

Commercial Strategy - A Lesson In Leadership

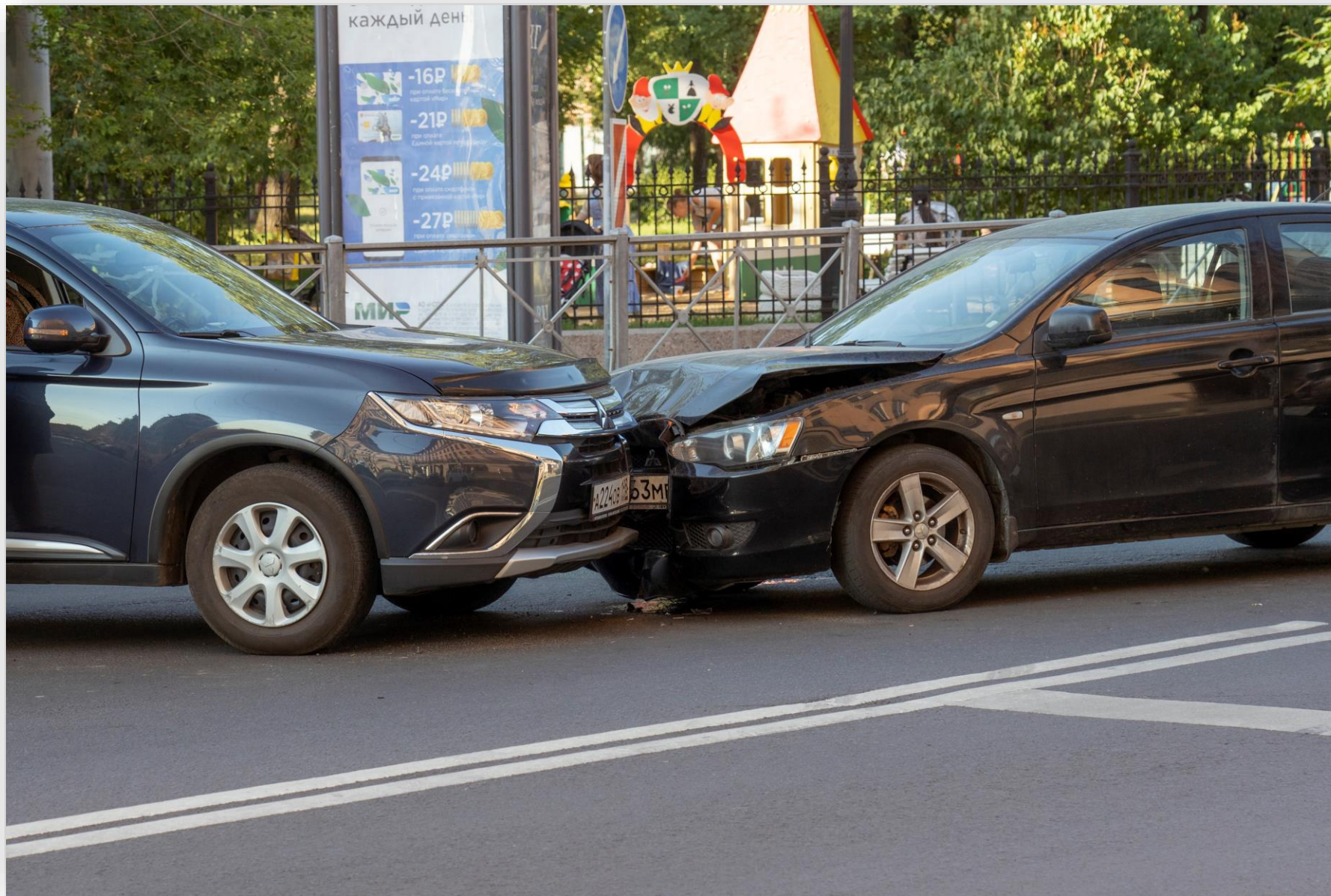
Lori Kiel, Chief Commercial Officer, Kessler Collection

The Situation

Commercial Strategy is evolving in many organizations; however, while we have paved the roads to Commercial Strategy, our HOV lanes are still under construction.

How do you get three departments to align their strategies to optimize the tactics times x3?





The Strategy



A place for experts....



...a place for Leaders

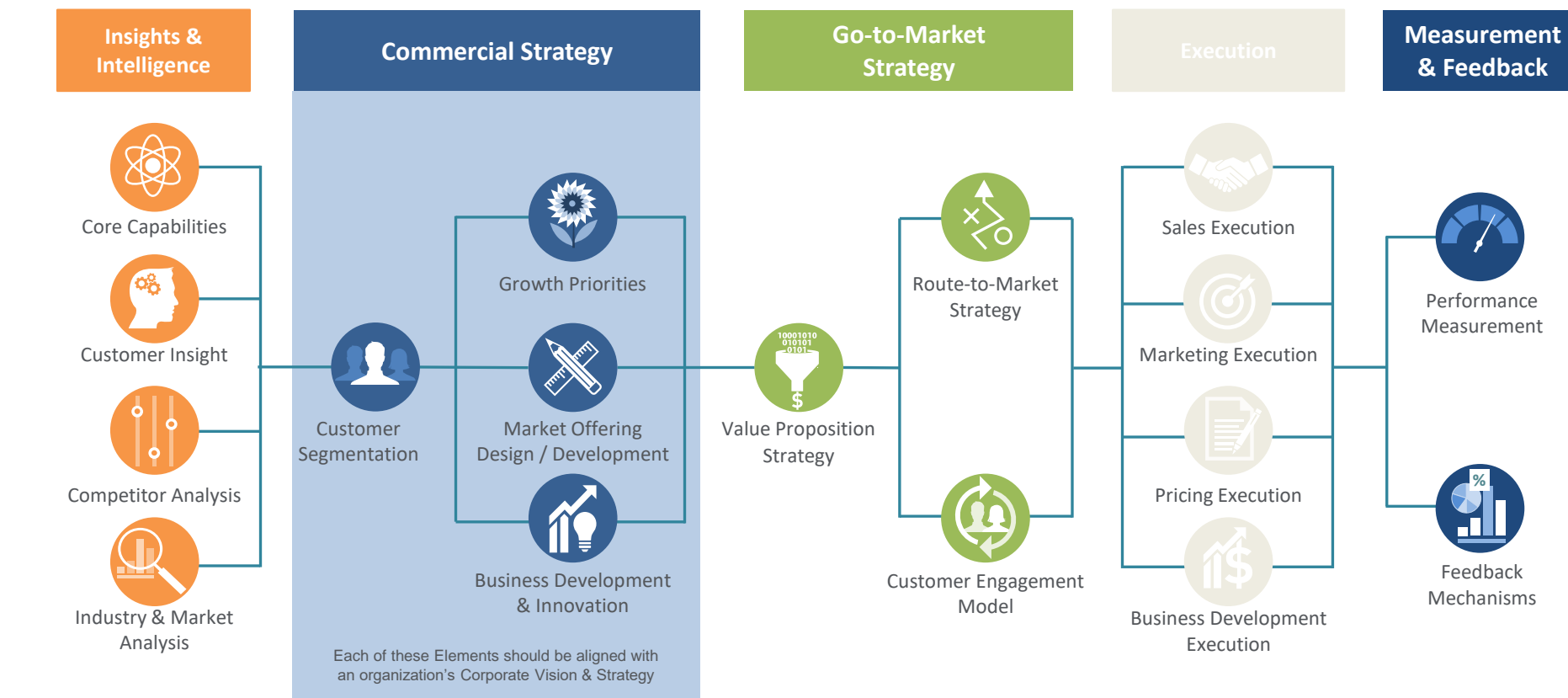
The key to a Commercial Strategy lies in the leader.

The leader deploys the COMMERCIAL STRATEGY, aligning tactics between the three teams.

The full execution of the strategy between the three departments must be done from 30,000 feet to see all of the parts that create the whole.



The Commercial Effectiveness Navigator™ Framework can be utilized to align on the key strengths and opportunities within the Organization



People & Culture **Process & Governance** **Systems & Data** **Tools & Analytics**





Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.

**Storming**

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.

**Norming**

People feel part of the team and realize that they can achieve work if they accept other viewpoints.

**Performing**

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

**Adjourning**

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Key Learnings

1. Define the common goal of the three disciplines by building a strategy and defining each discipline's tactics.
2. Collaborate as one Commercial Team. Have regular meetings with all three disciplines. Everyone must receive information from the leader simultaneously.
3. Provide enrichment regularly, showing examples of what you want to happen and what is happening, and offer the space for feedback.

WARNING this is where it can get messy! Your role as a leader is to stay objective, ensuring everyone has an equal voice and that the conversation moves the team closer to the goal.



The Results

TBD

...and they all lived **Happily Ever After!**

We are no longer planes, trains, and automobiles. We are one vehicle that has the ability to drive beyond the line where revenue meets expense; creating larger profits as a team than we were able to do as a discipline.



Thank you!

Lori Kiel

Chief Commercial Officer

Kessler Collection