

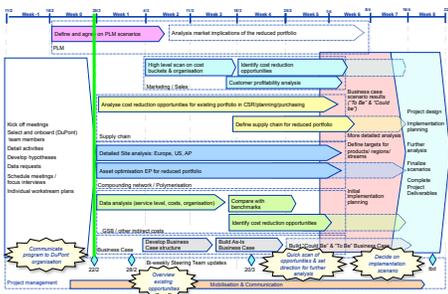
Case 1: A \$3B SBU of one of the world's largest diversified chemical producers was facing significant market pressure to reduce cost and reposition itself to drive more growth

- The SBU operates a complex, global business across multiple geographic regions using a matrix organization that can make decision making challenging.
- Leadership targeted three strategic elements: (1) reset their cost position to increase their ability to compete on price; (2) focus on accelerating top line growth; (3) implement SAP to sustain the gains & enable improved transactional efficiencies & services.
- They set stretch targets of \$100MM reduction in fixed cost run rate over two years & \$25MM in-pocket total cost savings in calendar year one. An objective of \$100MM incremental growth was also added.
- A Given / Must: Protect the value proposition of differentiation in the marketplace.
- They wanted a rapid Phase 1 to identify sustainable structural changes that could create space for growth and design a program to deliver accelerated results.
- Conditions for engaging an outside partner included being cash neutral or positive in 1st calendar year, bringing world-class change management and lean expertise to help SBU leaders drive change, and the effort must be client & led with integrity paramount in all dealings between organizations.

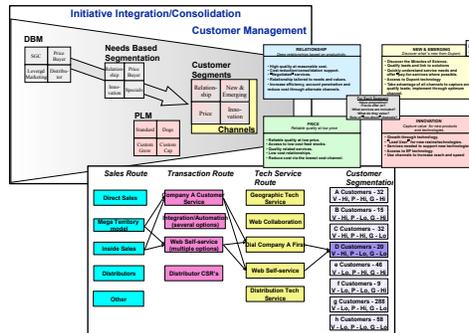


Impact: The Repositioning for Growth effort identified and delivered **>\$25MM** impact for calendar year 1 and **\$126MM** in total recurring savings while supporting **\$100MM** incremental revenue growth

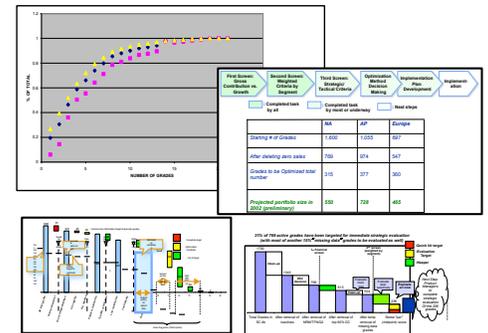
Analysis & Design



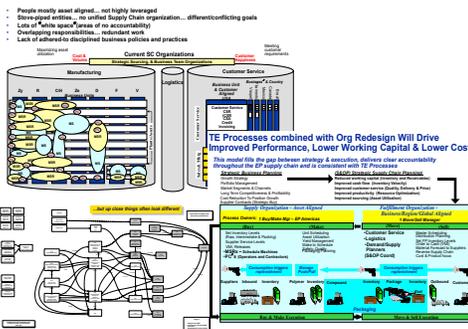
Product Portfolio, Make-Buy & Customer Segmentation



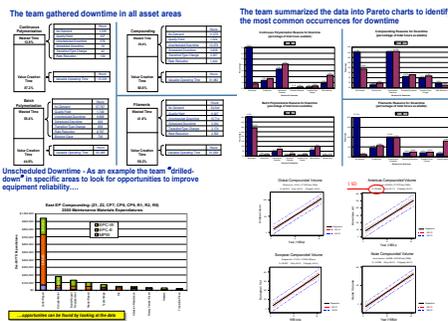
Product Portfolio Optimization



Supply Chain Flow Mapping, Analysis & Restructuring



Value Stream Mapping, Variabilization of Manufacturing



Opportunity Charting, Risk Management & Benefit Tracking

