

Manufacturing Value Creation & *Manufacturing Operating Intelligence*TM

AI-enabled value creation for investors, manufacturing leadership teams and investment-backed manufacturing companies

Detect earlier. Connect finance and operations. Execute faster. Prove value over time.

FOR

Private Equity · Growth Investors · Family Offices

Operating Partners and Value Creation Teams

Manufacturing CEOs, CFOs and COOs

Plant, Supply Chain and Procurement Leaders

FP&A, ERP, IT and Data Leaders

Interim and Fractional Executives

SAP · Microsoft Dynamics · Oracle · Mixed ERP Environments

Cut the AI noise.

Connect finance and operations.

Build measurable manufacturing value.

FOUNDING PARTNERSHIP

A build partnership, not a course.

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VALUEFABRIC AG

MANUFACTURING OPERATING INTELLIGENCETM

02 — WHY THIS PROGRAM EXISTS

Manufacturing Leadership Teams

Are Under Pressure to Deliver More

Manufacturing value creation can no longer depend primarily on financial engineering, isolated cost-reduction programs, temporary procurement savings or generic transformation playbooks.

Higher financing costs, volatile demand, supply-chain pressure, labour constraints, rising input costs, fragmented systems and shorter decision cycles require a more connected operating model.

At the same time, many manufacturing companies are investing in:

- ERP transformation
- planning and forecasting platforms
- data warehouses
- manufacturing execution systems
- automation
- analytics
- AI use cases
- operational dashboards

But these investments are not always connected to measurable improvements in:

- throughput
- EBITDA
- gross and contribution margin
- inventory
- working capital

- operating cash flow
- forecast accuracy
- service levels
- capital efficiency
- ownership-endpoint readiness

The challenge is not access to more manufacturing data.

The challenge is connecting:

ERP and Operational Data → Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

This Program helps investors and manufacturing leadership teams answer the questions that matter throughout the ownership cycle:

1. Where is manufacturing performance weakening before it reaches financial reporting?
2. Which plants, products, customers or value streams require intervention first?
3. Which constraints are limiting throughput, margin and cash conversion?
4. Where is inventory or working-capital pressure developing?
5. Which operational, financial and commercial signals are connected?
6. Which intervention is most likely to create measurable value?
7. How should interventions be prioritised and sequenced?
8. Where can AI, automation and Continuous FP&A create measurable financial impact?
9. How should ERP, finance, operations and data ownership work together?
10. How do we distinguish temporary improvement from sustainable manufacturing value creation?
11. How do we build stronger evidence for boards, lenders, refinancing, diligence, the next round and exit?
12. How should learning from one plant, company or intervention improve the next decision?

THE OBJECTIVE

Move manufacturing value creation from fragmented improvement initiatives into a repeatable, measurable, execution-driven and continuously improving Operating Intelligence system.

THE WIDER OBJECTIVE

Every decision taken, intervention executed and outcome verified should make the next manufacturing decision better.

That is not simply a reporting improvement.

It is a decision engine that compounds.

WHERE THE AI WORKS

The intelligence behind the Program performs specific jobs that manufacturing and finance teams recognise:

- detecting abnormal, persistent and urgent Business Signals
- connecting financial, operational, commercial, supply-chain and cash signals
- identifying deterioration or value-creation patterns no single KPI reveals
- distinguishing symptoms from connected root causes
- comparing possible interventions under similar operating conditions
- tracking expected versus actual operational and financial improvement
- learning from verified outcomes to improve future intervention selection

Examples include:

- identifying when deteriorating forecast accuracy is beginning to drive excess inventory
- detecting when higher utilisation is creating quality, scrap or delivery risk
- connecting supplier reliability and material availability to throughput and margin
- connecting product and customer mix to gross-margin pressure
- connecting inventory, WIP and receivables to future cash pressure
- identifying which operational intervention created measurable EBITDA or working-capital improvement

Participants do not need to understand the underlying AI architecture to use the result.

That is the point.

THE ENGINE BEING BUILT

These jobs are performed today through the ValueFabric methodology and analytical logic, applied in each engagement.

A continuous FP&A environment connects financial modelling, planning, forecasting, consolidation and reporting. ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment.

The governed ValueFabric platform engine designed to perform the intelligence jobs continuously and at scale is in active development.

It is a layered algorithmic architecture — not a general-purpose AI model placed over manufacturing data.

Its strength is not any single model or feature.

Its strength comes from connecting:

- company context
- ERP and operational data
- Business Signals
- signal relationships
- manufacturing constraints
- decisions
- interventions
- execution
- KPI movements
- financial outcomes
- verified learning

The engine is being designed so that finance and manufacturing leaders can interact with it through a natural-language interface — asking questions of their own data, decisions and outcomes in plain language and receiving governed, explainable answers.

The intelligence layer is proprietary.

The conversational layer makes it usable by executives without requiring technical training.

The architecture learns from real manufacturing decisions and outcomes.

That is why it is built with investors and manufacturing companies, not simply for them.

03 — WHO THE PROGRAM IS FOR

Designed for Those Shaping

Manufacturing Value Creation

Private Equity Operating Partners

Prioritising interventions, deploying operating resources, monitoring manufacturing value creation and strengthening portfolio performance.

Growth and Venture Investors

Assessing margin quality, production scalability, burn quality, capital requirements, supply-chain resilience and next-round readiness without always holding control.

Family Offices and Direct Holding Companies

Building sustainable cash generation, operational resilience, margin quality, capital discipline and governance maturity across long-hold manufacturing investments.

Manufacturing CEOs

Executing the investment thesis, aligning finance and operations, improving plant and network performance and building a stronger and more defensible business.

Manufacturing CFOs

Improving EBITDA quality, cost visibility, cash conversion, working capital, forecasting, planning, financial control and decision support.

COOs and Manufacturing Leaders

Improving throughput, constraints, capacity, labour productivity, quality, delivery performance and operational execution.

Plant Leaders

Connecting local performance movements to company-level EBITDA, cash and customer outcomes.

Supply-Chain and Procurement Leaders

Improving material availability, supplier performance, inventory, purchasing commitments, procurement economics and working-capital outcomes.

FP&A and Performance-Management Leaders

Connecting financial forecasts to demand, production, supply-chain and operational realities through Continuous FP&A.

ERP, IT and Data Leaders

Creating reliable data, integration, security, system ownership and technical foundations for decision-grade manufacturing intelligence.

Value Creation Teams

Creating repeatable manufacturing value-creation methods across portfolio companies while preserving company-specific execution ownership.

Investment Professionals

Connecting underwriting assumptions, manufacturing initiatives, downside risks, capital requirements and ownership-endpoint evidence.

Interim and Fractional Executives

Translating diagnostics and Operating Intelligence into hands-on manufacturing execution.

M&A and Integration Leaders

Improving operational diligence, synergy tracking, data integration, plant consolidation, procurement integration and post-merger execution in buy-and-build strategies.

04 — THE THREE OWNERSHIP LENSES

One Manufacturing Intelligence System.

Three Ownership Realities.

Business Signals, Operating Intelligence, Decisions Architecture, Execution Support and Performance Outcomes apply to every ownership model.

What differs is:

- the economics
- the ownership rights
- the intervention capacity
- the management relationship
- the ownership endpoint

The engagement is built on one common spine and applied through the company's ownership lens: control, minority or permanent.

LENS 1 — CONTROL OWNERSHIP

Ownership model

Private equity and majority-owned manufacturing companies.

Value equation

- EBITDA quality
- gross and contribution margin
- throughput
- cash conversion
- working-capital release
- leverage reduction
- debt-service capacity
- capital efficiency
- MOIC
- IRR
- exit multiple protection

Rights

Majority control.

Standards and interventions can generally be mandated, subject to governance and management responsibilities.

Manufacturing focus

- plant and network performance
- margin expansion
- inventory reduction
- procurement improvement
- operational scalability
- working-capital release
- buy-and-build integration
- quality-of-earnings evidence
- exit readiness

Endpoint

Exit within the holding period, under buyer, lender, operational and quality-of-earnings scrutiny.

LENS 2 — MINORITY OWNERSHIP

Ownership model

Growth investors, venture investors and minority-backed manufacturing scale-ups.

Value equation

- contribution-margin quality
- revenue quality
- production economics
- burn quality
- runway
- capital efficiency
- scalable capacity
- unit economics
- customer retention
- next-round readiness

Rights

Board and information rights.

Interventions are influenced and supported, not always mandated.

Manufacturing focus

- scalable planning
- production capacity
- supplier resilience
- margin discipline
- inventory control
- capital-efficient growth
- finance and system maturity
- data readiness
- next-round evidence

Endpoint

Next financing round, strategic transaction or secondary, under investor and operational diligence.

LENS 3 — PERMANENT OWNERSHIP

Ownership model

Family offices, industrial holding companies and long-term direct holdings.

Value equation

- cash yield
- margin quality
- capital preservation
- operational resilience
- distribution capacity
- retained earnings

- asset productivity
- long-term competitiveness

Rights

Typically majority control, often without a fixed exit clock.

Manufacturing focus

- sustainable cash generation
- operational stability
- long-term productivity
- asset utilisation
- capital discipline
- governance maturity
- resilience
- succession
- selective investment

Endpoint

No fixed exit event, but the same requirement for defensible performance, governance, cash generation and evidence.

WHY ONE PROGRAM

The correct manufacturing intervention depends on:

- sector
- production model
- plant configuration
- product complexity
- customer structure
- supplier structure
- geography
- company size
- ownership model
- capital structure
- management capacity
- ERP environment
- data quality
- labour conditions
- demand volatility
- operating constraints

An inventory intervention that works in one manufacturer may create customer-service risk in another.

A procurement program may reduce cost while weakening supplier resilience.

Higher utilisation may increase output while creating quality issues, excess WIP or bottlenecks elsewhere.

Automation may create value in one workflow and additional complexity in another.

The Program is designed to capture these differences instead of hiding them.

05 — WHAT PARTICIPANTS LEAVE WITH

You Leave With More Than Knowledge

The engagement delivers a practical manufacturing value-creation operating system built around the company's real situation.

The work resolves into five executive outcomes, built from thirteen practical artefacts.

Executive outcome	Built from
01 Manufacturing Signal Architecture	Investment Thesis-to-Manufacturing Signal Map · Manufacturing Company Signal Map · Demand, Forecast and Revenue Quality Map · Connected Throughput and Constraint Map
02 Financial Value and Resilience Case	Manufacturing EBITDA and Margin Quality Bridge · Inventory, WIP and Cash Early-Warning Map

Executive outcome	Built from
03 Intervention and Execution Plan	Manufacturing Intervention Prioritisation Matrix · 100-Day Manufacturing Decision and Execution Architecture · ERP and AI Execution Deployment Plan
04 Ownership-Specific Blueprint	Buy-and-Build Manufacturing Integration Intelligence Blueprint or Influence and Intervention Rights Map
05 Verified Manufacturing Value Case	Verified Manufacturing Value Creation and Evidence Pack · Manufacturing Operating Intelligence Roadmap · applied manufacturing capstone

THE THIRTEEN ARTEFACTS

01 — Investment Thesis-to-Manufacturing Signal Map

A structured connection between:

- the investment thesis
- critical manufacturing assumptions
- Business Signals
- throughput and constraint indicators
- financial outcomes
- intervention triggers
- ownership-endpoint evidence

02 — Manufacturing Company Signal Map

The three to five financial, operational, commercial and supply-chain signals that require continuous management attention.

03 — Manufacturing EBITDA and Margin Quality Bridge

A structured view of:

- baseline EBITDA
- gross and contribution margin
- standard versus actual cost
- purchase-price variance
- labour and overhead absorption
- yield, scrap and rework
- product and customer mix
- recurring versus temporary improvement
- cash-backed versus accounting improvement
- execution dependencies
- evidence quality

Under minority ownership, the same discipline applies to contribution-margin quality, burn quality and capital-efficient growth.

04 — Inventory, WIP and Cash Early-Warning Map

A practical framework connecting:

- raw materials
- work in progress
- finished goods
- slow-moving and obsolete inventory
- receivables
- payables
- purchasing commitments
- production schedules
- working-capital requirements
- short-term liquidity
- intervention thresholds

Control ownership adds leverage, covenant and debt-service relevance.

Minority ownership adds runway and financing-window resilience.

Permanent ownership adds liquidity and distribution capacity.

05 — Demand, Forecast and Revenue Quality Map

A structured view of:

- order intake
- backlog quality
- forecast bias
- forecast accuracy
- customer concentration
- pricing
- discounting
- product and customer mix
- revenue predictability
- order cancellations
- sales and operations planning
- growth-versus-margin divergence

06 — Connected Throughput and Constraint Map

A view of how financial, operational, commercial and supply-chain signals combine to create emerging risks or value-creation opportunities.

It connects:

- demand
- capacity
- bottlenecks
- labour
- materials
- quality
- inventory
- delivery
- margin
- cash

07 — Manufacturing Intervention Prioritisation Matrix

A structured comparison of potential interventions based on:

- EBITDA impact
- margin impact
- throughput impact
- cash and working-capital impact
- urgency
- time to value
- evidence
- management capacity
- data readiness
- system readiness
- implementation risk
- ownership relevance

08 — Buy-and-Build Manufacturing Integration Intelligence Blueprint

Elective A

A practical approach to:

- manufacturing diligence
- ERP fragmentation
- plant and site integration
- product and SKU complexity
- financial-control readiness
- KPI harmonisation

- procurement consolidation
- supplier overlap
- production-network optimisation
- synergy baselines
- execution ownership
- realised-value tracking

09 — Influence and Intervention Rights Map

Elective B

A practical framework for creating measurable manufacturing improvement without control:

- board and information rights
- influence pathways
- management alignment
- operating-data access
- intervention recommendations
- reserve-allocation implications
- signal-driven portfolio triage
- capital requirements
- next-round evidence
- when not to intervene

10 — 100-Day Manufacturing Decision and Execution Architecture

A sequenced execution plan connecting:

- Business Signals
- decisions
- interventions
- owners
- plants and functions
- systems
- milestones
- dependencies
- operational KPIs
- financial KPIs
- target Performance Outcomes
- escalation rules

11 — ERP and AI Execution Deployment Plan

A practical plan for translating prioritised opportunities into:

- ERP-enabled workflows
- Continuous FP&A
- planning and forecasting
- financial modelling
- system integration
- data requirements
- automation
- AI-supported workflows
- human-in-the-loop controls

12 — Verified Manufacturing Value Creation and Evidence Pack

A structured record of:

- decisions
- interventions
- execution progress
- KPI movements
- throughput improvement

- EBITDA and margin impact
- cash and working-capital impact
- external factors
- attribution confidence
- remaining value-creation potential

13 — Manufacturing Operating Intelligence Roadmap

A practical path from one-time diagnostics and interventions into:

- continuous planning
- ongoing Business Signal monitoring
- connected-signal analysis
- decision support
- intervention tracking
- portfolio benchmarking
- cross-company learning
- recurring Operating Intelligence

06 — THE PROGRAM JOURNEY

The Manufacturing Value Creation

Capability Journey

The Program follows the ownership and manufacturing value-creation cycle rather than a generic AI-learning sequence.

PHASE 1 — DETECT AND INTERPRET

Underwrite the Value

Understand where manufacturing-performance risk and value-creation potential are developing.

Participants learn to:

- connect investment-thesis assumptions to manufacturing Business Signals
- assess EBITDA and margin quality
- identify inventory and working-capital pressure
- assess demand and forecast quality
- distinguish normal movement from structural deterioration
- connect company performance with sector and market context
- identify operational constraints before they affect financial reporting
- connect plant and operational movements to financial outcomes

PHASE 2 — DECIDE AND EXECUTE

Create the Value

Translate Operating Intelligence into prioritised decisions, interventions, execution plans and measurable ownership.

Participants learn to:

- compare intervention options
- estimate EBITDA, margin and cash impact
- prioritise and sequence manufacturing initiatives
- design 100-day execution plans
- connect ERP and data requirements to management decisions
- deploy Continuous FP&A
- govern buy-and-build integration or create improvement without control
- deploy AI, operators and implementation resources
- connect portfolio intelligence with company and plant execution

PHASE 3 — MEASURE AND PROVE

Evidence the Value

Track whether decisions and interventions created measurable, sustainable and defensible Performance Outcomes.

Participants learn to:

- establish KPI baselines
- measure implementation progress
- compare expected and actual impact
- assess attribution confidence
- distinguish execution failure from intervention-design failure
- separate recurring improvement from temporary effects
- prove cash-backed value
- build evidence for boards, lenders, diligence, the next round and exit
- improve the next intervention through verified outcome learning

CORE PROGRAM LOGIC

Detect → Interpret → Decide → Execute → Measure → Learn → Prove

07 — WHAT THE PROGRAM COVERS

Ten Executive

Capability Domains

MODULE 1

MANUFACTURING VALUE CREATION ECONOMICS AND AI

Connect manufacturing improvement to investment returns

Participants examine how operational improvement influences the value equation under their ownership lens.

Control ownership

- EBITDA
- free cash flow
- working capital
- leverage reduction
- debt-service capacity
- MOIC
- IRR
- exit multiple protection

Minority ownership

- contribution margin
- burn
- runway
- capital efficiency
- production scalability
- revenue quality
- next-round readiness

Permanent ownership

- cash yield
- margin quality
- operational resilience
- distribution capacity
- capital preservation
- retained earnings

The module separates interesting manufacturing AI and automation use cases from those that materially support the investment thesis.

Key output

Investment Thesis-to-Manufacturing Signal Map

MODULE 2

MANUFACTURING BUSINESS SIGNAL PATTERN INTELLIGENCE

Detect what is changing before it reaches financial reporting

Participants learn to identify and classify financial, operational, commercial and supply-chain Business Signals.

The module covers:

- signal strength
- persistence
- abnormality
- trajectory
- urgency
- confidence
- leading and lagging indicators
- peer deviation
- deterioration patterns
- recovery patterns
- ownership-endpoint signals

Example signal domains include:

- demand and order intake
- forecast quality
- backlog
- throughput
- capacity
- downtime
- production-plan adherence
- labour productivity
- quality
- yield
- scrap and rework
- supplier performance
- material availability
- inventory
- WIP
- lead time
- delivery performance
- margin
- cash conversion

Key output

Manufacturing Company Signal Map

MODULE 3

MANUFACTURING EBITDA AND MARGIN QUALITY

Determine whether improvement is real, recurring and sustainable

Participants examine:

- reported versus sustainable EBITDA
- gross and contribution margin
- standard versus actual cost
- labour and overhead absorption
- purchase-price variance
- yield and scrap
- rework
- overtime
- premium freight
- pricing and volume effects

- product and customer mix
- plant and site profitability
- structural cost reduction versus cost deferral
- realised versus projected synergies
- cash-backed earnings improvement
- quality-of-earnings evidence

Under minority ownership, the same discipline applies to contribution-margin quality, burn quality and capital-efficient production.

Key output

Manufacturing EBITDA and Margin Quality Bridge

MODULE 4

INVENTORY, WORKING CAPITAL AND CAPITAL RESILIENCE

Detect cash pressure before options become limited

Participants connect operating performance to:

- raw materials
- work in progress
- finished goods
- slow-moving and obsolete inventory
- inventory days
- purchasing commitments
- receivables
- payables
- cash conversion
- short-term liquidity
- 13-week cash visibility
- working-capital release
- downside scenarios
- intervention thresholds

Control ownership adds:

- covenant headroom
- leverage
- debt-service capacity

Minority ownership adds:

- runway
- financing-window resilience

Permanent ownership adds:

- liquidity
- distribution capacity

The module shows how commercial and operational signals can create future cash pressure before the risk is visible in conventional treasury reporting.

The discipline is operationalised through the ValueFabric 13-Week Liquidity & Working Capital Control solution.

Key output

Inventory, WIP and Cash Early-Warning Map

MODULE 5

DEMAND, FORECAST AND REVENUE QUALITY

Distinguish valuable demand from fragile or margin-dilutive growth

Participants assess:

- order intake
- backlog quality

- forecast accuracy
- forecast bias
- customer concentration
- pricing discipline
- discounting
- product mix
- customer mix
- cancellations and returns
- recurring versus non-recurring demand
- customer-service requirements
- sales productivity
- revenue predictability
- growth-versus-margin divergence
- sales and operations planning

Key output

Demand, Forecast and Revenue Quality Map

MODULE 6

MANUFACTURING INTERVENTION OUTCOME LEARNING

Prioritise the interventions most likely to create value

Participants compare potential interventions across:

- expected EBITDA impact
- expected margin impact
- expected cash impact
- expected working-capital impact
- expected throughput impact
- time to value
- urgency
- execution complexity
- evidence quality
- management capacity
- data readiness
- system readiness
- implementation risk
- ownership relevance

Intervention categories include:

- demand and production replanning
- production-schedule redesign
- bottleneck removal
- inventory reduction
- WIP reduction
- procurement optimisation
- supplier consolidation
- working-capital improvement
- pricing improvement
- product and customer-mix improvement
- quality improvement
- scrap and rework reduction
- maintenance and downtime intervention
- labour and shift optimisation
- premium-freight reduction
- financial-control improvement

- ERP workflow improvement
- AI-enabled process automation

The module distinguishes between:

- the intervention that should be taken
- the intervention that can be taken given ownership rights, management capacity and operational conditions

Key output

Manufacturing Intervention Prioritisation Matrix

MODULE 7

HIGHER-ORDER MANUFACTURING SIGNAL RELATIONSHIP INTELLIGENCE

Identify risks and opportunities hidden between individual KPIs

Real manufacturing problems rarely appear inside one metric.

Participants learn to analyse:

- signal combinations
- timing and sequence
- persistence
- acceleration
- cross-functional relationships
- constraint interactions
- second-order effects
- connected root causes
- repeating plant and portfolio trajectories
- emergent deterioration
- emerging value-creation opportunities

For example:

A modest reduction in forecast accuracy may not appear critical in isolation.

A modest increase in inventory may also appear manageable.

A small reduction in production-plan adherence may not trigger immediate intervention.

But when these movements appear together, persist across periods and are accompanied by higher premium freight, weakening product mix and rising receivables, the combined pattern may indicate a much more serious throughput, EBITDA and liquidity risk.

Key output

Connected Throughput and Constraint Map

MODULE 8A — ELECTIVE

BUY-AND-BUILD AND POST-MERGER MANUFACTURING INTEGRATION

Protect the investment thesis during acquisition and integration

Participants examine:

- manufacturing and operational diligence
- ERP fragmentation
- plant and site overlap
- financial-control readiness
- master-data harmonisation
- KPI standardisation
- reporting integration
- synergy-baseline definition
- procurement consolidation
- supplier overlap
- product and SKU complexity
- production-network optimisation

- management accountability
- integration decision logs
- realised versus planned synergy tracking
- exit-readiness risk

Key output

Buy-and-Build Manufacturing Integration Intelligence Blueprint

MODULE 8B — ELECTIVE

MINORITY OWNERSHIP MANUFACTURING VALUE CREATION

Create measurable operating improvement without control

Participants examine:

- board and information rights
- operating-data access
- influence pathways
- management alignment without mandate
- capital requirements
- reserve-allocation logic
- signal-driven triage
- production scalability
- burn and runway governance
- next-round and secondary evidence
- the discipline of deciding when not to intervene

Key output

Influence and Intervention Rights Map

MODULE 9

DECISIONS ARCHITECTURE, CONTINUOUS FP&A AND EXECUTION SUPPORT

Convert intelligence into owned and sequenced action

Participants design a Decisions Architecture that records:

- which signal triggered the decision
- why the intervention matters
- expected throughput, EBITDA and cash impact
- available intervention options
- selected intervention
- decision owner
- plant and functional owners
- execution dependencies
- ERP and data requirements
- implementation timing
- KPI baseline
- target outcome
- escalation rules
- monitoring cadence

Execution may be supported through:

- company management
- plant and operations teams
- operating partners
- ValueFabric Tier 1 operators
- interim executives
- Continuous FP&A
- implementation partners

- ERP and systems specialists
- AI Execution Fabric
- workflow automation

Key outputs

100-Day Manufacturing Decision and Execution Architecture

ERP and AI Execution Deployment Plan

MODULE 10

VERIFIED PERFORMANCE OUTCOMES AND OWNERSHIP-ENDPOINT READINESS

Build an evidence-based manufacturing value-creation story

Endpoint readiness is not created at the end of the ownership cycle.

It is built throughout it.

Only the audience for the evidence changes.

Participants learn to document:

- original investment-thesis assumptions
- manufacturing Business Signals detected
- connected-signal interpretation
- decisions taken
- intervention design
- execution milestones
- KPI baselines
- measured operational outcomes
- throughput improvement
- EBITDA and margin impact
- cash and working-capital impact
- external influences
- attribution confidence
- remaining risks
- future value-creation potential

The objective is to demonstrate that performance improvement is:

- measurable
- recurring
- cash-backed
- operationally embedded
- supported by reliable KPIs
- defensible under buyer, investor, lender and quality-of-earnings scrutiny

Key output

Verified Manufacturing Value Creation and Evidence Pack

08 — THE VALUEFABRIC DIFFERENCE

Built on a Compounding

Manufacturing Intelligence System

The Program is not based on generic AI theory.

It applies the ValueFabric Operating Intelligence methodology and Continuous FP&A capabilities to manufacturing value creation.

1. HISTORICAL PATTERN INTELLIGENCE

The Program is informed by the ValueFabric research base built over more than ten years across multiple sectors, business models and operating conditions.

The research supports the study of:

- EBITDA development

- margin behaviour
- cash-flow dynamics
- working-capital pressure
- operational deterioration
- recovery trajectories
- restructuring indicators
- value-creation patterns
- ownership-endpoint readiness

The objective is not simply to compare static benchmarks.

It is to understand how performance patterns develop over time.

Every diagnostic adds operating context that conventional public databases do not capture:

- where management believes pressure is developing
- which KPIs are trusted
- where information is missing
- where execution is blocked
- where finance and operations are misaligned
- where board reporting differs from operating reality

The research base shows how performance patterns develop.

The diagnostics show why.

2. MACRO, MESO AND MICRO INTELLIGENCE

Manufacturing performance is assessed in context.

Macro intelligence

- economic conditions
- inflation
- interest rates
- currency movements
- labour pressure
- financing conditions
- energy costs
- geopolitical risk
- supply-chain disruption

Meso intelligence

- sector patterns
- peer behaviour
- regional conditions
- customer-segment movements
- procurement-category dynamics
- supplier markets
- portfolio-level patterns

Micro intelligence

- P&L
- balance sheet
- cash flow
- forecasts
- orders and backlog
- pricing
- production
- labour
- materials
- quality
- customer behaviour
- inventory

- procurement
- working capital
- execution progress

Connecting these layers helps distinguish company-specific failure from sector-wide or macroeconomic movement.

3. COMMON MANUFACTURING BUSINESS SIGNAL ONTOLOGY

Participants use a common structure for defining:

- signal type
- signal source
- financial relevance
- operational relevance
- commercial relevance
- direction
- strength
- persistence
- abnormality
- urgency
- confidence
- connected signals
- decision triggers
- expected Performance Outcomes

This creates a shared manufacturing and portfolio language without assuming that every company requires the same intervention.

A learning system cannot improve reliably if every company, plant, operator or portfolio uses different terminology and measurement logic.

The ontology is what makes the compounding possible.

4. CONTINUOUS FP&A

The Continuous FP&A layer connects:

- financial modelling
- planning
- forecasting
- consolidation
- reporting
- performance management

into one continuous financial-management environment.

ValueFabric is FP&A-vendor-neutral and integrates with the company's existing or preferred FP&A environment. This provides a financial foundation through which finance can respond to changing manufacturing conditions more quickly and connect operating movements to expected financial outcomes.

5. DECISIONS ARCHITECTURE

Signals do not create value by themselves.

The Program translates signals into:

- prioritised decisions
- intervention options
- execution ownership
- sequencing
- expected impact
- performance monitoring
- escalation rules

6. VERIFIED OUTCOME EVIDENCE

Every intervention should create evidence.

Participants apply:

- common signal definitions
- intervention taxonomy
- decision logs
- baseline measurement
- implementation milestones
- KPI tracking
- actual-versus-expected impact
- attribution assessment
- execution evidence
- lessons for future interventions

This Verified Outcome Evidence Layer is time-gated by design.

It cannot be licensed, bought or shortcut.

That is precisely why it is worth starting now.

7. CONTINUOUS LEARNING

Every manufacturing company adds signals.

Every diagnostic adds context.

Every decision adds evidence.

Every intervention adds execution history.

Every measured KPI adds outcome data.

Every verified outcome improves future intelligence.

Models can be copied.

Data can often be licensed.

Generic AI capabilities become widely available.

A structured history connecting company context, Business Signals, decisions, interventions, execution conditions and verified Performance Outcomes is much harder to shortcut.

09 — THREE VALUEFABRIC INTELLIGENCE LENSES

From Individual Manufacturing Signals

to Adaptive Operating Intelligence

ValueFabric is developing three distinct, human-governed intelligence layers.

These are three genuinely different intelligence problems.

They require different architectures, data structures, validation methods and learning mechanisms.

They cannot credibly be solved by asking one generic AI model to perform three separate jobs inside a black box.

The Program applies the three analytical questions as practical executive decision lenses available today.

INTELLIGENCE LENS 1

MANUFACTURING BUSINESS SIGNAL PATTERN INTELLIGENCE

The AI that flags what is changing, how unusual it is and how urgent it has become — before it reaches the board pack.

What is changing, how unusual is it and how urgent is the signal?

Supports:

- signal detection
- peer comparison
- abnormality assessment
- persistence analysis
- deterioration trajectories
- early-warning alerts
- decision triggers
- ownership-endpoint signals

Example outputs:

- throughput-pressure signal
- forecast-quality risk
- inventory-stress score
- margin-pressure score
- supplier-risk signal
- production-instability indicator
- cash-conversion risk
- endpoint-readiness risk

INTELLIGENCE LENS 2

MANUFACTURING INTERVENTION OUTCOME LEARNING

The AI that compares what worked in similar situations, so management is not deciding from a blank page.

Which intervention worked, under which conditions, with what impact, and what should happen next?

Supports:

- intervention classification
- comparable-context analysis
- expected-impact ranges
- implementation tracking
- expected-versus-actual comparison
- intervention-effectiveness assessment
- execution-risk assessment
- next-best-action logic
- decision sequencing

The critical shift is from:

What should we do?

to:

What worked under comparable conditions, what impact was verified and what should happen next?

INTELLIGENCE LENS 3

HIGHER-ORDER MANUFACTURING SIGNAL RELATIONSHIP INTELLIGENCE

The AI that connects manufacturing signals into one picture, identifying the risk no single KPI shows.

What new risk or opportunity emerges when signals, sequences and patterns are connected?

Supports:

- signal-combination analysis
- timing and sequence analysis
- acceleration and persistence
- second-order consequences
- cross-domain relationships
- plant and portfolio trajectory clusters
- connected root-cause hypotheses
- emerging opportunity detection

Traditional reporting monitors individual metrics.

Operating Intelligence examines how:

- demand
- production
- capacity
- inventory
- quality
- supply chain
- margin
- cash
- execution

interact.

DESIGN PRINCIPLE

The objective is not to create a black-box AI system.

The objective is Operating Intelligence that is:

- explainable
- auditable
- statistically robust
- context-sensitive
- sector-aware
- commercially useful
- human-governed
- defensible in investment committee, board, lender and management settings

10 — THE CHAIN, END TO END

One Manufacturing Company.

Five Signals. One Decision.

The following example illustrates the complete operating chain.

In the Program, the chain is built from the participating company's own ERP, financial and operational data.

1 — BUSINESS SIGNALS

- demand-forecast accuracy deteriorating
- production-plan adherence declining
- inventory days increasing
- premium freight rising
- gross margin weakening

Individually, none of these may trigger immediate intervention.

Each may sit inside a tolerance that a competent management team would accept.

2 — OPERATING INTELLIGENCE

The company may not have five isolated KPI problems.

It may be entering a connected demand-planning, production-flow, inventory, margin and cash deterioration trajectory.

The possible pattern is:

1. Demand visibility weakens.
2. Production and purchasing continue against an outdated forecast.
3. Production-plan adherence declines.
4. Inventory and WIP increase.
5. Selected products or markets still experience shortages.
6. Expedite and premium-freight costs rise.
7. Product and customer mix deteriorate.
8. Margin and cash conversion weaken.

The higher-order signal is created by the relationship, sequence and persistence of the individual signals.

3 — DECISION

Prioritise:

- demand and forecast-governance review
- throughput and constraint analysis
- production and purchasing reset
- inventory and WIP intervention
- product and customer-mix review
- premium-freight root-cause intervention

The Decisions Architecture records:

- triggering signals

- expected throughput impact
- expected EBITDA and margin impact
- expected cash and working-capital impact
- options considered
- selected intervention
- decision owner
- implementation owners
- data and technology requirements
- dependencies
- timing
- KPI baseline
- target outcomes
- escalation rules
- monitoring cadence

4 — EXECUTION SUPPORT

Assign:

- CFO
- COO or manufacturing leader
- plant manager
- supply-chain leader
- commercial or demand-planning owner
- FP&A owner
- ERP and data owner
- operator and implementation support

Establish a defined intervention cadence.

5 — PERFORMANCE OUTCOMES

- improved forecast accuracy
- improved production-plan adherence
- increased throughput
- lower inventory and WIP
- reduced premium freight
- improved service levels
- gross-margin recovery
- working-capital release
- stronger cash conversion

6 — VERIFIED LEARNING

Compare expected and actual impact.

Document:

- what was implemented
- what changed
- which barriers emerged
- which assumptions were correct
- which assumptions were wrong
- which external factors affected the result
- whether the improvement recurs
- whether the value is cash-backed
- the level of attribution confidence
- what should happen next

The result improves the next intervention recommendation — in this company and in the next comparable manufacturing situation.

This is the difference between reporting that a manufacturing KPI moved and knowing what management should do before the financial damage is fully visible.

11 — THE FEDERATED MANUFACTURING OPERATING MODEL

Portfolio Intelligence

Without Removing Local Ownership

Investors should not rebuild the same manufacturing intelligence capability independently inside every portfolio company.

They should also not force every manufacturing company into one centralised operating playbook.

ValueFabric applies a federated model.

At fund or portfolio level	At manufacturing-company level
Shared data and signal standards	Local priorities
Governance principles	Company and plant context
Performance definitions	Operational decisions
Benchmark structures	Implementation choices
Manufacturing intervention taxonomy	Management accountability
Value-creation categories	Change management
Reusable workflows	Plant and functional execution
Outcome measurement	Performance Outcomes
Portfolio prioritisation	Local customer and supplier realities
Cross-company learning	Company-specific ERP and data environment
Operator-deployment logic	Local management ownership

FEDERATION UNDER THE THREE LENSES

Under control and permanent ownership, the portfolio layer can often set common standards.

Under minority ownership, it can generally offer and encourage them but may not be able to mandate adoption.

The Program addresses this directly through the ownership lenses and Module 8B.

WHY THIS MATTERS

The correct manufacturing intervention depends on:

- sector
- product
- customer requirements
- plant configuration
- labour
- suppliers
- asset base
- ERP environment
- management maturity
- capital structure
- ownership rights
- operating conditions

The portfolio layer creates shared intelligence.

The company and plant layers preserve contextual decision-making and execution.

12 — THE FOUNDING PARTNERSHIP

This Is a Build Partnership, Not a Course

ValueFabric is building the Manufacturing Operating Intelligence™ proposition for investors and manufacturing leadership teams.

We are open about where we are.

WHAT EXISTS TODAY

- the ValueFabric historical research base
- macro, meso and micro enrichment
- ValueFabric diagnostic and assessment tools
- the common Business Signal ontology
- the intervention taxonomy
- Decisions Architecture
- decision logs
- baseline-to-outcome measurement
- verified-attribution methodology
- the ValueFabric Tier 1 operator network
- the manufacturing value-creation methodology
- Continuous FP&A capabilities
- financial modelling
- planning and forecasting
- consolidation and reporting
- operator-led execution support
- the value-creation engagement delivered today by the teams

WHAT IS BEING BUILT

- the Business Signal Pattern Intelligence Algorithm
- the Intervention Outcome Learning Algorithm
- the Higher-Order Signal Relationship Intelligence Algorithm
- the Performance Signal Engine
- continuous connection between manufacturing signals, decisions and outcomes
- natural-language interaction with the intelligence layer
- academic validation of signal methodology, benchmarking and intervention attribution
- expanded Cross-Company Manufacturing Intelligence

WHY THIS IS THE INVITATION, NOT THE CAVEAT

The strongest layer of a decision engine is the verified history connecting:

- manufacturing-company context
- Business Signals
- decisions
- interventions
- execution
- KPI movements
- financial outcomes

That layer is time-gated.

It cannot be licensed, purchased or accelerated simply by acquiring a larger AI model.

It can only be built through real companies making real decisions, applying a common ontology from the first engagement and measuring the outcome.

That is what the Founding Partnership is.

Founding partners do not simply run one engagement.

Their signals, decisions, interventions and verified outcomes — where permitted and governed — contribute to the intelligence base that improves future decisions.

Static intelligence describes what happened.

Adaptive intelligence improves because of what happened.

The system gets better because they are in it.

That is the exchange.

WHAT FOUNDING PARTNERS RECEIVE

1. The full engagement and all manufacturing artefacts for their own company.
2. Priority access to the Performance Signal Engine as capabilities are released.
3. Direct input into manufacturing signal definitions, intervention taxonomy and decision logic.
4. Named participation in the founding evidence base, subject to governance.
5. Continuity into Continuous FP&A, ValueFabric diagnostics, execution support and recurring Operating Intelligence.
6. Founding terms for broader company or portfolio rollout.

GOVERNANCE

Client-owned data remains client-owned.

Contribution to benchmarking, learning or Cross-Company Intelligence is governed through:

- aggregation
- anonymisation
- pseudonymisation
- consent
- role-based access
- isolated tenant architecture where applicable
- contractual data-usage rules
- confidentiality protections
- retention controls
- audit trails
- applicable data-protection laws

Participation in the evidence layer is opt-in.

The Program does not require it.

We are looking for investors and manufacturing companies that want to build this — not buy it finished.

13 — THE APPLIED MANUFACTURING CAPSTONE

From Executive Learning

to a Decision-Ready Manufacturing Value Case

The capstone is not a general AI strategy presentation.

The engagement produces a practical Operating Intelligence and value-creation case for one manufacturing company.

The engagement is built on the company's own ERP environment, financial and operational data, KPIs, constraints and ownership reality.

THE FINAL PRESENTATION INCLUDES

01 — Investment thesis

- original underwriting assumptions
- current position
- primary manufacturing value-creation levers
- key downside risks

02 — EBITDA and margin quality

- current EBITDA bridge
- gross and contribution margin
- recurring versus temporary effects
- manufacturing-cost drivers
- mix
- cash conversion
- evidence gaps

03 — Capital structure, inventory and liquidity

- working-capital position
- inventory and WIP

- cash-conversion risk
- capital resilience
- downside scenario

Control: leverage and covenant considerations

Minority: burn and runway

Permanent: liquidity and distribution capacity

04 — Priority Manufacturing Business Signals

- three to five critical signals
- strength
- persistence
- urgency
- confidence
- historical or peer context

05 — Connected throughput and constraint analysis

- financial, operational and commercial relationships
- plant and supply-chain dependencies
- emerging deterioration or opportunity pattern

06 — Intervention portfolio

- prioritised interventions
- expected throughput impact
- expected EBITDA and margin impact
- expected cash impact
- time to value
- execution risk
- management requirements

07 — 100-Day Decisions Architecture

- decisions
- owners
- plants and functions
- milestones
- systems
- operators
- dependencies
- escalation points

08 — ERP and execution requirements

- ERP and data requirements
- Continuous FP&A
- workflow automation
- systems implementation
- human-in-the-loop controls
- operator support
- management adoption

09 — Measurement architecture

- KPI baseline
- target Performance Outcome
- monitoring cadence
- attribution approach
- external factors
- evidence requirements

10 — Ownership-endpoint readiness plan

Control: exit-readiness plan

Minority: next-round and secondary readiness

Permanent: governance, resilience and succession readiness

CAPSTONE PANEL

The review panel may include:

- operating partner
- growth investor
- family-office principal or director
- manufacturing CFO or CEO
- COO or plant leader
- ValueFabric Tier 1 operator
- FP&A specialist
- ERP or systems implementation specialist
- supply-chain or procurement expert
- finance, governance or attribution expert

14 — EXECUTIVE FACULTY AND GUEST EXPERTS

Learn From Operators,

Practitioners and Builders

The Program brings together CFOs, operating executives, investors, AI practitioners, governance specialists and transformation leaders.

One Core Faculty. Expertise Configured Around the Manufacturing Company.

The ValueFabric Founding Faculty leads the common methodology and Program architecture.

Around that core, ValueFabric configures additional expertise according to:

- private equity, minority or permanent ownership
- geography
- manufacturing sector
- production model
- ERP landscape
- business model
- value-creation priorities
- live company use cases

The result is not a generic speaker program.

It is one consistent Operating Intelligence methodology, strengthened by the expertise most relevant to the manufacturing company being addressed.

FOUNDING FACULTY

Jeffrey Van der Eijk

Founder & CEO, ValueFabric AG

Operating Intelligence · AI Value Creation · Finance Transformation · Executive Decision Systems

Building the Operating Intelligence Infrastructure layer and helping organisations move from AI experimentation to measurable financial and operational outcomes.

Robert Nürnberger

CFO & Co-Founder, ValueFabric AG

CFO Leadership · AI Transformation · B2B Platforms · Governance

Former CFO of Eurowag and UTA Edenred, applying AI-driven transformation across complex and regulated finance organisations.

Chris Young

CTO & Co-Founder, ValueFabric AG

AI Implementation · Automation · Systems Architecture · AI Execution

Designing and implementing the AI, data and automation architectures that turn strategy into scalable operational capability.

FEATURED EXECUTIVE FACULTY

Raman Julka

Digital Transformation · Analytics · AI Strategy · Value Creation

Former McKinsey Partner helping organisations translate AI and analytics into measurable business outcomes.

Dr. Alexis Owtscharov

Corporate Finance · Treasury · Governance · Capital Markets

Senior finance executive with deep expertise across treasury, governance, capital markets and board-level decision-making.

Johanna von Herman

Operations · Growth · Execution · Transformation

Operator and investor with extensive experience across operations, growth, execution and transformation.

Narendra Cherlopalli

Agentic AI · Finance AI · FP&A · Enterprise Automation

Author of The Agentic CFO and practitioner of enterprise-scale finance AI implementation.

Dr. Mark Eger

Finance Transformation · Shared Services · BPO and GBS · Executive Leadership

International CEO and CFO with more than 25 years of experience leading finance transformation and global operating models.

GUEST EXPERTS

Carsten Wittmann

AI Governance · AI Compliance · EU AI Act · Risk Management

Builds practical AI governance and compliance systems that enable responsible enterprise AI adoption.

Eric Mouilleron

Infrastructure · Platforms · Fintech · Scaling

Entrepreneur and operator behind multiple infrastructure businesses, platforms and international growth stories.

Frank Petermann

AI Adoption · Digitalisation · Transformation · Use Cases

Advisor helping mid-market organisations move from AI understanding to practical implementation.

Nitin Madan

CFO · Transformation · Strategy · Shared Services

Former KPMG Partner and Barclays CFO with extensive enterprise finance-transformation experience.

FP&A AND MANUFACTURING EXPERTISE

The Program draws on specialists in areas such as:

- Continuous FP&A
- financial modelling
- planning and forecasting
- consolidation
- reporting
- manufacturing performance management
- finance and operations integration

Additional specialists with relevant manufacturing, ERP, supply-chain, procurement, plant-performance and operational experience are confirmed per engagement.

15 — PROGRAM FORMAT

Program Format

Element	Structure
Model	An individual engagement delivered per manufacturing company — not a shared cohort course
Duration	Typically 10–12 weeks per company, scoped to the situation
Structure	Diagnostics, working sessions and applied build using the company's own data

Element	Structure
Delivery	Led by the ValueFabric team, with selected experts where relevant
Data	Run on the company's own ERP, financial, operational, commercial and supply-chain data
Ownership lens	Applied through the company's ownership reality: control, minority or permanent
Confidentiality	One company, one engagement; company data stays inside the engagement
Start	Scheduled per engagement

HOW IT IS DELIVERED

The Program combines:

- diagnostics
- practical frameworks
- ValueFabric tools
- Continuous FP&A
- team-led working sessions
- management input
- plant and functional analysis
- operator judgement
- execution planning

The methodology and artefacts are produced today by the teams.

The platform that will run the intelligence continuously is being built.

THE ENGAGEMENT IS ASSEMBLED FROM RELEVANT DIAGNOSTICS AND CAPABILITIES

These may include:

- Manufacturing Value Creation Diagnostic
- Company Value Creation Diagnostic
- IT infrastructure and applications evaluation
- ERP and data-environment review
- 13-Week Liquidity & Working Capital Control
- procurement diagnostic
- business-risk assessment
- AI Value Creation & Execution Blueprint
- Continuous FP&A
- Decisions Architecture
- execution support

These are connected to one KPI and financial-value architecture rather than run as separate projects.

THE ENGAGEMENT PRODUCES

For one manufacturing company:

- one investment thesis
- one defined manufacturing value-creation situation
- one set of measurable Performance Outcomes
- one 100-day execution architecture
- one evidence base built for the ownership endpoint

AFTER THE ENGAGEMENT

A path into:

- Continuous Manufacturing Intelligence
- Value Creation Execution Support
- Portfolio CFO and Operator Support
- Continuous FP&A implementation and recurring use
- Performance Signal Engine
- recurring Operating Intelligence

- portfolio-level rollout

KEY PRINCIPLE

Capability creates readiness.

Operating Intelligence creates decisions.

Execution creates outcomes.

Verified outcomes create learning.

16 — WHAT MAKES IT DIFFERENT

Not Bespoke Consulting.

Not a Generic Course.

Education, manufacturing expertise, finance, AI, ERP and technology all exist across the market.

What does not commonly exist is the loop that connects them into one productised, compounding system.

PRODUCTISED, NOT BESPOKE

Consultancies often run a custom project each time and bill by the hour.

This Program applies common:

- frameworks
- diagnostics
- signal definitions
- intervention taxonomies
- KPI architecture
- evidence standards

to every manufacturing company.

That makes the work:

- repeatable
- comparable
- portfolio-relevant
- lower in cost per company as deployment scales

IT COMPOUNDS

A conventional consulting project ends and much of the learning leaves with the team.

Here, every engagement strengthens the intelligence base and improves the diagnosis of the next comparable manufacturing situation.

The learning stays and compounds.

IT CONNECTS TO A CONTINUOUS OPERATING MODEL

The output is not a report that ages on a shelf.

It connects to:

- Continuous FP&A
- ongoing Business Signal monitoring
- Decisions Architecture
- execution tracking
- outcome measurement
- recurring Operating Intelligence

The engagement is the on-ramp to a system, not a one-off diagnosis.

SIGNAL-TO-ENDPOINT IN ONE CHAIN

Detection, interpretation, intervention, execution and verified outcome evidence are one connected architecture ending in ownership-endpoint readiness.

They are not separate workstreams delivered by separate advisors.

Competitors can assemble the individual components.

They cannot shortcut the loop or the history.

17 — INVESTMENT

Investment

The Manufacturing Value Creation Program is an individual engagement priced per manufacturing company.

The cost per company falls as the engagement scales across the portfolio.

1 MANUFACTURING COMPANY

From €45,000

Full individual deep dive

€45,000 per company

5 MANUFACTURING COMPANIES

From €175,000

€35,000 per company

Shared frameworks and benchmarking

10 MANUFACTURING COMPANIES

From €300,000

€30,000 per company

Portfolio-wide manufacturing operating model

PORTFOLIO-WIDE — 10+ COMPANIES

Fund-level engagement, platform rollout and recurring intelligence

On request

Each engagement is delivered using the manufacturing company's own:

- ERP environment
- operating model
- financial and operational data
- use cases
- KPIs
- constraints
- value-creation priorities
- ownership endpoint

Continuous FP&A implementation, licensing and broader technical rollout are scoped separately where applicable.

FOUNDING PARTNERS

The first engagements are founding partnerships.

Founding partners help shape:

- manufacturing signal definitions
- KPI architecture
- intervention taxonomy
- decision logic
- evidence architecture
- platform capabilities

Their verified outcomes may become part of the intelligence base, subject to governance and consent.

Founding terms are agreed per engagement.

START WITH THE MASTERCLASS

The one-day Manufacturing Masterclass is the low-friction entry point.

- €1,450 per participant
- €1,150 per participant for teams of three or more
- private in-company from €18,000

The full Masterclass fee is credited against the Manufacturing Value Creation Program where the firm proceeds within 90 days.

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INVITATION

The Next Competitive Advantage

Will Not Be Having More Manufacturing Data or More AI Tools

It will be the ability to:

- detect manufacturing-performance pressure earlier
- connect finance and operations
- interpret signals in context
- identify the constraints that limit throughput
- prioritise the right interventions
- execute through management, operators, ERP, systems and workflows
- measure EBITDA, margin, cash and working-capital outcomes
- learn across companies, plants and interventions
- prove sustainable value creation over time

The Manufacturing Value Creation & Manufacturing Operating Intelligence™ Executive Program is not designed to teach executives how to use AI tools.

It is designed to help investors and manufacturing leadership teams:

Detect earlier.

Connect finance and operations.

Decide better.

Execute faster.

Measure rigorously.

Learn continuously.

Prove value at the ownership endpoint.

Tools show fragments.

Consulting explains moments.

Manufacturing Operating Intelligence connects the system.

Not another AI course.

Not another ERP implementation project.

A practical operating system for manufacturing value creation — and an invitation to build the decision engine that improves every time it is used.

contact@value-fabric.com

VALUEFABRIC AG

MANUFACTURING OPERATING INTELLIGENCE™

**ERP AND OPERATIONAL DATA → BUSINESS SIGNALS → OPERATING INTELLIGENCE →
DECISIONS ARCHITECTURE → EXECUTION SUPPORT → PERFORMANCE OUTCOMES**