

“All in one” growth transformation of chemicals player through a new commercial operating model

Situation

- Engineering Plastics division is in the business of selling high performance materials for different end-use markets
- **EUR 1.3 billion** division under severe performance pressure
- CEO/Board mandate to **“turnaround within three years or sell out”**
- Highly fragmented business
 - facing volatile raw material prices
 - rapid commoditization of product portfolio

What we did

- Embrace parallel approach to tackle **all 6 modules in “one-go”** – pricing, growth, customer and distribution management, salesforce effectiveness and cost efficiency
- Tackle **all regions, segments and products in “one-go”**; setup topical boards to refine toolkit on-the-go
- Significant **client leverage of 15:1** for each McKinsey consultant; leads to rapid rollout and sustainable impact
- **Work with line managers as ‘change agents’ from the start**; leverage performance dialogues to steer impact

Impact

30x return for the client in 3 years; 2% RoS in first 8 months

- Fully embedded the “new way of working” for **300** employees of marketing and sales organization
- **12%** growth vs. 2% market growth, while reducing M&S costs by **8%**
- **>10%** return on sales (RoS) to be delivered in 2015 P&L impact
- Global Rollout across **4** products, **8** regions, **16** industry segments