SERVICE DESCRIPTION

# Commercial Recovery & Crisis Management

**A Commercial Excellence service by Exponasia Growth Partners**

## 1. Service Overview

Commercial Recovery & Crisis Management helps companies respond to severe underperformance, restore management control and stabilize the commercial organization.

Exponasia Growth Partners works with the client to assess the situation rapidly, identify the principal causes of deterioration and establish a focused recovery plan. The engagement may continue through implementation support or temporary commercial leadership where additional management capacity is required.

The service may address:

- Revenue, margin or pipeline deterioration;
- Customer, channel or market disruption;
- Weak commercial execution or loss of management control;
- Urgent organizational, coverage or leadership issues;
- Recovery priorities, governance and implementation.

The service is designed for situations requiring faster diagnosis, tighter management cadence and more direct intervention than a conventional improvement engagement.

The scope may focus on a country, subsidiary, business unit, commercial team or selected customer or channel portfolio.

## 2. Who the Service Is For

The service is designed for mid-market companies and regional subsidiaries experiencing material commercial underperformance or disruption.

It is particularly relevant when:

- Revenue, margin, orders or pipeline have deteriorated significantly;
- Forecasts are unreliable and management lacks a clear recovery view;
- Major customers, distributors or projects are at risk;
- The commercial organization is fragmented, reactive or unable to execute corrective actions;
- Leadership requires independent support to stabilize the situation and restore accountability.

The service may also support post-acquisition underperformance, leadership transitions, failed market-expansion initiatives or subsidiaries requiring urgent corrective action.

The client should be prepared to provide rapid access to relevant information and management personnel and to make timely decisions on recovery priorities, resources and responsibilities.

## 3. When Commercial Recovery or Crisis Management Is Appropriate

Not every performance gap constitutes a commercial crisis.

The service is most appropriate where the deterioration is material, time-sensitive or beyond the organization's normal ability to manage through existing routines.

Typical indicators include:

- Repeated forecast misses or rapid loss of orders, revenue or margin;
- Significant customer attrition or disruption to key accounts;
- Weak pipeline quality and insufficient visibility of near-term revenue;
- Distributor, channel or market failures affecting business continuity;
- Persistent inaction, unclear ownership or ineffective management follow-through.

Where the situation is less urgent or the underlying causes remain unclear, a **Commercial Excellence Assessment & Improvement** engagement may be more appropriate.

## 4. Commercial Recovery Framework

The engagement follows a structured progression from rapid stabilization through diagnosis, recovery planning, implementation and review.

The Commercial Recovery framework is summarized in Figure 1.

### 4.1. Stabilize the Situation

The first priority is to establish immediate visibility and prevent further avoidable deterioration.

The initial work may include:

- Clarification of the principal commercial risks;
- Identification of critical customers, orders, opportunities and channel relationships;
- Confirmation of immediate actions and responsible owners;
- Establishment of a short-cycle management review;
- Escalation of urgent decisions requiring leadership attention.

The objective is to create enough control and transparency to support the recovery effort.

### 4.2. Assess Performance and Root Causes

Exponasia Growth Partners reviews the available information to understand the scale, pattern and likely causes of underperformance.

The assessment may consider:

- Revenue, margin, orders, pipeline and forecast trends;
- Customer, product, market and channel performance;
- Commercial organization, coverage and responsibilities;
- Sales practices, pricing and management routines;
- External market developments and internal execution issues.

The review distinguishes immediate symptoms from structural and operational causes.

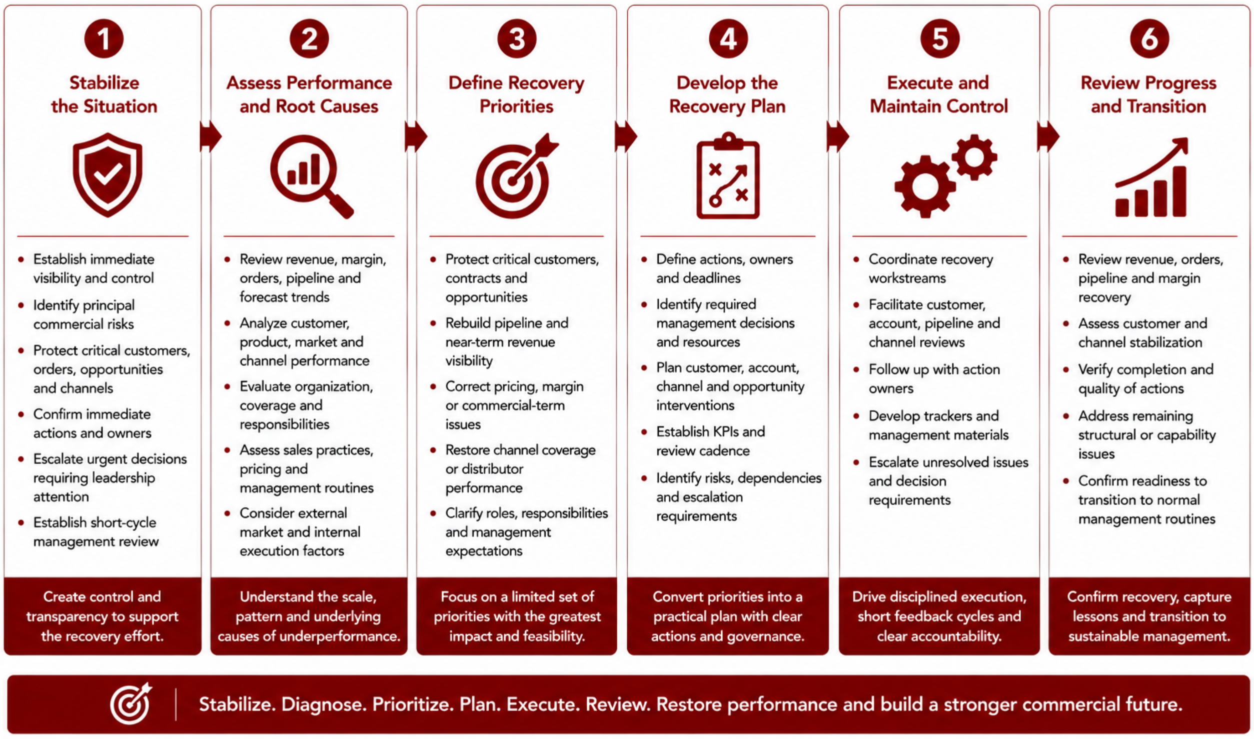



**Figure 1: Commercial Recovery Framework**

A structured progression from rapid stabilization through diagnosis, recovery planning, implementation and review.

## 4.3. Define Recovery Priorities

Findings are translated into a focused set of recovery priorities.

These may include:

- Protecting critical customers, contracts and opportunities;
- Rebuilding pipeline and near-term revenue visibility;
- Correcting pricing, margin or commercial-term issues;
- Restoring channel coverage or distributor performance;
- Clarifying commercial roles, responsibilities and management expectations.

The number of priorities should remain limited enough to support disciplined execution.

## 4.4. Develop the Recovery Plan

The selected priorities are converted into a practical recovery plan.

The plan may define:

- Actions, owners and deadlines;
- Required management decisions and resources;
- Customer, account, channel and opportunity interventions;
- Performance indicators and review cadence;
- Risks, dependencies and escalation requirements.

The recovery plan should distinguish immediate corrective measures from medium-term improvements.

### 4.5. Execute and Maintain Control

Where included, Exponasia Growth Partners supports implementation and reinforces management discipline.

Support may include:

- Coordination of recovery workstreams;
- Facilitation of customer, account, pipeline and channel reviews;
- Follow-up with action owners;
- Development of recovery trackers and management materials;
- Escalation of unresolved issues and decision requirements.

The emphasis is on visible action, short feedback cycles and clear accountability.

### 4.6. Review Progress and Transition

Progress is reviewed against agreed actions, milestones and commercial indicators.

The review may address:

- Revenue, orders, pipeline and margin recovery;
- Customer and channel stabilization;
- Completion and quality of agreed actions;
- Remaining structural or capability issues;
- Readiness to transition back to normal management routines.

Where broader change is still required, the recovery engagement may transition into another Commercial Excellence service.

## 5. Core Recovery Areas

The engagement is modular and may cover the complete commercial situation or selected recovery areas.

The principal areas are summarized in Figure 2.

#### Customer and Revenue Protection

The service may focus on protecting priority customers, contracts, orders and active opportunities.

This may include account reviews, recovery actions, customer-contact plans and management escalation.

#### Pipeline and Near-Term Sales Recovery

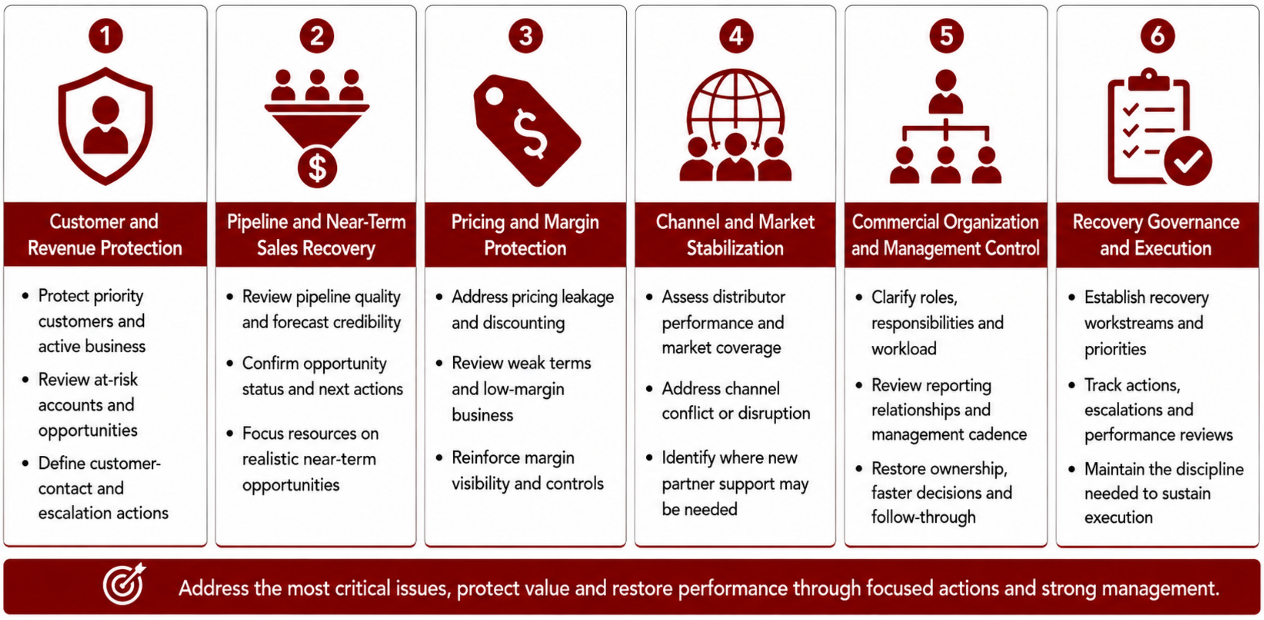
The engagement reviews pipeline quality, opportunity status, next actions and forecast credibility to rebuild visibility and focus resources on opportunities with realistic delivery potential.

#### Pricing and Margin Protection

The service may address pricing leakage, discounting, weak commercial terms, low-margin business or inadequate margin visibility.

**FIGURE 2 – CORE RECOVERY AREAS**

The engagement is modular and may cover the complete commercial situation or selected recovery areas. The principal areas are summarized in Figure 2.




Immediate corrective actions may be combined with stronger management controls.

### Channel and Market Stabilization

The engagement may assess distributor performance, coverage gaps, channel conflict or disruption affecting market access.

Where new channel partners are required, this may continue through Channel Partner Search & Development.

### Commercial Organization and Management Control

The service may review roles, responsibilities, workload, reporting relationships and management cadence.

The objective is to restore clear ownership, faster decision-making and disciplined follow-through.

### Recovery Governance and Execution

The engagement may establish recovery workstreams, action tracking, escalation routes and performance reviews.

This provides the operating discipline required to sustain implementation.

## 6. Crisis Management Support

Where the situation is acute, the engagement may include a more intensive crisis-management component.

This may involve:

- Rapid review of the commercial position;
- Daily or weekly management cadence;
- Immediate customer, channel or pipeline intervention;

- Consolidated recovery reporting;
- Temporary coordination or leadership support.

The crisis-management scope is defined by the severity of the situation, required response time and level of management involvement.

The service remains commercially focused. Corporate, legal, financial, regulatory, operational, safety or reputational crises requiring specialist support should be managed by appropriately qualified advisers.

# 7. Engagement Outputs

Depending on the agreed scope, outputs may include:

- A rapid commercial situation assessment;
- Identification of immediate risks and root causes;
- A prioritized recovery plan;
- Customer, pipeline, pricing or channel action plans;
- Recovery trackers, indicators and management-review materials.

The progression from stabilization through recovery and transition is summarized in Figure 3.

Figure 3: From Stabilization to Sustainable Commercial Recovery


Outputs are normally concise, action-oriented management materials rather than extensive reports.

The commercial proposal defines the business areas included, required access, response timing, management participation, deliverables and implementation support.

# 8. How We Work

## 8.1 Expert Advisory

Exponasia Growth Partners assesses the situation, identifies recovery priorities and advises management on corrective actions and governance.

The client makes the decisions and leads implementation through its existing management structure.

## 8.2 Implementation Consulting

Exponasia Growth Partners provides hands-on support to coordinate recovery actions, facilitate reviews, track implementation and reinforce accountability.

The engagement may cover the overall recovery program or selected workstreams.

### 8.3 Fractional & Interim Leadership

Where temporary leadership capacity is required, Exponasia Growth Partners may support the recovery through a fractional or interim commercial leadership arrangement.

Responsibilities, reporting relationships and duration are defined in the engagement agreement.

## 9. Roles and Scope Boundaries

Exponasia Growth Partners conducts the agreed assessment and supports recovery planning and implementation as an independent adviser and implementation partner.

The client provides accurate information, access to relevant personnel and timely management direction. It retains responsibility for customers, prices, contracts, organization, employment, investments, channels and all final decisions.

Unless expressly defined under a Fractional & Interim Leadership arrangement, Exponasia Growth Partners has no authority to:

- Approve prices, discounts, spending or commercial terms;
- Make commitments to customers, distributors or other third parties;
- Change organizational structures or reporting relationships;
- Hire, dismiss or formally evaluate employees;
- Bind the client contractually or legally.

The engagement relies on information and records provided by the client. Exponasia Growth Partners does not audit or independently verify financial, customer, pricing, pipeline, channel or operational data.

The engagement does not constitute legal, tax, accounting, regulatory, employment or other professional advice. Qualified advisers should be engaged where formal advice is required.

The service does not guarantee recovery, business continuity or specific improvements in revenue, margin, pipeline, customer retention or commercial performance.

## 10. Related Services

Commercial Recovery & Crisis Management may lead to broader restructuring, sales-improvement or market-execution work.

Related services may include:

- **Commercial Excellence Assessment & Improvement** where a broader diagnosis and improvement roadmap are required;
- **Go-to-Market Restructuring** where coverage, channels, organization or resource deployment require material redesign;
- **Sales Effectiveness** where sales processes, pipeline, key accounts, pricing or management routines require sustained improvement;
- **Commercial Due Diligence & Post-Merger Integration** where underperformance follows a transaction or integration;

- **Customer & Market Development** or **Channel Partner Search & Development** where recovery priorities require external market execution.

Each related service is separately scoped.

## 11. Frequently Asked Questions

**Is this service only for a formal commercial crisis?**

No. It may also support severe or persistent underperformance where the company has lost visibility, momentum or management control and requires an accelerated recovery approach.

**Can the scope focus on one country, subsidiary or business unit?**

Yes. The engagement may cover a specific country, subsidiary, team, customer portfolio, channel or business unit or a wider regional situation.

**How quickly can the engagement begin?**

Timing depends on availability, access to information and the urgency of the situation. The commercial proposal defines the mobilization schedule and initial priorities.

**What information is required at the start?**

The client normally provides available revenue, margin, customer, order, pipeline, forecast, pricing, channel and organizational information. Incomplete information does not prevent the engagement, but limitations may affect the speed and certainty of the assessment.

**Does the service include customer or channel intervention?**

It may, where agreed. Exponasia Growth Partners may support preparation, meetings, follow-up or coordination, but customer and channel commitments remain the client's responsibility.

**Does the service include organizational changes?**

It may include recommendations concerning roles, responsibilities, resource deployment and management routines where these are necessary to support recovery. Formal employment advice and employment decisions remain the client's responsibility.

**Can Exponasia Growth Partners provide temporary commercial leadership?**

Not under a standard advisory or implementation engagement. Temporary leadership may be provided through a separately defined Fractional & Interim Leadership arrangement.

**What is the difference between this service and Commercial Excellence Assessment & Improvement?**

Commercial Excellence Assessment & Improvement provides a structured diagnosis and improvement roadmap under normal management conditions.

Commercial Recovery & Crisis Management is designed for more urgent situations requiring rapid stabilization, tighter governance and accelerated implementation.

**What is the difference between this service and Sales Effectiveness?**

Sales Effectiveness improves sales processes, pipeline, key accounts, pricing and management practices.

Commercial Recovery & Crisis Management addresses a broader and more urgent deterioration that may involve customers, channels, organization, leadership and immediate business continuity.

**Is implementation included?**

It may be included in the initial engagement or scoped separately. The required level of support depends on the severity of the situation and the client's internal capacity.

**How long does the engagement take?**

Timing depends on the severity and complexity of the situation, the number of markets or entities involved and the level of implementation support required. The commercial proposal defines the schedule.

## 12. 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 Recovery & Crisis Management could support your business, please contact us:

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

■