CUSTOMER CASE STUDIES

How Coats Improved Project Governance and Efficiency with Conductor

See why Coats chose Conductor to improve project governance and efficiency across their global operations.

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Finding the Right Fit for PMO Excellence

Coats, a global leader in industrial thread manufacturing and digital services, has a rich history of innovation, but they faced challenges in standardizing project governance and achieving a unified approach across their complex business. With teams spread from the factory floor to the boardroom, Coats needed a project management solution that could streamline operations and provide a single source of truth. Enter Conductor, a platform that quickly became more than just a tool—it became a strategic partner that aligned seamlessly with Coats' “One Coats” mentality.

Challenges in Project Governance and Operational Efficiency

As an organization with diverse product groups and varying ways of working, Coats encountered several operational challenges common in large-scale manufacturing and service environments:

- **Fragmented Processes:** Different teams and product groups often operated independently, with minimal standardization across the board. This fragmentation led to duplicated efforts, inefficiencies, and a lack of cohesive governance.

- **Lack of Visibility:** Managers struggled to gain a comprehensive view of ongoing projects, often dealing with outdated information and disconnected systems. This made it difficult to identify red flags early or make informed decisions that could prevent costly delays.

- **Manual Reporting and Governance:** Before implementing Conductor, Coats relied heavily on manual reporting methods. Tracking progress through various spreadsheets and siloed tools was not only time-consuming but also prone to errors, making it difficult to maintain control and consistency.

These challenges were roadblocks to achieving Coats' strategic goals, highlighting the urgent need for a streamlined, standardized approach to project management.

How Conductor Transformed Project Management at Coats

Coats partnered with Conductor to overhaul their approach to project governance, and the impact was immediate and profound. Here's how Conductor addressed Coats' needs:

- **Standardized Governance and Reporting:** Conductor provided Coats with standardized controls that ensured consistent reporting from the factory floor to the boardroom. This unified approach meant that every stakeholder, from factory supervisors to cluster directors, could see the same data and track progress in real-time. No more juggling multiple reports or conflicting data; Conductor became the single source of truth that Coats had been missing.

- **Enhanced Flexibility and Agility:** One of the standout features of Conductor for Coats was its flexibility. The ability to customize workflows and quickly implement changes allowed Coats to adapt the platform to their specific needs. Whether it was adding new reporting functionalities or adjusting governance frameworks, Conductor's agility meant that Coats could keep pace with their evolving business without getting bogged down by rigid systems.

- **Improved Decision-Making with Real-Time Insights:** Conductor's intuitive interface and powerful data analytics enabled Coats to slice and dice data across different product groups, providing deep insights into operational performance. This visibility allowed managers to "parachute in" when issues arose, proactively addressing problems before they escalated. By aligning project management across all levels, Coats could focus on continuous improvement rather than reactive firefighting.

For example, Coats used Conductor to streamline their onboarding process, leveraging a sandbox environment to experiment and refine their workflows. The platform's simplicity—designed to be

intuitive without requiring extensive training—meant that teams quickly adapted, reducing the time spent on administrative tasks and allowing more focus on delivering value.

- **A True Partnership, Not Just a Product:** Beyond the technology, Coats found a genuine partner in Conductor. The Sensei Labs team worked closely with Coats, sharing best practices from other customers and providing responsive, knowledgeable support. This collaborative approach fostered a true partnership that extended beyond standard customer service, enhancing Coats' confidence in their project management journey.

Why Conductor is the Future of Project Governance for Global Operations

For Coats, Conductor wasn't just a tool—it was a transformative partner that helped standardize governance, improve visibility, and drive operational efficiency. The platform's unique combination of flexibility, ease of use, and powerful reporting capabilities empowered Coats to tackle their most pressing challenges head-on, unifying their project management approach across all levels of the business.

If your organization struggles with fragmented processes, inefficient governance, or a lack of visibility into project performance, Conductor offers a scalable, adaptable solution. Partner with Conductor and experience firsthand how a holistic, integrated platform can streamline operations, improve decision-making, and drive sustainable growth.

Frequently asked questions

How do you standardize project governance across a global manufacturer?

By giving every level of the organization the same controls and the same data. Coats used Conductor to apply standardized governance and reporting from the factory floor to the boardroom, so factory supervisors and cluster directors saw identical progress data in real time instead of reconciling separate reports with conflicting numbers.

What does a PMO lose when it relies on manual reporting?

Time, accuracy, and early warning. Before Conductor, Coats tracked progress through spreadsheets and siloed tools, which was slow, error-prone, and left managers working from outdated information. The practical cost was that red flags surfaced late, after they had already caused delays that a real-time view would have prevented.

How do you roll out a project management platform without heavy training?

Coats used a sandbox environment to experiment with and refine workflows before rolling them out, and chose a platform designed to be intuitive enough that teams adapted quickly without extensive training. The result was less time on administrative tasks and faster adoption across product groups with different ways of working.

Should a project governance tool be rigid or flexible?

Flexible enough to change with the business. The standout feature for Coats was the ability to customize workflows and implement changes quickly, adding reporting functionality or adjusting governance frameworks as needs evolved. Rigid systems tend to lose adoption when they can't keep pace; Coats' teams stayed on the platform because it adapted to them.

What should you look for in a software vendor beyond the product itself?

A partner that brings practices from other customers and responds quickly. Coats cited the Sensei Labs team's willingness to share best practices and provide knowledgeable, responsive support as a factor that went beyond standard customer service and increased their confidence in the project management program.

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