

Long term support ensured sustainable implementation and ~8% increase in sales volumes

The client

- Subsidiary of one of world largest paper manufacturers with significant market share in Asia culture paper
- Trend of decreasing market share: lack of quick responding mechanism to market new trends and customer needs shifting to low-end product.
- Plan to regain market leading position through 2-year transformation

Why McKinsey Implementation

- Experienced in B2B marketing and sales
- Provide long-term support to ensure each initiative is 100% implemented and tracked throughout the whole cycle

What we did

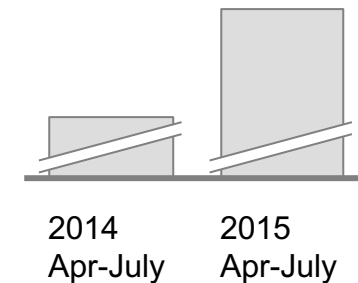
- Created and managed 26 initiatives in total, to increase market share of HVP (High value Product) and monitor the mid-and-low end product
- Designed solutions to adjust product position and optimize cost/price performance
- Provided 3-month systematic and on-job training for change agents, covering the 3 largest plants
- Brought up regional deal room meeting mechanism, to enhance communication efficiency and transparency between plant and regional branches
- Introduced quality close-loop meeting, to ensure quality issue gets tracked well

Impact



Total sales volume of Domestic SDA product increased 7.4% over 4 months since engagement started

Unit: ton/10000



“McKinsey team is with us step by step, to deeply analyse market and push transformation forward.”

“Objective third-party angle is absolutely valuable, bringing new knowledge and mindset to our daily work.”