

A commercial operating system, that does not depend on individual heroes.

When Commercial Excellence creates the greatest value

Commercial performance depends too heavily on individual leaders, regions, or top performers. Pricing, segmentation, coverage, pipeline management, and commercial steering have matured unevenly. New tools and training rarely change how the business is run day to day.

DECIDE	BECAUSE ...
Which commercial capabilities to build first	a full-scale program spreads resources too thin instead of closing the few business-critical gaps.
Which standards, routines, and leadership mechanisms must change daily execution	tools and training alone do not create reliable commercial execution.
When a pilot should be scaled, adapted, or stopped	adoption and business impact must be proven before a broad rollout.

VALUE DRIVER 1 • DESIRED BUSINESS OUTCOME

Build the few capabilities that matter most—in real markets with real teams.

You build embedded commercial capabilities—not another transformation program:

- **The business-critical capabilities get real priority.** Pricing, segmentation, coverage, pipeline management, commercial steering, and enablement are improved based on proven performance gaps—not all at once.
- **New operating standards become part of daily execution.** Pilots, leadership routines, enablement, and adoption reduce dependence on individual top performers.

VALUE DRIVER 2 • HIGH DECISION CONFIDENCE

The program delivers because it starts with proven performance gaps.

The Commercial Performance Diagnostic can be commissioned separately or used as the first program phase.

Commercial Excellence then answers three execution questions:

- **Prioritize the business-critical capability.** Capability maturity and performance are linked across pricing, segmentation, coverage, pipeline management, commercial steering, and enablement.
Outcome: a focused target state instead of an enterprise-wide transformation program.
- **Design an operating standard that works.** Processes, roles, routines, tools, and leadership behavior are developed with real markets and teams.
Outcome: activation-ready operating components—not concept slides or training catalogs.
- **Prove that the capability is embedded.** Adoption, maturity, leadership cadence, and business impact are measured against clear stage gates.
Outcome: an enduring commercial capability—not a one-off intervention.

VALUE DRIVER 3 • EARLY IMPACT

Within approx. five months, the first capabilities are embedded and working in real teams

The program moves through diagnosis, design, pilot, and embedding in a small number of maturity stages—creating visible impact before broad rollout.

- **Month 1: Focus and target state.** Business-critical maturity gaps are identified and the few priority operating components selected.
- **Months 2–3: Design and pilot.** Standards, routines, and leadership practices are built with real markets and teams.
- **From Month 4: Activate and embed.** Rollout, enablement, adoption, and business impact are managed through clear maturity stages.

Program principle. Diagnosis or existing evidence sets the focus. New standards are piloted with real teams; scaling begins only once adoption and impact are visible.

VALUE DRIVER 4 • LEAN CLIENT COMMITMENT

A small core team drives design and activation in the business.

Strat-Exx structures diagnosis, design, pilot, and embedding. Your organization works with real markets and teams—without creating a parallel shadow organization.

Your organization contributes only four things:

- strong executive sponsorship and a small internal core team,
- access to real markets, teams, and performance data,
- leaders who actively own the new standards and routines,
- decisions on priorities, resources, adoption, and embedding.

VALUE DRIVER 5 • CONTAINED TRANSFORMATION RISK

No enterprise-wide transformation until new standards work in daily execution.

The greater risk is not a focused pilot. It is rolling out a broad program before the business-critical gaps are proven and leaders and teams consistently use the new routines.

The program contains that risk:

- Diagnosis can be commissioned separately; the program starts with proven priorities.
- New standards are designed and tested with real markets and teams.
- Each maturity stage is assessed against adoption and business impact.
- Scaling follows visible embedding—not concept approval.

Proven experience. In a commercial organization generating about €400 million in revenue, pricing discipline and segmentation logic—not capacity—were the main constraints on maturity. Three components were prioritized; the first new target maturity level was embedded within two quarters.

By the end of the program, every decision is backed by concrete evidence:

- A. a stand-alone or integrated **Commercial Performance Diagnostic** with evidence-backed priorities,
- B. a focused **commercial target state** and a prioritized Elevate+ roadmap,
- C. **specific** standards, routines, roles, and leadership mechanisms for the priority components,
- D. real **pilots and enablement** in selected markets and teams,
- E. a disciplined **leadership and adoption cadence** with clear ownership,
- F. a **maturity and scaling roadmap** with measurable adoption and business impact.

The measure of success. What matters is not the number of tools or training programs created, but whether new standards are used day to day and commercial performance improves consistently.

Which **commercial capability** is holding back your growth — even though it has long been defined on paper?

YOUR CONTACT



Dr. Clemens Oertel

CONFIDENTIAL STRATEGY CALL

30-Minute Conversation

Via Google Meet · book anytime

calendly.com/clemens-oertel-strat-exx/30min

SCAN & BOOK

