand today?

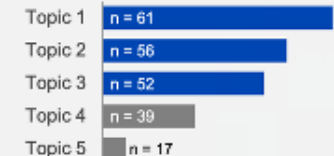
- Create a picture of the current mood regarding OpEx in the process industry
- Determine subjective assessment of the status quo and the immediate future (+12 months)
- Simple classification on a scale of 1-10
- *Subjective* feedback on current performance levels



#### WHAT DIRECTION are we heading?

- Determine the most important topics and challenges of the process industry going forward
- Possibility to prioritize future relevance of topics
- Provide an outlook and an approach to strategy development for OpEx improvement
- *Objective* summary of individual feedback

#### Top 3 Future topics



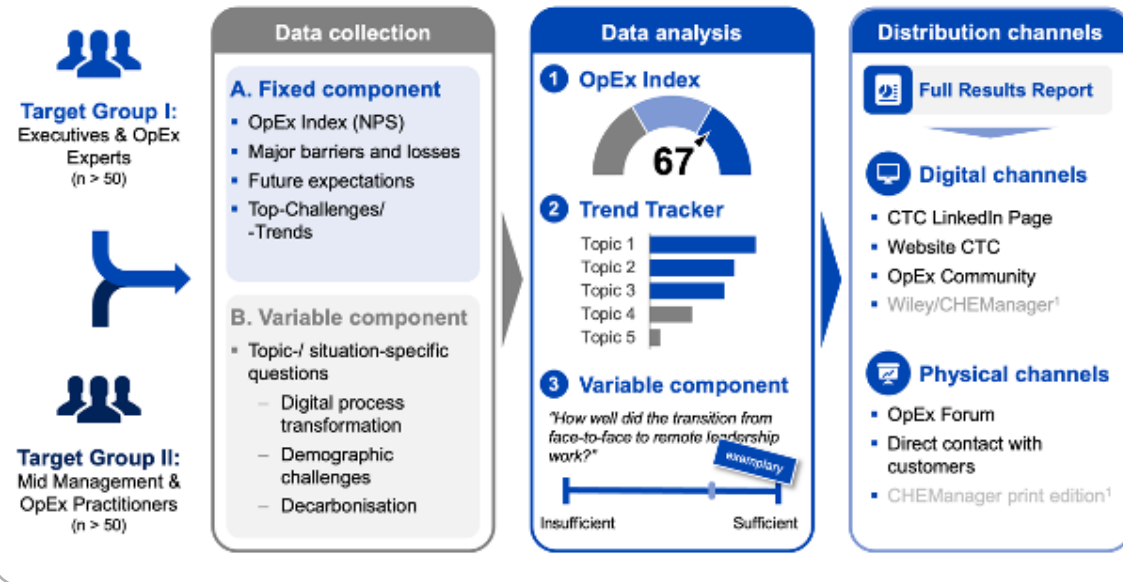
The Inspiration ...we have developed a key metric based on the Net Promoter Score (NPS) logic to evaluate the overall satisfaction of the community with their programs.

We have tapped into the experience and insights of over 100+ OpEx leaders and professionals to build this Index

## GETTING THE BENCHMARK RIGHT

INPUT TO OPEX INDEX → EXPERT PANEL

**The OpEx Index is generated from a standardized panel survey of more than 100+ industrial leaders across Europe**



The Experts

...required us to reach out to over 100+ line leaders, OpEx professionals and practitioners across various sectors and geographies to build the OpEx Index.

## AND THE VALUE IS

WHAT'S THE VALUE?

**The OpEx Index provides additional value to the OpEx community along four major dimensions as show below**



The Proposition

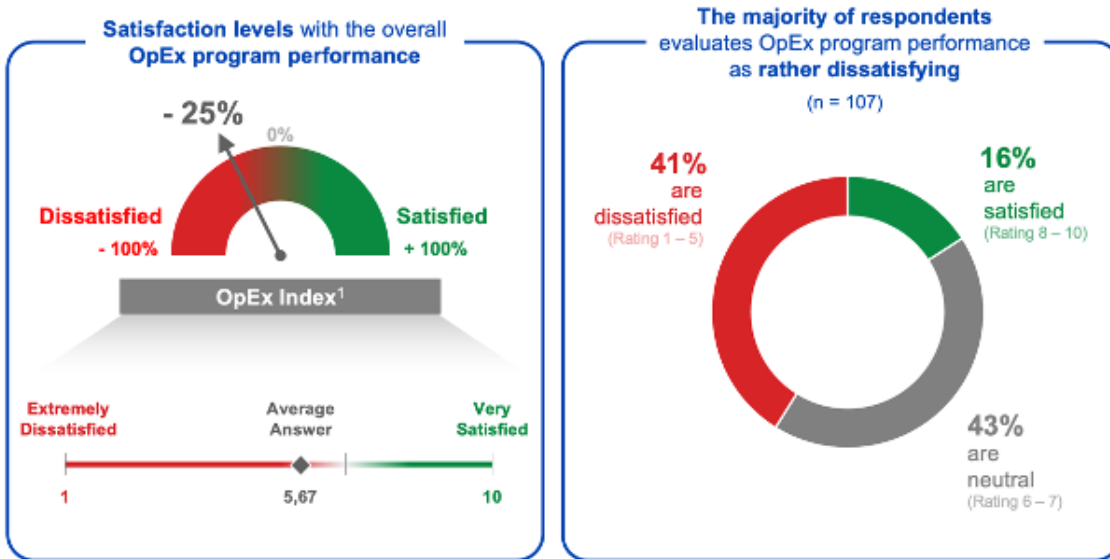
...our expert panel have been asked to revisit the survey at the end of each year to define the current "mood" of the OpEx community and show trends in performance.

The OpEx Index has now been established as one of the prime measures of overall performance for the community

## THE MEASURE OF SUCCESS

OPEX PROGRAM PERFORMANCE

**The OpEx Index<sup>1</sup> shows that the majority of respondents are dissatisfied with their OpEx program's performance**



The OpEx Index ...the OpEx Index currently confirms the opinion that the majority of leaders are not satisfied with the overall performance of their OpEx programs.

## FUTURE CHALLENGES & TRENDS

CURRENT PERFORMANCE LOSSES – SHORT TERM REMEDIES

**Most relevant topics for leadership in order to improve the performance of their OpEx programs in the short term**

Statements evaluated	Share of respondents (dis-)agreeing with the statements				
<i>Evaluate the statements to the degree you can agree upon (ranging from "strongly agree" to "strongly disagree"):</i>	<i>"How would you rate the statements from „strongly agree“ to „strongly disagree“ ?"</i>				
<i>"In the short-term, leadership should..."</i>	Strongly agree	Indifferent	Strongly disagree		
...place more trust in employees and empower teams	69%	13%	5%	5%	7%
...increase the level of communication around purpose and values	67%	16%	7%	7%	7%
...accelerate decision making processes and resource allocation	67%	12%	7%	7%	7%
...play a more active and supportive role in process improvement	64%	15%	5%	7%	7%
...demonstrate their willingness to "serve" and support front line workers	63%	17%	11%	7%	7%
...develop a more profound understanding of processes and systems	51%	32%	7%	7%	7%
...increase the frequency of reviews and corrective action	40%	27%	4%	17%	7%
...demonstrate a greater readiness to accept ambiguity and uncertainty	37%	27%	9%	8%	12%
...increase the tolerance to instability in our systems and processes	21%	30%	5%	13%	30%

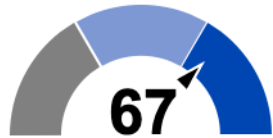
The Improvement Levers ...beyond the OpEx Index the community has also provided a lot of very specific guidance on the most relevant levers for the improvement of OpEx.

If you are interested in learning more about the OpEx Index or participating in the expert-panel ...

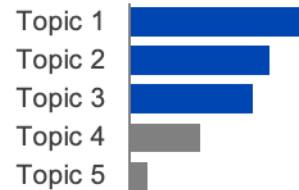
CONTACT US!

### Getting the full picture

#### 1 OpEx Index



#### 2 Trend Tracker



**Eve Kling**

Marketing Manager

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### Participating on panel



**Panel Group 1:**  
Executives & OpEx Experts



**Panel Group 2:**  
Mid Management & OpEx Practitioners



**Jennifer Weber**

Lead Expert Panel

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### Dialog with experts



- Interpretation of OpEx Index results and trends
- Feedback on future trends and improvement levers
- Dialog on CTC<sup>1</sup> experience in OpEx Transformations



**Conor Troy**

Senior OpEx-Expert

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# All you want to know about Conor Troy Consulting at a glance

## IMPROVING CONTINUOUS IMPROVEMENT!

### Services

**Production Management**

**Asset Management**

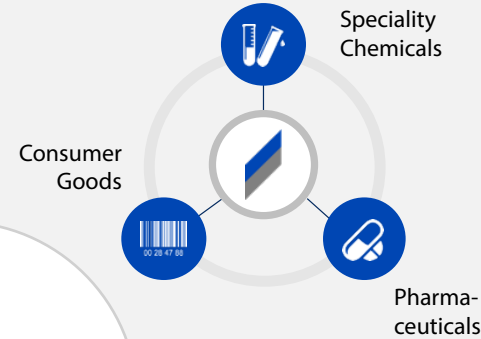
**Supply Chain Management**

### Our Mandate



Number of continuous improvement programs that meet the expectations of senior management after 3+ years

### Our Focus



### OpEx Events

**LEAN CHALLENGE**  
Motivational Event for Teams

**OPEX FORUM**  
Networking Event for Leadership



### Competence

**OPEX ACADEMY**  
Lean Qualification

**OPEX INDEX**  
Industry Benchmarks

### Our Team

**Conor Troy**  
Founder / CEO  
> 25+ years industry experience

**Matthias Fahr**  
Partner/Düsseldorf Office  
> 20+ years industry experience

**Marcus Müller-Kattwinkel**  
Partner/Mannheim Office  
> 20+ years industry experience

### Our Customers



### Recognition

brandeins /thema **2023**  
Best Consultants Germany

**TOP CONSULTANT**  
2022

**Handelsblatt TOP Beratung**  
2022  
Conor Troy Consulting