



**SOLVAY**

asking more from chemistry®

## Boosting Growth through Commercial Excellence

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# Why Commercial Excellence ?

Develop leading commercial/marketing practices  
**to upskill our way of working** with and for our customers,  
leading to value creation for both parties



# 3+ year journey with GBUs on Commercial Excellence

**2013**

Phase 1

## Design the program and concept proof

- **Definition of commercial excellence** levers and enablers
- **First pilots with GBUs**
- **Capture of “low hanging fruits”** (eg., Pricing)

**2014-2015**

Phase 2

## Systematic roll-out and capability building

- **Broad GBU roll-out** on priority levers
- Development & launch of **Commercial Excellence Academy**
- Systematization of **impact tracking**

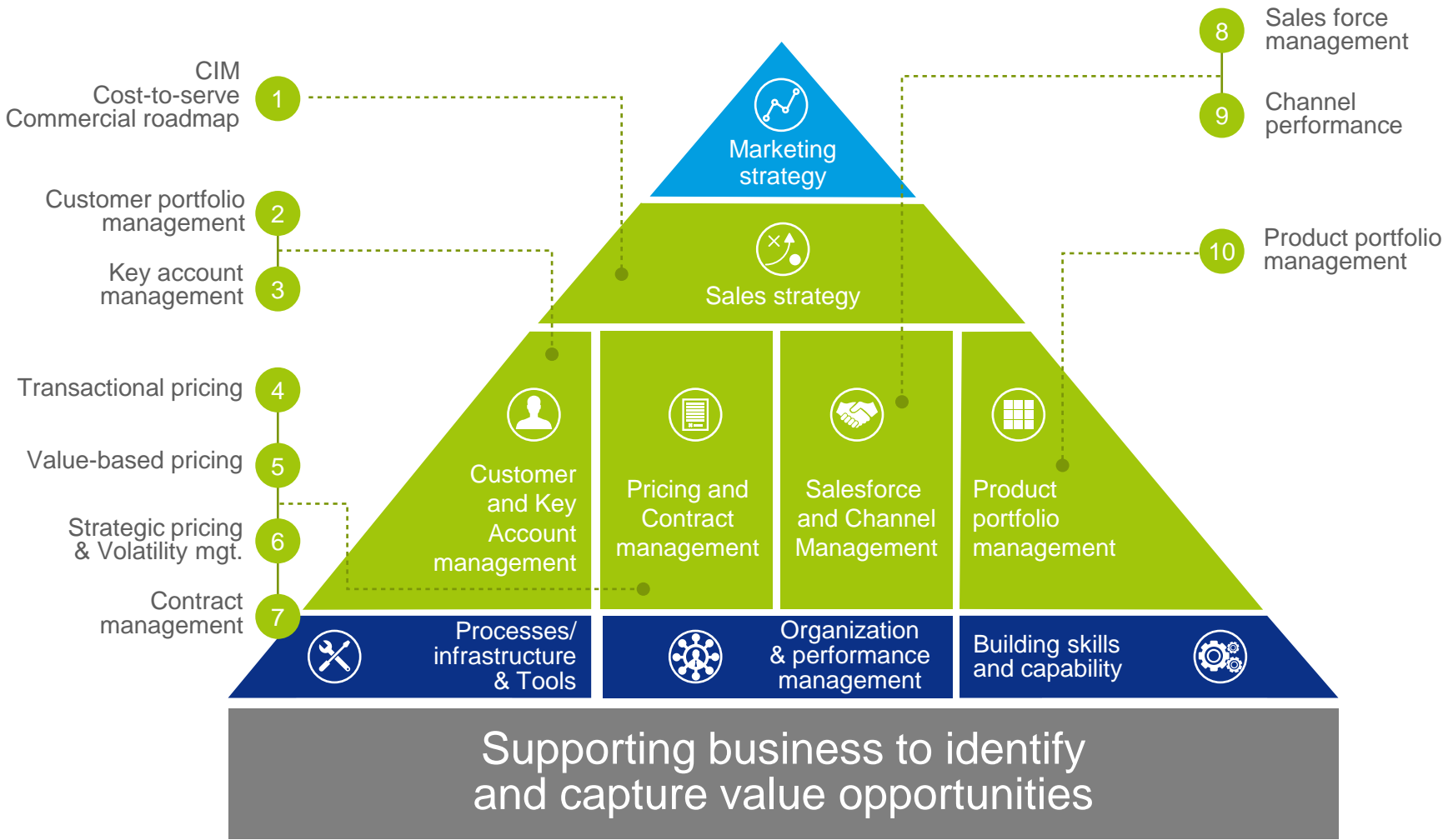
**2016+**

Phase 3

## Commercial Excellence 2.0

- **Digitalization & CRM**
- Value capture form **medium term levers** (eg., Key Account Management)
- **Customer centricity**
- Launch and roll-out of **Marketing Excellence**

# Commercial Excellence : A common framework across all GBUs



# Initial pilots led to broad roll-out program with all GBUs



**Diagnostic phase**  
**3 GBUs**



**Value capture**  
**8 GBUs**



**Sustainability**  
**4 GBUs**

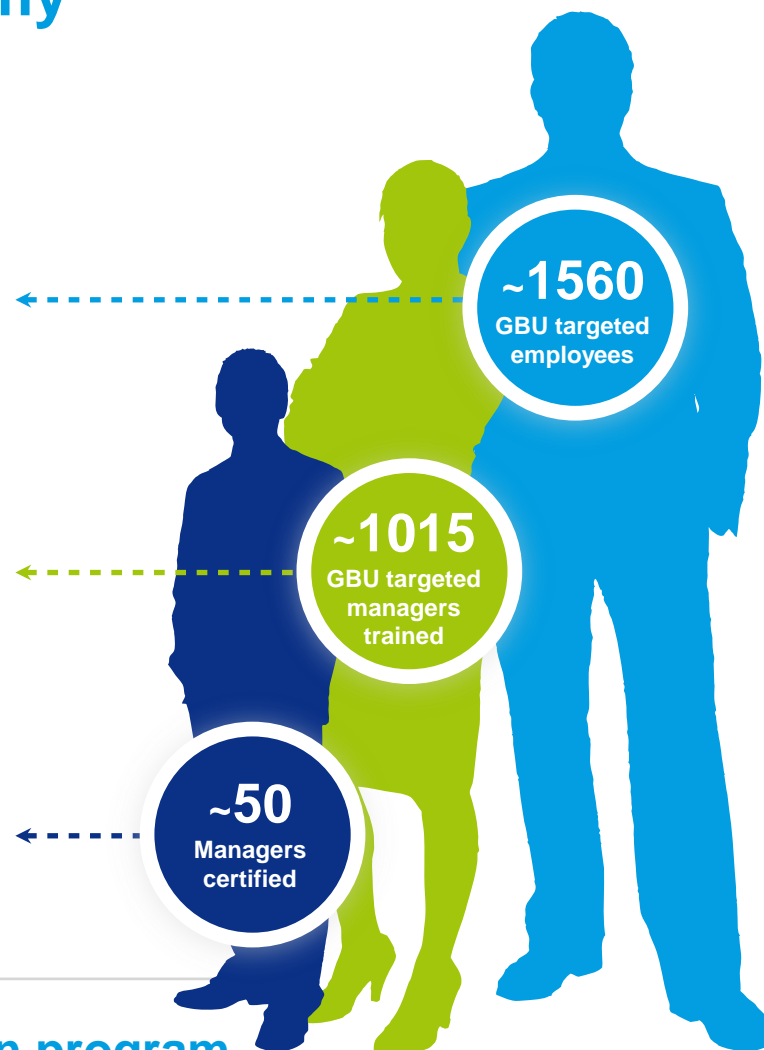
Advanced Formulations	<ul style="list-style-type: none"><li>Technology Solutions</li></ul>	<ul style="list-style-type: none"><li>Novecare</li></ul>	<ul style="list-style-type: none"><li>Aroma Performance</li></ul>
Advanced Materials	<ul style="list-style-type: none"><li>Composite Materials</li></ul>	<ul style="list-style-type: none"><li>Silica</li></ul>	<ul style="list-style-type: none"><li>Specialty Polymers</li><li>Special Chem</li></ul>
Performance Chemicals	<ul style="list-style-type: none"><li>Soda Ash &amp; Derivatives</li></ul>	<ul style="list-style-type: none"><li>Peroxides</li><li>Acetow</li><li>Coatis</li></ul>	
Fonctional Polymers		<ul style="list-style-type: none"><li>Fibras</li><li>Emerging Biochemicals</li><li>Vinyl JVs (Indupa, RusVinyl, Inovyn)</li></ul>	<ul style="list-style-type: none"><li>Performance Polyamides</li></ul>

# Commercial Excellence Academy

Marketing	Sales	Other
<ul style="list-style-type: none"><li>• Technical Management</li><li>• GBU Operational Marketing</li></ul>	<ul style="list-style-type: none"><li>• Key Account Management</li><li>• Business Development Managers</li></ul>	<ul style="list-style-type: none"><li>• Strategy</li><li>• R&amp;I</li></ul>
<ul style="list-style-type: none"><li>• Global Market Managers</li><li>• Marketing/Commercial Management</li><li>• Product Line Managers</li></ul>		
<ul style="list-style-type: none"><li>• GBU Strategic Marketing - Directors &amp; Managers</li></ul>		



## Commercial Excellence certification program





# Solvay CRM Program: Enabling Customer Centric Sales Organizations

**Global Account Insight** ●  
360 Degree Across regions

**Aligned GBU Sales** ●  
Better roadmaps & opportunity qualification

**Empower Sales Teams** ●  
Complete customer data on the mobile



**Connected Employees**  
Fully aligned sales and customer life cycles

**Optimized budget planning**  
One CRM tool = One Truth

● **Marketing Automation**  
1:1 prospect nurturing, higher conversion



## Customer Relationship Management (CRM)



Sales  
& Distribution



Human  
Resources



Finance



Purchasing



Production



Supply  
chain

# Initial pilots led to broad roll-out program with all GBUs



**Salesforce.com**  
CRM tool roll-out throughout the Group by 2017

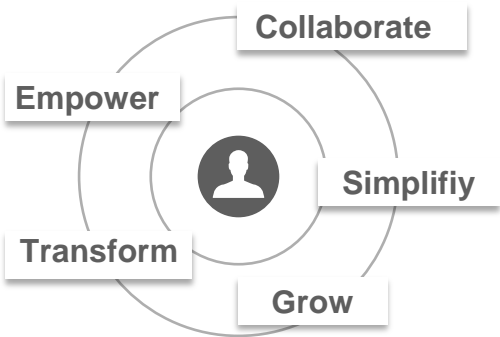
Today

10 Processes

+ 1,000 Users  
(5 GBUs)

> 70% User Adoption

*The journey & cultural change*



Tomorrow

15 Processes

+ 2,500 Users  
(15 GBUs)

> 90 % User Adoption



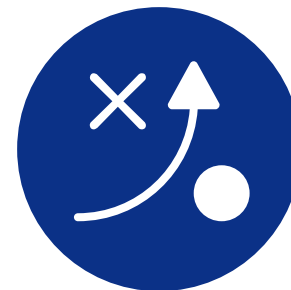
# Key success factors shared with GBUs for the Commercial Excellence journey



**LEADERSHIP  
SUPPORT**



**BUILD A HIGH-POTENTIAL  
HIGH-ENERGY TEAM**



**CLEAR BUSINESS  
STRATEGY**



**QUALITY SALES  
DATA AND CRM**



**COMMERCIAL COMMUNITY  
TEAM SPIRIT**

# Strong delivery on Excellence

## 3- year excellence targets ...

Operational  
€ 400 m

Innovation  
€ 270 m

Commercial  
€ 130 m

... by YE 2015

~80% achieved

~70 % achieved

~80% achieved

**> € 600m delivered in 2 years  
on track to deliver € 800 m by 2016**

Expected impact on 2016 REBITDA (vs 2013 base), excluding Cytec



**FAST DELIVERY, MORE POTENTIAL**

# What's next for Commercial Excellence?



MANAGE  
CULTURE  
CHANGE FOR  
CUSTOMER  
CENTRICITY

**More value** from  
better serving our  
clients



DELIVER  
ADDITIONAL  
GROWTH

Position Solvay as a  
**leadership Chemical  
Company,**  
**Strategic partner with its  
customer**



SCALE AGILE  
SUSTAINABILITY  
WITHIN GBUS

**Pursue delivery**  
- additional  
contribution margin



**MORE** sustained value generation

# Thank you for your attention



**MARKETING  
& SALES**

**Q&A  
session**