SERVICE DESCRIPTION

Commercial Excellence Assessment & Improvement

A Commercial Excellence service by Exponasia Growth Partners

1. Service Overview

Commercial Excellence Assessment & Improvement helps companies evaluate how effectively their commercial organization converts market opportunity into profitable and sustainable growth.

Exponasia Growth Partners reviews the company's commercial priorities, customer and channel coverage, sales processes, pricing practices, organization, management routines and supporting systems. The findings are used to identify performance gaps, determine their underlying causes and develop a prioritized improvement roadmap.

The service may support:

- Improvement of revenue growth, margins or commercial productivity;
- Review of underperforming markets, business units or subsidiaries;
- Development of more disciplined sales, pricing and pipeline practices;
- Alignment of commercial strategy, organization, processes and management routines.

The engagement may conclude with the assessment and improvement roadmap or continue through implementation support, depending on the agreed scope.

The service does not assume that every identified issue requires a major transformation. Improvements may range from focused adjustments to broader changes in organization, processes, capabilities or the commercial operating model.

2. Who the Service Is For

The service is designed for mid-market companies and regional subsidiaries seeking to strengthen commercial performance across Southeast Asia.

It is particularly relevant when:

- Revenue, margin or pipeline performance is below expectations;
- Management lacks a consolidated view of the causes of underperformance;
- Commercial practices differ significantly across countries, teams or business units;
- Growth has increased organizational complexity without equivalent development of processes and management routines;
- The company is preparing for a new growth phase, leadership transition or organizational change.

The service may also be used as a periodic review of commercial effectiveness where no immediate performance problem has been identified.

The client should be prepared to provide access to relevant information, management and commercial personnel and consider changes where the assessment identifies material improvement opportunities.

3. Conditions for an Effective Assessment

A useful assessment requires an open review of both commercial results and the practices that produce them.

The principal conditions normally include:

- Clear objectives and management sponsorship;
- Access to relevant commercial, customer and financial information;
- Participation from management and key functional contributors;
- Willingness to examine established practices and address underlying causes.

The assessment is intended to support improvement rather than assign blame. Differences in performance may result from market conditions, strategic choices, organization, capabilities, execution discipline or a combination of factors.

Available data may also differ in quality and consistency across countries or business units. Findings therefore combine quantitative analysis, management input, document review and commercial judgment.

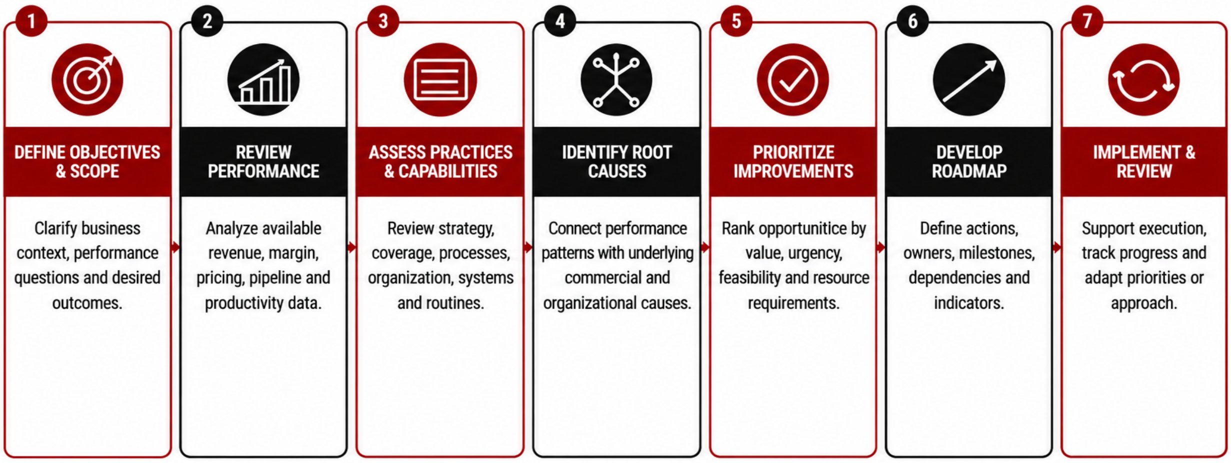
4. Commercial Excellence Assessment & Improvement Framework

The engagement follows a structured progression from defining the assessment objectives through diagnosis, prioritization, implementation planning and review. The scope may cover the full framework or selected areas.

The Commercial Excellence Assessment & Improvement framework is summarized in Figure 1.

FIGURE 1 – COMMERCIAL EXCELLENCE ASSESSMENT & IMPROVEMENT FRAMEWORK

A structured progression from defining the assessment through diagnosis, prioritization, implementation and review.



4.1. Define the Objectives and Scope

The engagement begins by clarifying the business context, performance concerns and intended outcomes.

The discussion normally covers:

- Business units, countries, products, channels and customer groups included;
- Commercial and financial indicators requiring attention;
- Known concerns, recent changes and management hypotheses;
- Timing, stakeholders, available information and decision requirements.

The result is an agreed assessment scope and a focused set of questions to be addressed.

4.2. Review Commercial Performance

Exponasia Growth Partners reviews available information to understand performance patterns and establish the factual basis for the assessment.

The review may consider:

- Revenue, margin and pricing development;
- Customer, product, geographic and channel performance;
- Pipeline quality, conversion, sales-cycle development and forecast reliability;
- Sales productivity, customer retention and account development.

The analysis focuses on identifying material patterns, variations and areas requiring further investigation. It does not constitute an audit of the underlying financial information.

4.3. Assess Commercial Practices and Capabilities

Commercial practices are reviewed to determine how effectively the organization supports its growth and profitability objectives.

The assessment may cover:

- Commercial strategy, segmentation and prioritization;
- Customer, key-account and channel coverage;
- Sales process, pipeline management and forecasting;
- Pricing, discounting and margin management;
- Organization, roles, capabilities and incentives;
- Data, CRM usage, reporting and management routines.

The scope is adapted to the client's business model, scale and principal performance questions.

4.4. Identify Root Causes and Improvement Opportunities

Performance findings and organizational observations are brought together to distinguish symptoms from underlying causes.

Weak sales growth, for example, may reflect insufficient market demand, unclear priorities, limited account coverage, poor pipeline quality, pricing constraints, capability gaps or ineffective management routines.

Improvement opportunities are defined with sufficient clarity to explain:

- The issue being addressed;
- Its commercial impact;
- The likely underlying causes;
- The action or change required.

The assessment does not assume that a single intervention will address every performance issue.

4.5. Prioritize Improvements

Identified opportunities are prioritized according to their expected commercial value, urgency, feasibility and resource requirements.

The prioritization distinguishes between:

- Immediate corrective actions;
- Focused improvements that can be implemented within existing structures;
- Broader changes requiring additional investment, organizational change or management attention.

Management determines the priorities to be included in the improvement plan.

4.6. Develop the Improvement Roadmap

Selected priorities are translated into a practical roadmap.

The roadmap may define:

- Improvement initiatives and intended outcomes;
- Actions, responsibilities and decision points;
- Required resources, capabilities and dependencies;
- Timing, milestones and performance indicators.

The level of detail depends on whether the client will implement independently or continue with Exponasia Growth Partners through Implementation Consulting or Fractional & Interim Leadership.

4.7. Support Implementation and Review Progress

Where included, Exponasia Growth Partners may support implementation of selected improvements.

Support may include project coordination, preparation of processes and tools, management workshops, establishment of review routines and follow-up with initiative owners.

Progress is reviewed against agreed actions, milestones and commercial indicators. Findings may lead to changes in priorities, timing or the implementation approach.

Specialized improvement initiatives may continue through the relevant Commercial Excellence service.

5. Commercial Excellence Assessment Areas

The assessment is modular and may cover the full commercial system or selected dimensions.

The principal areas that may be included in the assessment are summarized in Figure 2.

FIGURE 2 – COMMERCIAL EXCELLENCE ASSESSMENT AREAS

The assessment may cover the full commercial system or selected dimensions based on the client's performance questions.

Commercial Strategy and Priorities

Review of growth objectives, market and customer priorities, resource allocation and alignment between commercial strategy and execution.

Customer and Channel Coverage

Review of customer segmentation, account ownership, key-account development, channel roles, geographic coverage and allocation of commercial resources.

Sales Process and Pipeline Management

Review of opportunity qualification, pipeline stages, forecasting, conversion, sales-cycle management and management follow-up.

Pricing and Margin Management

Review of pricing governance, discounting, price realization, margin visibility and the relationship between commercial decisions and profitability.

Commercial Organization and Capabilities

Review of roles, responsibilities, organization structure, decision authority, management capacity, incentives and capability requirements.

Data, Systems and Performance Management

Review of CRM practices, commercial reporting, performance indicators, meeting cadence and the information used to support management decisions.

The commercial proposal defines which areas are included and the depth of review required.

6. Engagement Outputs

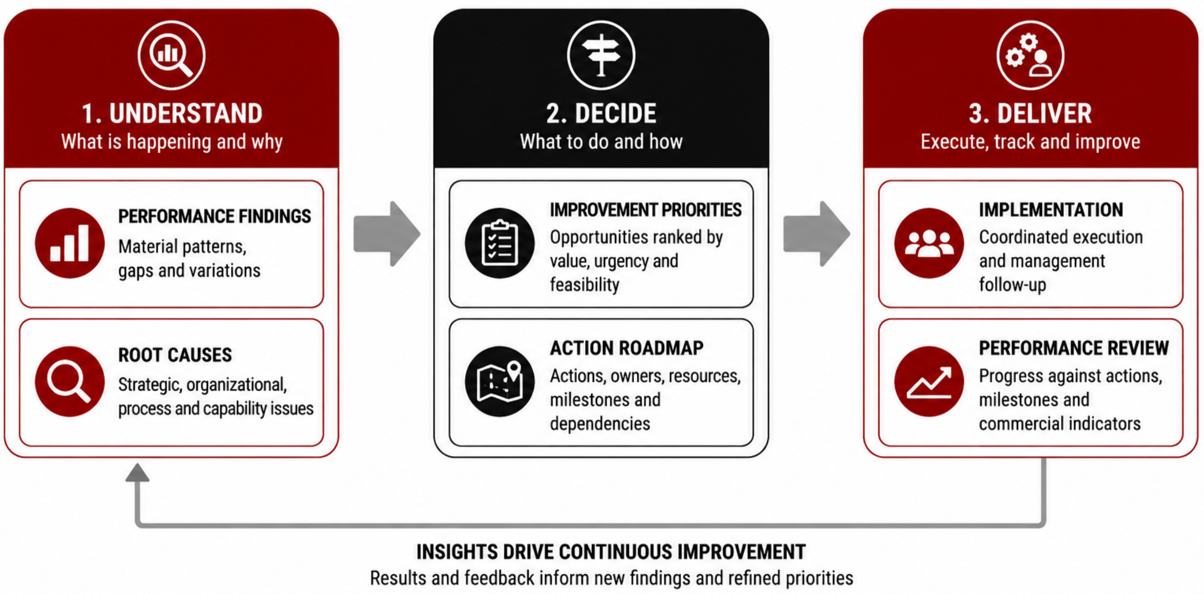
Depending on the agreed scope, outputs may include:

- A commercial performance and current-state assessment;
- Identification of material gaps, root causes and improvement opportunities;
- A prioritized commercial improvement agenda;
- An action roadmap with responsibilities, resources, milestones and dependencies;
- Supporting management materials, process recommendations or performance indicators.

The progression from understanding performance issues through deciding priorities and delivering improvements is summarized in Figure 3.

FIGURE 3 – FROM ASSESSMENT TO IMPROVEMENT

Assessment findings are converted into management priorities, a practical action roadmap and measurable implementation.



The figure distinguishes three stages:

- **Understand –** establish the performance findings and identify the underlying causes;
- **Decide –** prioritize improvement opportunities and translate them into an action roadmap;
- **Deliver –** implement the selected actions, review performance and refine priorities based on results and feedback.

Outputs may be presented through slides, assessment summaries, maturity profiles, priority matrices, action plans or implementation trackers.

The assessment is intended to support management decisions. It does not provide an audit opinion, assurance conclusion or independent certification of commercial performance.

7. How We Work

7.1. Expert Advisory

Expert Advisory supports management in evaluating commercial performance, identifying improvement opportunities and developing the prioritized roadmap.

The client normally leads implementation using the agreed findings and recommendations.

7.2. Implementation Consulting

Implementation Consulting provides hands-on support with selected improvement initiatives, project coordination, process development, management routines and progress reviews.

The engagement may cover a defined improvement program or selected workstreams.

7.3. Fractional & Interim Leadership

Fractional or interim leadership provides temporary management capacity to lead the commercial improvement program, coordinate teams and establish the required operating discipline.

Time commitment, reporting relationships, decision authority and responsibilities are defined in the engagement agreement.

8. Roles and Scope Boundaries

Exponasia Growth Partners conducts the agreed assessment and supports development and implementation of the improvement agenda as an independent adviser and implementation partner.

The client provides accurate information, makes relevant personnel available and determines which findings and recommendations to adopt. It retains responsibility for commercial strategy, organization, employment, pricing, investments, customer commitments and final decisions.

Unless expressly defined under a Fractional & Interim Leadership engagement, Exponasia Growth Partners has no authority to change prices, approve expenditure, alter reporting relationships, hire or dismiss employees, make customer commitments or otherwise bind the client.

The assessment relies on information provided by the client and available management records. Exponasia Growth Partners does not audit or independently verify financial, accounting, customer or operational data.

The service does not constitute accounting, tax, legal, regulatory, human-resources or other licensed professional advice. Qualified advisers may be engaged separately where required.

The engagement does not guarantee implementation of the recommendations or specific improvements in revenue, margin, productivity, pipeline conversion or other commercial results.

9. Related Services

Commercial Excellence Assessment & Improvement may identify the need for more focused work in particular areas.

Related services may include:

- **Pricing & Margin Improvement** for pricing governance, price realization and margin performance;
- **Sales Effectiveness & Pipeline Management** for sales process, pipeline quality, forecasting and conversion;
- **Key Account Management** for strategic-account planning and development;
- **Commercial Process & Operating Model Improvement** for roles, workflows, systems and management routines;
- **Commercial Organization & Subsidiary Restructuring** where more substantial organizational change is required;
- **Performance Recovery & Crisis Management** where immediate corrective action and intensive management support are needed.

Each related service is separately scoped.

10. Frequently Asked Questions

Is this service a commercial audit?

No. The service is a management assessment intended to identify performance gaps and improvement opportunities. It does not provide formal assurance, compliance certification or an audit opinion.

Does the service assess the entire commercial organization?

It may, but the scope is modular. The assessment may cover the full commercial system or selected areas, markets, teams or performance questions.

Does the service include financial analysis?

It may review revenue, margin, pricing, pipeline and productivity information relevant to commercial performance. It does not audit financial data or replace accounting and financial analysis performed by the client.

Does Exponasia Growth Partners interview employees?

Management and employee discussions may be included where agreed. Participants, topics and confidentiality arrangements are defined with the client.

Does the service include customer or channel interviews?

Not automatically. External interviews may be included where direct market feedback is required and the scope, participants and disclosure arrangements are agreed.

Does the assessment include recommendations?

Yes. The service identifies improvement opportunities and develops a prioritized roadmap. Management determines which recommendations to adopt.

Is implementation included?

Implementation may be included in the initial engagement or added through a separate scope. The commercial proposal defines the level of implementation support.

Can the service assess an individual subsidiary?

Yes. The scope may focus on a single subsidiary, country organization, business unit or commercial function.

How long does the assessment take?

Timing depends on the number of countries, business units and assessment areas, the availability of information and the extent of management engagement. The commercial proposal defines the schedule and review points.

Are performance improvements guaranteed?

No. Results depend on market conditions, the quality and implementation of management decisions, organizational commitment and other factors outside the engagement.

11. About Exponasia Growth Partners

We are a Singapore-based boutique consulting firm supporting mid-market companies and regional subsidiaries in growth and commercial excellence across Southeast Asia.

We work primarily with suppliers of industrial products, services and engineered solutions. Our engagements combine senior commercial experience, regional knowledge and hands-on implementation support.

We deliver our services through expert advisory, implementation consulting and fractional or interim leadership, depending on the client's objectives and required level of involvement.

To discuss how Commercial Excellence Assessment & Improvement could support your organization, please contact us:

Email: info@growexponasia.com
Website: www.growexponasia.com
LinkedIn: Exponasia Growth Partners

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