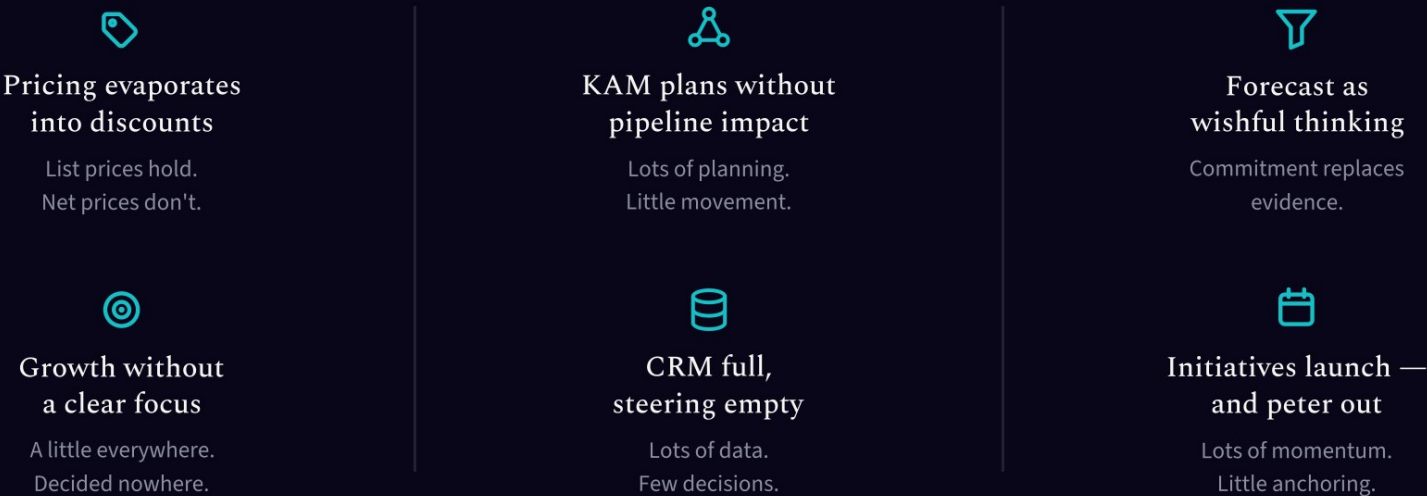


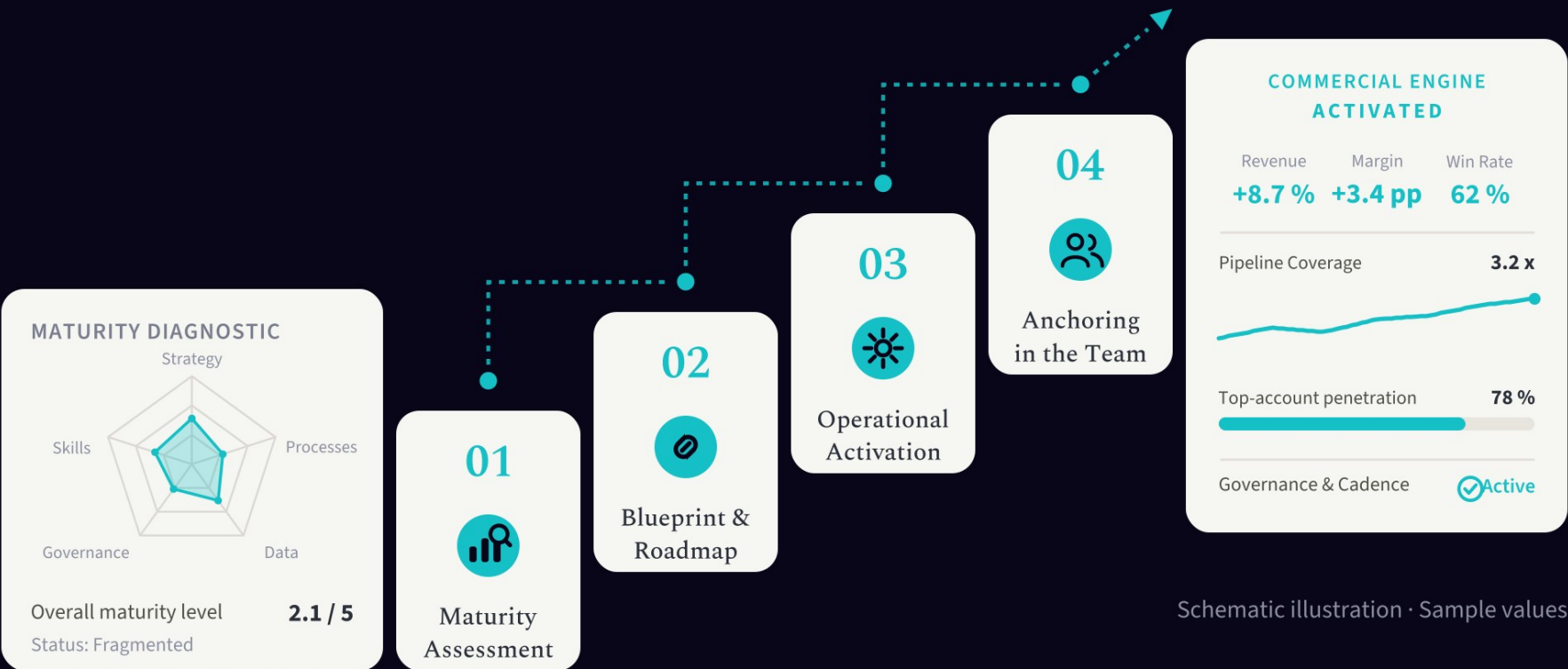
Commercial Excellence Approach

Not *more initiatives*:
More interplay across all sales stakeholders.

How CSOs recognize the need to act



Four steps to an effective Commercial Engine



Commercial Excellence Operating Model

STRAT^{II}EXX

If revenue, margin and pipeline are to improve,
the commercial function must be run
as an *operating system*.

Seven levers — one operating system



Where the operating system pays off (selection)


Growth in the right fields
Sharpen focus.
Unlock potential.


More margin through better price realization
Enforce value.
Reduce discounts.


Higher Win Rate & Pipeline Quality
Right opportunities.
Win better.


Effective organization and clear leadership
Build capabilities.
Anchor sustainably.

FOR YOUR MANDATE



CSO · Head of Sales



B2B-Industry · multi-country