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CASE STUDY 06
ENTERPRISE PARTNERSHIP

A Multi-Year Operating Partnership Across Two Divisions of a Global Packaging Manufacturer

What began with a single-plant Lean engagement in the late 2000s grew into work across two of the manufacturer's divisions and multiple operating priorities over more than a decade. There was no standing retainer forcing continuity. Each return was another leadership decision that Incito remained worth bringing back.

A decade+	2 divisions	No retainer	Multiple
RELATIONSHIP DURATION, INTERMITTENT	ENGAGED INDEPENDENTLY	EVERY RETURN WAS A NEW BUYING DECISION	SEPARATELY FUNDED SCOPES OVER TIME

CLIENT
A GLOBAL METAL & PLASTIC PACKAGING MANUFACTURER

SERVICE
STRATEGY DEPLOYMENT & OPERATING CAPABILITY

STATUS
INTERNAL DRAFT · NOT FOR DISTRIBUTION

THE RELATIONSHIP AT A GLANCE

In a Large Enterprise, Repeat Work Across Divisions Is Internal Validation.

Reputations travel quickly inside a manufacturer of this scale, and so do warnings. Two divisions choosing the same outside partner, independently and years apart, is a signal that no single project outcome can produce.

EXHIBIT 1 · THE ENGAGEMENT RECORD

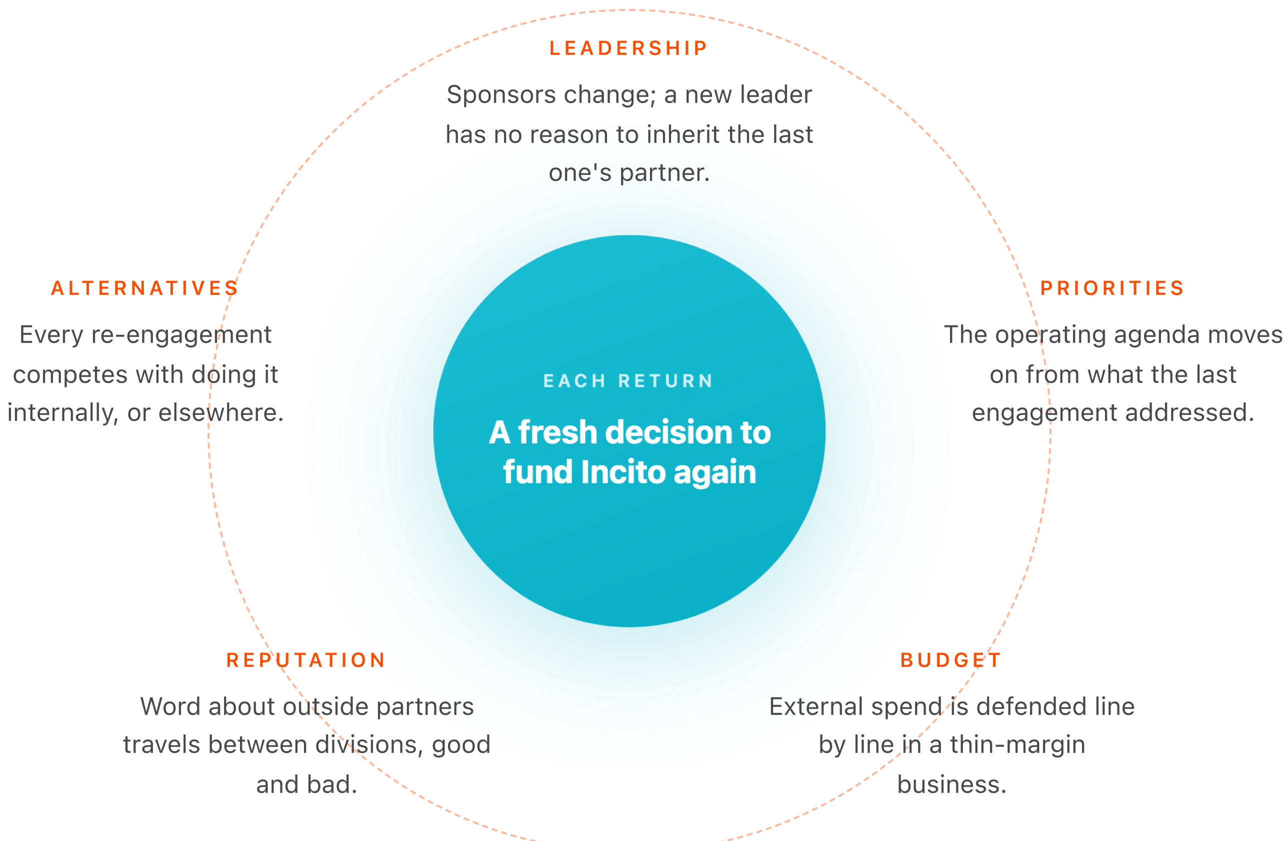
ENTERPRISE	A global manufacturer of metal and plastic packaging.
RELATIONSHIP	More than a decade, beginning with a single-plant Lean engagement in the late 2000s. Intermittent, not continuous.
ENTERPRISE REACH	Two operating divisions engaged Incito independently, years apart.
SCOPE EXPANDED ACROSS	Strategy deployment, operating improvement, structured problem-solving and planning-to-operations work.
COMMERCIAL STRUCTURE	No standing retainer. Each engagement was a separate buying decision.
BUSINESS-RESULT EVIDENCE	Operating and financial metrics remain subject to verification; none are claimed in this draft.

> **One engagement can be sold. A decade of them has to be earned.**

The Relationship Expanded Because the Work Kept Earning the Next Decision.

Large manufacturers do not sustain consulting relationships for well over a decade because a first engagement went well. Leadership changes. Priorities change. Budgets tighten. Sponsors move on. Operating conditions shift. This client continued to engage Incito across different years, needs and divisions regardless. The relationship was re-earned across changing sponsors and priorities.

EXHIBIT 2 · WHAT EACH RETURN HAD TO SURVIVE · ILLUSTRATIVE INCITO FRAMEWORK



> **The significance is not that one project succeeded. It is that the relationship was re-earned across changing sponsors and priorities.**

WHAT THE RELATIONSHIP EXPANDED INTO

From Plant-Level Improvement to Broader Operating Priorities.

As trust expanded, so did the altitude of the work. The engagement moved from a single operation to how divisions plan, improve and execute.

EXHIBIT 3 · ALTITUDE OF THE WORK OVER TIME · INDICATIVE

Bar height indicates organizational altitude of the work, not measured value or duration. Per-engagement dates and scope are held for evidence review from the project files.

> **The common thread was not a single Lean tool. It was improving how leadership priorities translated into operating execution.**

The Work Had to Outlive the Consultants.

The risk in operational consulting is not whether improvement happens while consultants are on site. It is whether the organization becomes dependent on them to sustain it. Incito's model is structured around client ownership. For this client, sponsor and steering-committee governance is documented; the degree of retained capability is held for evidence review.

EXHIBIT 4 · TWO WAYS AN ENGAGEMENT CAN END · ILLUSTRATIVE GENERAL MODEL

	WHO RAN THE WORK	WHAT REMAINED AFTER	WHAT IT COSTS THE ENTERPRISE
Consultant dependency	Consultants ran the improvement	The method left with the engagement	**Recurring external spend to hold the gain**
Organizational capability	Leaders sponsored it; operating teams executed it	The method stayed inside the business	**Nothing. Re-engagement becomes a choice**

Illustrative general model, not a measured finding for this client. Both rows describe the same moment, the engagement ending, and which outcome the enterprise is left holding.

Engagement-specific scale (team composition, participants and sites covered) is held for Incito's evidence review from the project files, and will be stated only as the record supports.

> **The objective was not consultant dependency. It was organizational capability, which is why a decade of re-engagement is a choice rather than a symptom.**

THE PROOF

What More Than a Decade Actually Proves.

Stated precisely, and no further. Longevity is not a substitute for financial performance data. It evidences something different.

EXHIBIT 5 · VERIFIED IN THE ENGAGEMENT RECORD

A decade+ RELATIONSHIP DURATION, FROM A LATE-2000S SINGLE-PLANT ENGAGEMENT	**2 divisions** INDEPENDENT ADOPTION INSIDE THE ENTERPRISE
Multiple ENGAGEMENTS ACROSS DIFFERENT OPERATING PRIORITIES OVER TIME	**No retainer** EACH NEW SCOPE WAS SEPARATELY FUNDED

With no standing retainer, every scope had to earn its own funding decision. These facts do not substitute for financial-performance data. They evidence something different: **leaders kept choosing to re-engage Incito on new priorities**, over more than a decade.

Non-numeric by decision. If verified OEE, productivity, inventory, throughput, working-capital or cost results exist in the delivery record, they become the headline of this study and the relationship evidence moves into a supporting role. The slot is held.

> **More than a decade of separately funded scopes, each one a fresh decision with no retainer behind it.**

EXECUTIVE IMPLICATION

The Question Is Whether the Partner Becomes More Valuable as the Enterprise Gets More Complex.

Improving one plant is a solved problem. The harder test is whether an outside partner can understand the business deeply enough, work across organizational boundaries, transfer capability rather than retain it, and still be worth calling years later.

01 Multiple divisions

Operating businesses that buy independently and compare notes.

02 Standardization

One operating discipline that has to hold across many plants.

03 Acquisitions

New operations that must be brought onto the operating model.

04 Operating-model change

Structural change that has to survive leadership turnover.

05 Enterprise growth

Scale arriving faster than the operating system can absorb it.

Any one of these is a test of whether the partner scales with you.

Can your operating gains survive the next leadership change?

Talk with Incito about building operating capability your organization owns, not one it has to keep renting.

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