

Case example: A packaging company stringently implemented new commercial capabilities and operating model achieving ~250% margin improvement

■ Sales ■ Pocket Margin

CASE EXAMPLE

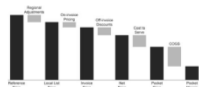
Business development of 1 out of 4 BUs

Stringent implementation of capabilities and OpModel

- Invest in commercial capability building (e.g., dedicated trainers)
- On-board new co-workers from Day-1 onwards
- Run a disciplined business review process
 - Dedicated commercial Review Teams
 - Schedule prep. & review meetings at the beginning of the fiscal year

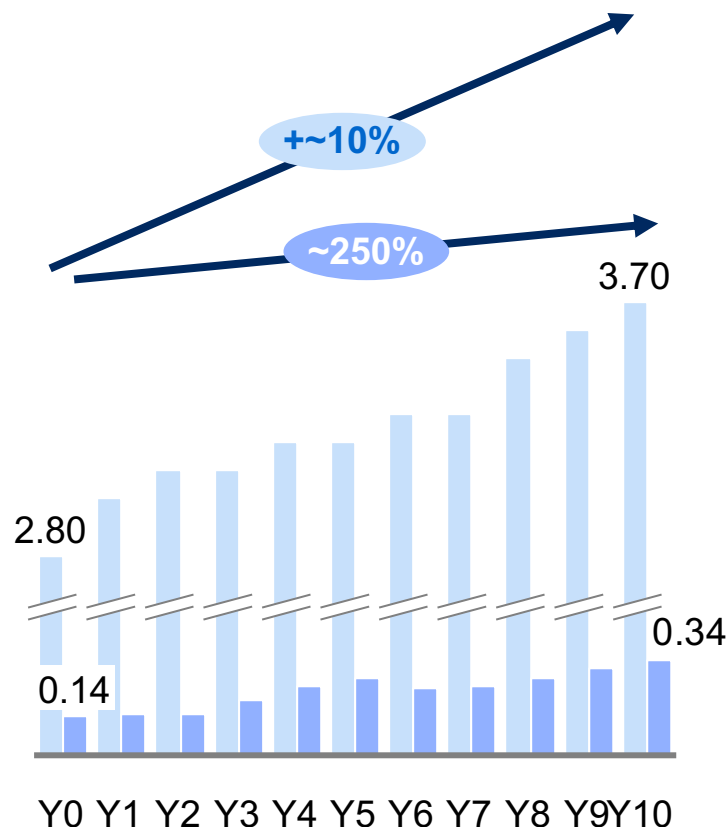


PMDB



Reviews and tracking

Business development USD bn, simplified



Quantified and proven impact

- 10% top-line growth in mature markets
- 250% bottom-line growth through reducing cost leakages at plant level and systematic capturing of all opportunities (disciplined action tracking)