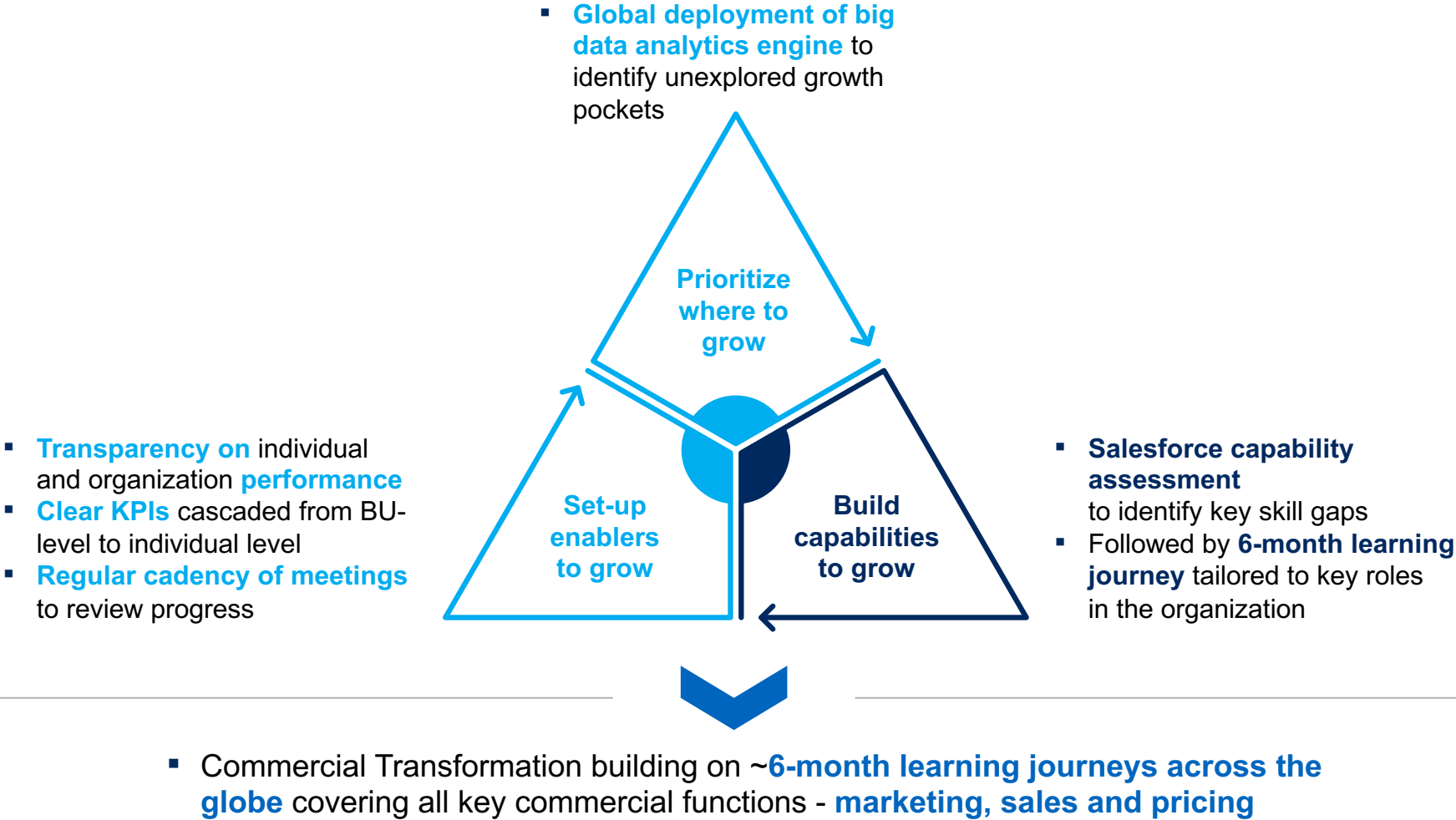


# Capability-led Commercial Transformation led to ~7-8% organic growth (vs. ~3-4% market) at a global leading chemical player

Client context	Approach	Impact
<p><b>The Situation:</b> Leading global player in the Nutrition space, with <b>stagnating growth rates and saturated market share</b>. Leadership decided to launch a program seeking to boost growth in existing and new market segments, touching upon 3 key levers: <b>1) Identifying new growth pockets in</b> micro-markets, including identification of white spaces and cross/up- sell potential <b>2) Sales force effectiveness</b> to stimulate segment growth (e.g. focus efforts on biggest opportunities) <b>3) Sales steering and performance management</b> to build a sustainable growth platform</p> <div>Client name: X Team set-up: X Fees Structure: X</div>	<p><b>Engaged McKinsey Growth Academy</b> to build a <b>~6-month, capability-led commercial transformation</b>, covering all key commercial functions - marketing, sales and pricing. Approach included:</p> <ul style="list-style-type: none"><li>• Comprehensive <b>diagnostic of growth engine</b>, from strategic vision to opportunity identification, in order to assess process gaps</li><li>• <b>Sales force capability assessment to identify key skill gaps</b>, followed by a <b>~6 month learning journey</b> for sales managers and frontline leveraging the <b>10-70-20- learning approach</b> (10%formal trainings, 70% on-the-job learning, 20% individual coaching)</li><li>• <b>Tailored McKinsey best-practice course content jointly with client to fit client learning needs and strategic priorities</b>; refined approach during the program once tested with light-house projects</li></ul> <div>What was unique: X</div>	<p>~130 Clients participated the program, consisting of 3 tailored learning journeys</p> <p>~2% attrition of sales force after the program, vs. ~8% before</p> <p>7-8% organic growth annually after the program, vs. 3-4% market and ~0% before</p>




# The transformation leveraged Growth Academy as execution engine – building capabilities required to reach and sustain full potential

■ Focus of next pages



# 3 high-impact learning journeys were designed for different roles in the organization

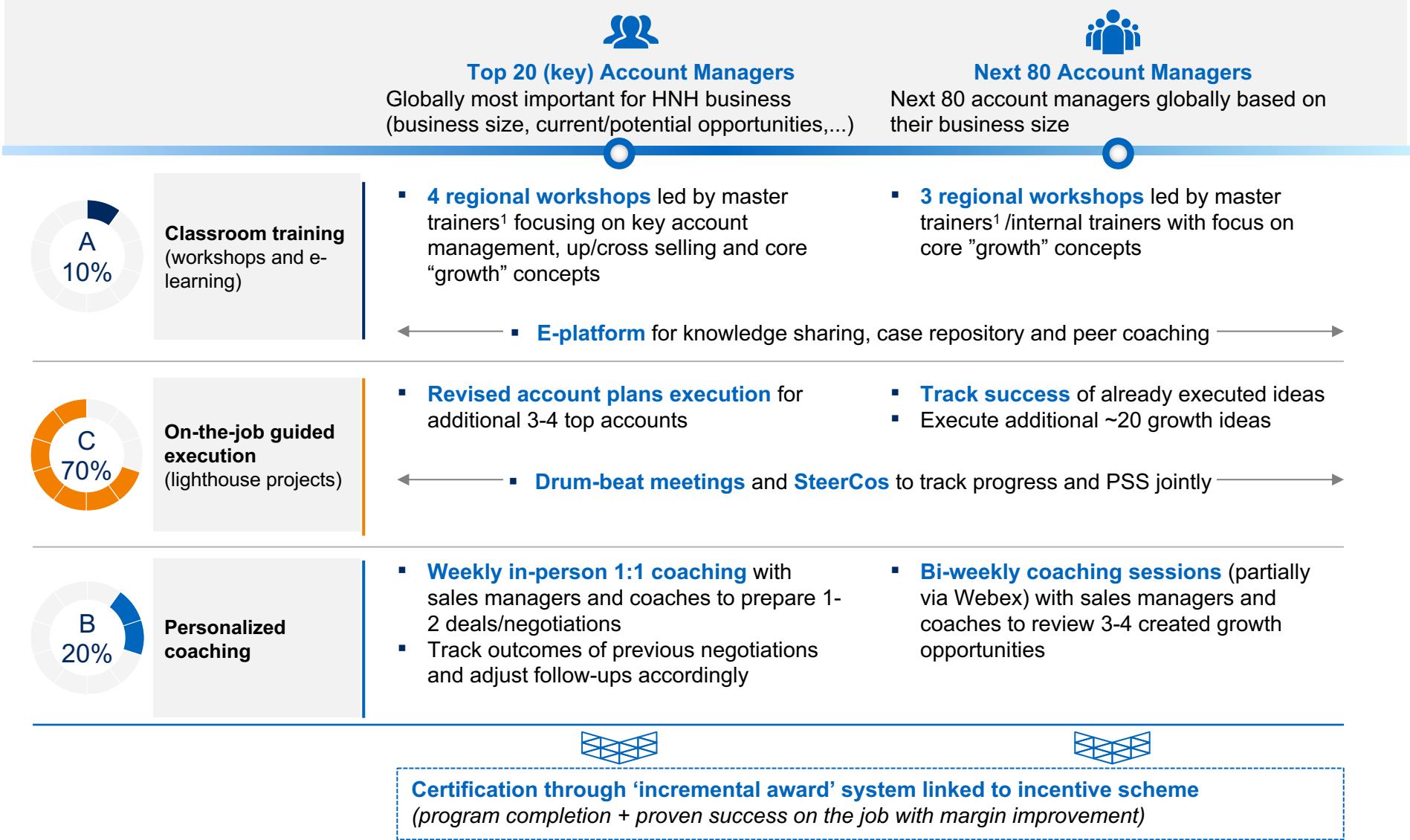
 Example detailed in next pages

	<div> Sales Managers</div>	<div> Account Managers</div>	<div> Marketing Managers and Market insights</div>
Learning goals	Learn how to <b>set goals, coach and steer sales teams</b> on growth	Learn how to <b>build strategic plan</b> to sell, <b>negotiate</b> and <b>create sustainable growth</b>	Learn how to <b>leverage data / analytics</b> to find new growth avenues and <b>build segment plans</b>
Targeted skills	<ul style="list-style-type: none"><li>▪ Performance management and coaching</li><li>▪ Resource allocation and account planning</li><li>▪ Target setting and sales steering</li><li>▪ Opportunity prioritization and pipeline management</li><li>▪ Negotiation and value selling</li></ul>	<ul style="list-style-type: none"><li>▪ Account planning</li><li>▪ Relationship and network building</li><li>▪ Prospecting and pipeline management</li><li>▪ Negotiation and value selling</li><li>▪ New opportunities identification</li><li>▪ Time and resource management</li><li>▪ Cross-selling and up-selling</li></ul>	<ul style="list-style-type: none"><li>▪ Understanding customer needs and developing segmentation</li><li>▪ Micro-market management</li><li>▪ Value proposition development</li><li>▪ Marketing analytics and big data</li><li>▪ Account and marketing planning</li></ul>
Scope, FTEs	<div>~20</div>	<div>~100<sup>1</sup></div>	<div>8-9</div>

1 ~2/3 of total

# Example: ~24 week learning journey for account managers was built using our 10-20-70 learning approach

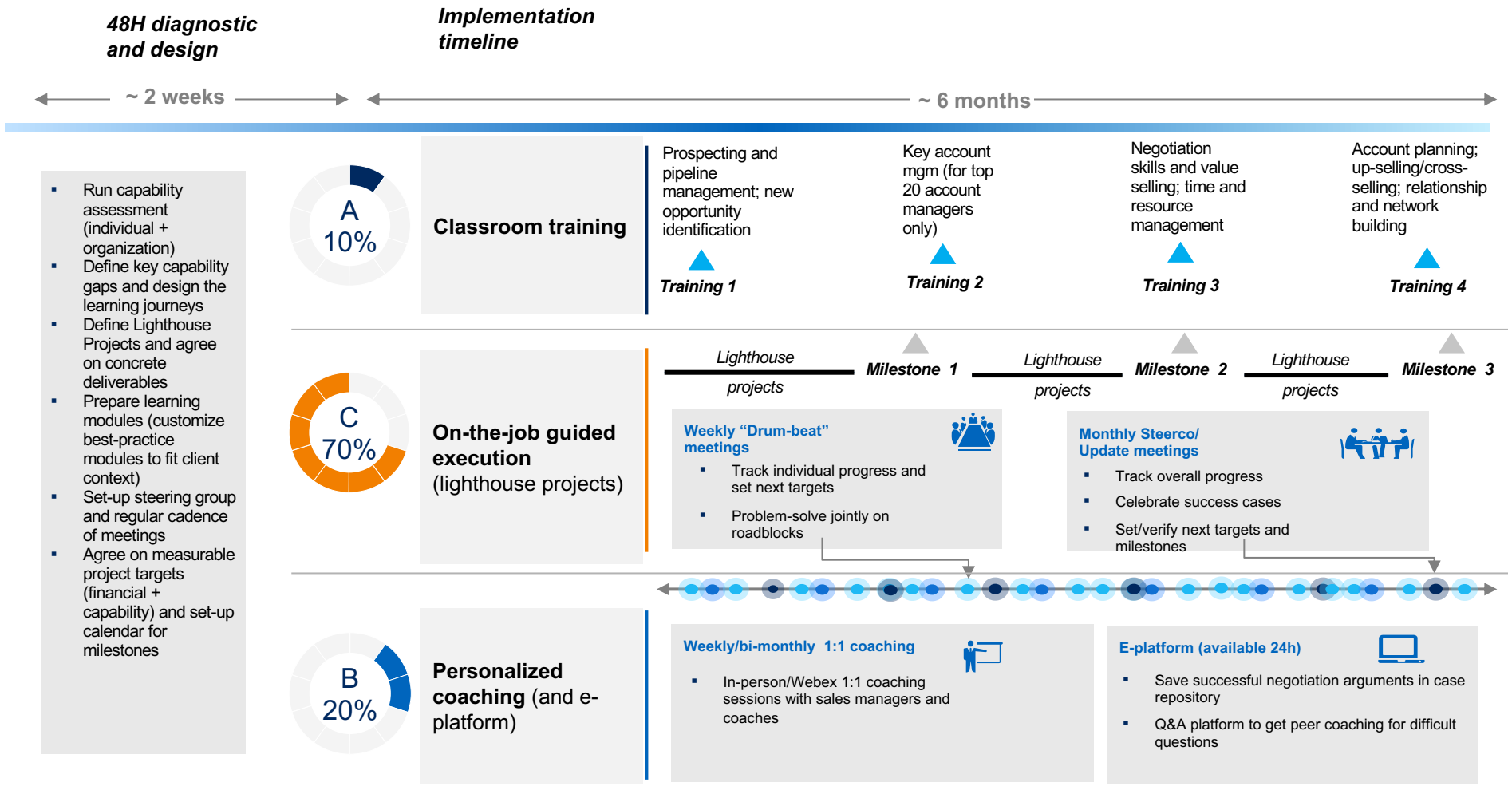
ACCOUNT MANAGER EXAMPLE



<sup>1</sup> Now - could be led by SPI

# The learning journey roadmap was built on a regular cadence of workshops, milestones and progress reviews to set-up the pace of progress

ACCOUNT MANAGER EXAMPLE

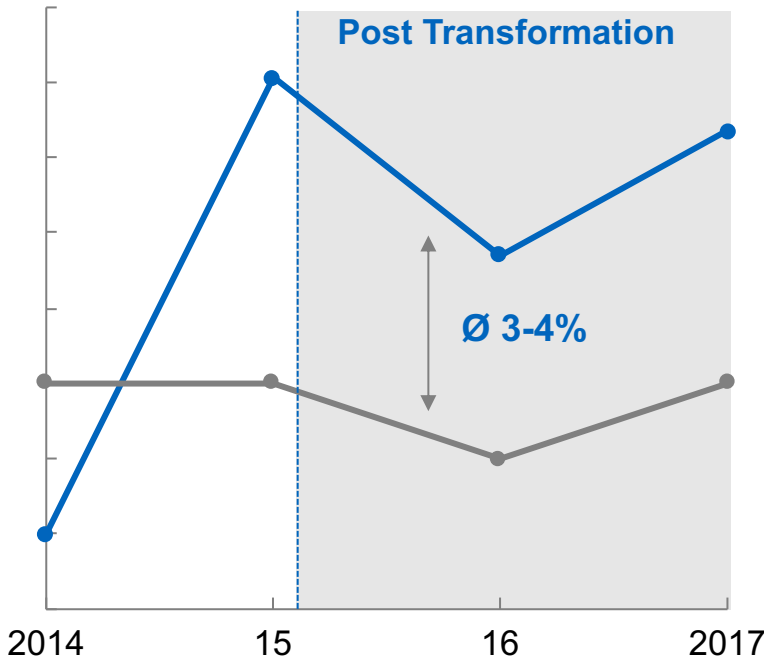


# The program delivered above-market growth as well as created a sustainable growth platform for the future

— Client  
— Market

## Above-market growth results

Growth vs. previous year, %



EUR Xmn bottom line impact

&

## Sustainable platform for future growth (examples)

From

To

### "Hard skills"

- |  |  |
|--|--|
| ▪ Analyzing segment/market growth at high-level                              | ▪ Understanding specific micro-markets within segments and countries |
| ▪ Using past client performance with SoW focus as a basis for future actions | ▪ Using client future potential as a basis for planning next steps   |
| ▪ Sales rep. reviews often subjective, not backed-up by facts                | ▪ Fact-based performance dialogues and steering of individuals       |

### "Soft skills"

- |   |   |
|---|---|
| ▪ "Managing team members" mindset                             | ▪ Coaching and mentoring team members to achieve top performance  |
| ▪ Limited preparation and success in negotiation with clients | ▪ Sophisticated negotiation skills including robust fact-base preparation and negotiation orchestration |


### Performance management

- |   |  |
|---|--|
| ▪ Compensation tied to tenure/perceived expertise | ▪ 3-level skill certification, compensation linked to sales results (incl. profit) |
|---|--|

# BACK-UP

# The Growth Academy reinforces traditional consulting approach to capability building with high-impact learning journeys for key roles in the organization

	Traditional consulting approach	Growth Academy approach
<div> Learning approach</div>	<ul style="list-style-type: none"><li>▪ <b>Diagnostic conducted on the basis of:</b><ul style="list-style-type: none"><li>– Selected interviews</li><li>– Complemented by self-assessment tools (no independent scoring metrics)</li></ul></li><li>▪ <b>Field-and-forum approach</b></li><li>▪ <b>“Train the trainers approach”</b> with limited focus on coaching of frontline</li><li>▪ <b>Focus on 2-3 core hard skills</b> critical for the company and limited view on what skills drive most impact for the organization</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Tailored, fact-based growth capability diagnostic leveraging established diagnostic toolkit</b> to:<ul style="list-style-type: none"><li>– Design individual- and group-learning journeys</li><li>– Define lighthouse projects</li><li>– Prepare learning modules</li><li>– Pilot with small group</li></ul></li><li>▪ <b>10-20-70 learning approach</b>, using formal trainings, in-person coaching and on-the-job guided execution</li><li>▪ Content <b>delivered in all forms</b> (i.e., classroom, e-learning, 1:1 coaching, etc.)</li><li>▪ <b>50:50</b> focus on learning <b>hard and soft skills</b></li></ul>
<div> Learning content</div>	<ul style="list-style-type: none"><li>▪ <b>Personalized content at organization-level</b> with learning focus on hard skills/content</li><li>▪ No personalization of content for individuals/positions</li></ul>	<ul style="list-style-type: none"><li>▪ <b>3 separate high-impact learning journeys</b> designed for sales managers, account managers and marketing managers</li><li>▪ 50% focus on leadership capabilities (e.g., leading self and others)</li></ul>
<div> Flexibility, size and experience of teams</div>	<ul style="list-style-type: none"><li>▪ <b>Short and concentrated 12- to 16-week full-time staffing</b> effort with consultants / Project managers running workshops around the globe (incl. experts support)</li><li>▪ <b>Faculty made of consultants/experts</b> (McKinsey Implementation coaches in a limited number of cases)</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Flexible staffing model to bring the right expertise at the right time, lean Growth Academy support team</b> plugged onto existing Transformation team<ul style="list-style-type: none"><li>– Independent diligence/bottom-up planning: client experience lead, 1-2 consultants/experts, and 1 instructional designer</li><li>– Implementation phase: client experience lead, with part-time SPI trainers and Aberkyn coaches</li></ul></li></ul>
<div> Impact focus</div>	<ul style="list-style-type: none"><li>▪ Capability building program designed to address highest impact levers</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Measurable impact to the business</b> with visibility/buy-in from leadership team</li></ul>

 Detailed in next page



# The context – EUR ~2bn global leading chemical player active in the nutrition space

INTERNAL ONLY

## Product portfolio



Vitamins



Nutritional lipids



Carotenoids



Premixes

## Segments



Dietary supplements



Medical nutrition



Early life nutrition



Food and beverage



Active pharma ingredients


## Key numbers

 **EUR 2bn** Sales revenues

 **40%** Gross profit

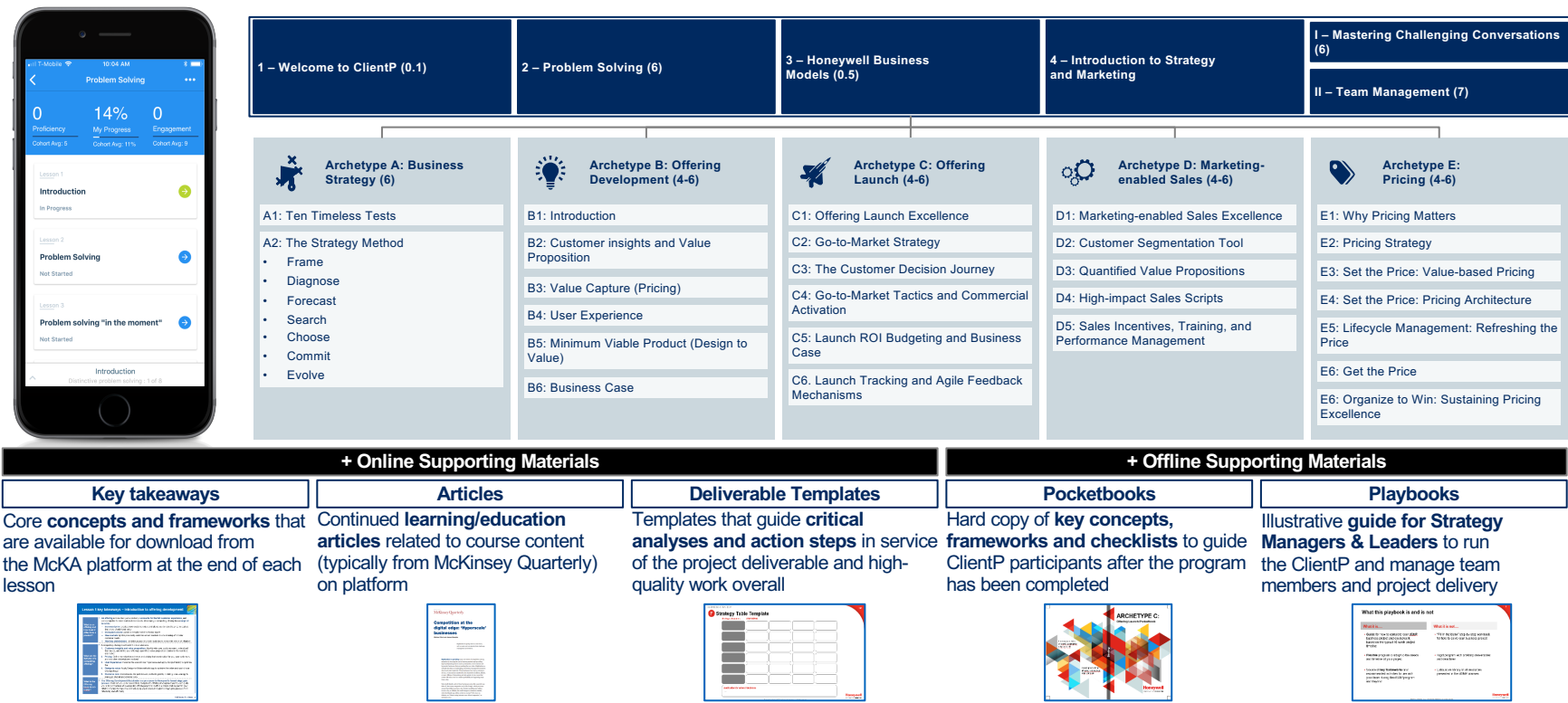
 **30:40:30** Ratio US:EMEA:AP

 **150** (Key) Account Managers

 **10k+** Customer globally

# Multiple assets help support the learner with progress including access to the course content through mobile

## Desktop + Mobile content



# ICA is scaling two offerings to our clients

## Powering company-wide and thematic transformations

Provide the execution excellence, capability building and leadership development elements in every McKinsey-led transformation (company wide and thematic)



## Partnering with iconic institutions and senior executives on capability and execution led transformations

Work with the senior team on multi-year efforts to help build best in class execution excellence and leadership capabilities

Playbook on how to drive thematic transformations – **Impact Essentials**

## Examples of ICA Partnerships

