

Building the pricing capability within your company

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Etex Building Performance

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S o m m a i r e

OVERALL OVERVIEW

SHARING THE APPROACH

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SHARING THE APPROACH



Companies



Factories



Countries

2,7 billion €
Sales in
2017



Americas



Europe



Africa



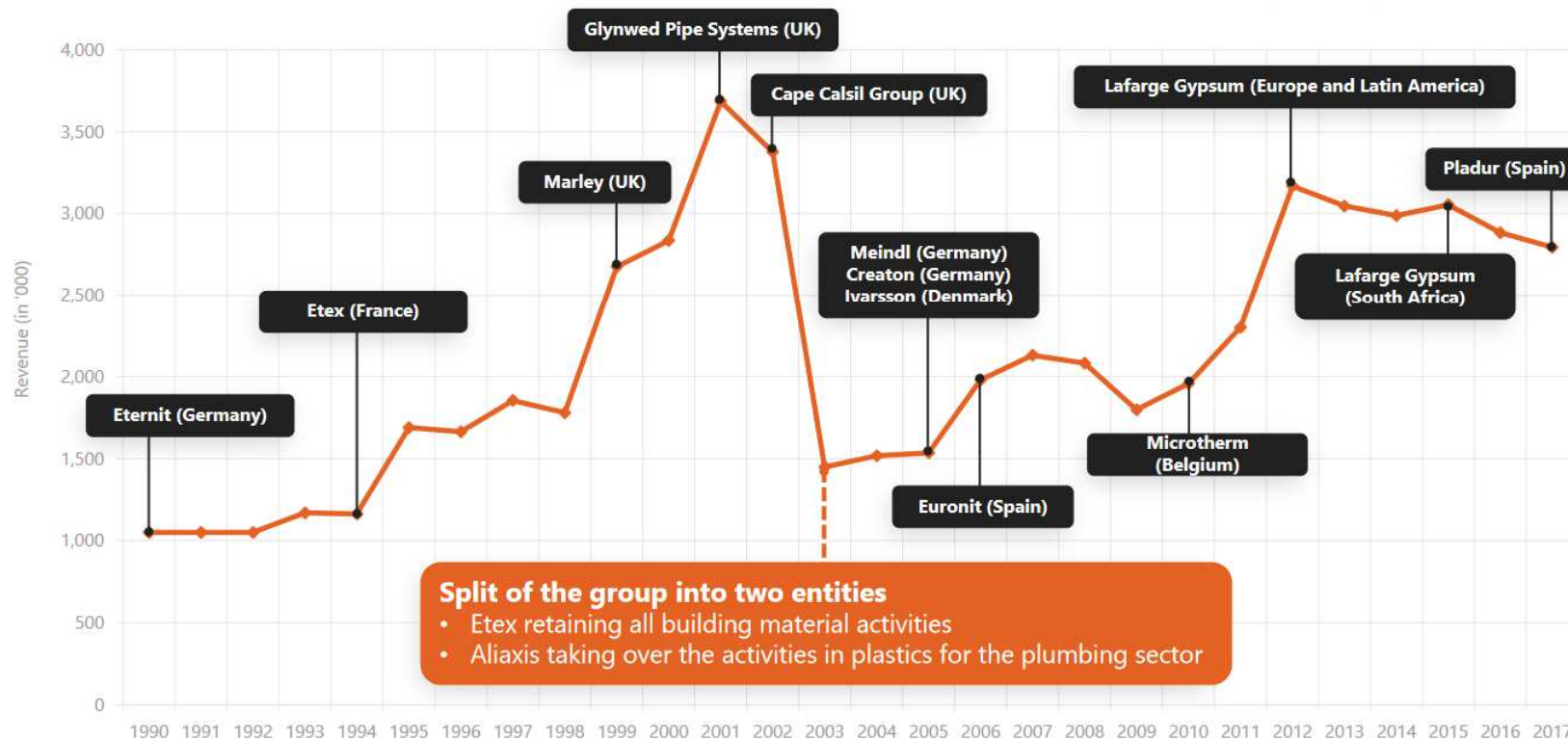
Asia



Who we are ?

Growth by targeted acquisitions...

Strengthening our core business



... and continued organic development

Major greenfield investments around the globe

Market intimacy as the cornerstone of our structure



4 global divisions – each targeting a well-defined business segment

Etex Building Performance

plasterboards, plasters and formulated products, fibre cement boards, passive fire protection and associated products, and dry construction solutions

Etex Façade

architectural and residential fibre cement façade materials

Etex Industry

high performance insulation and fire protection solutions for industrial players

Etex Roofing

roof systems, slates, tiles and corrugated sheets, and roofing components

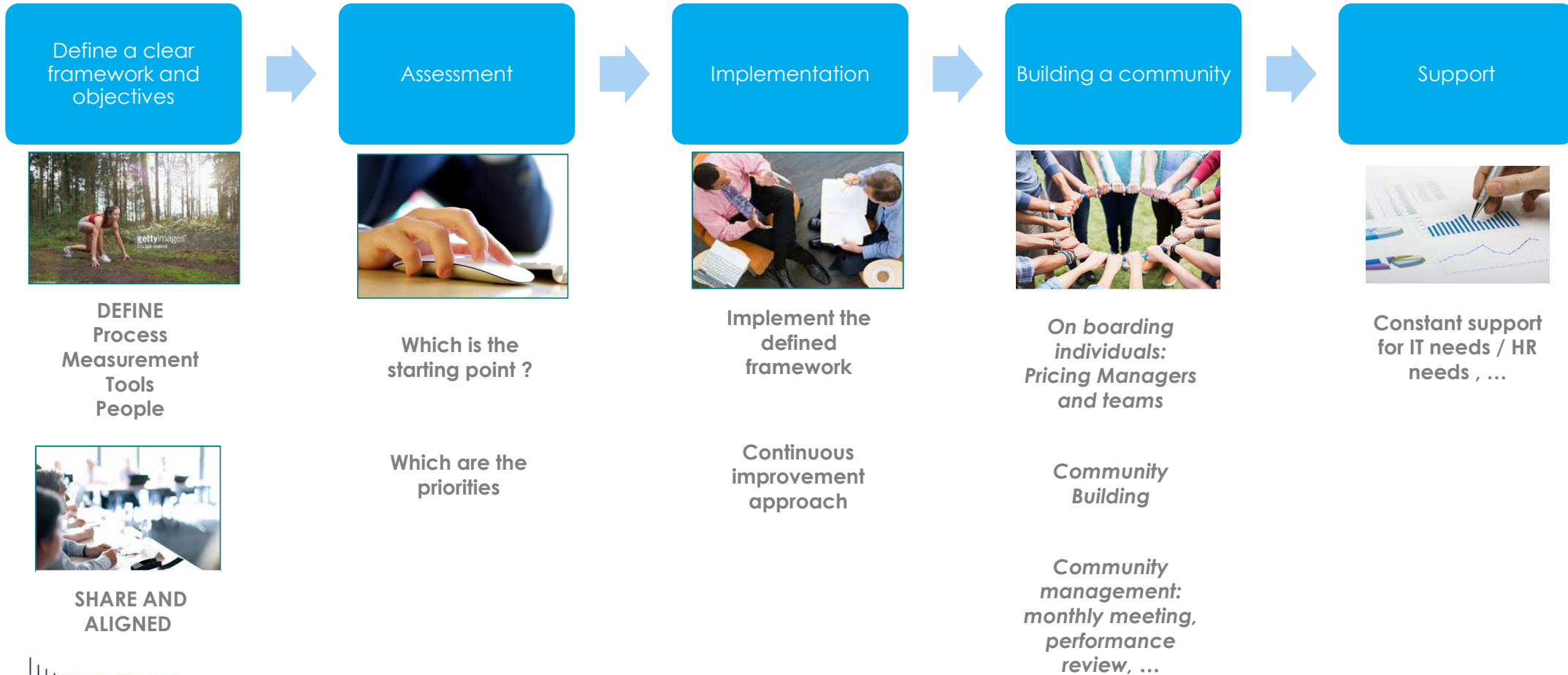
S o m m a i r e

OVERALL OVERVIEW

SHARING THE APPROACH

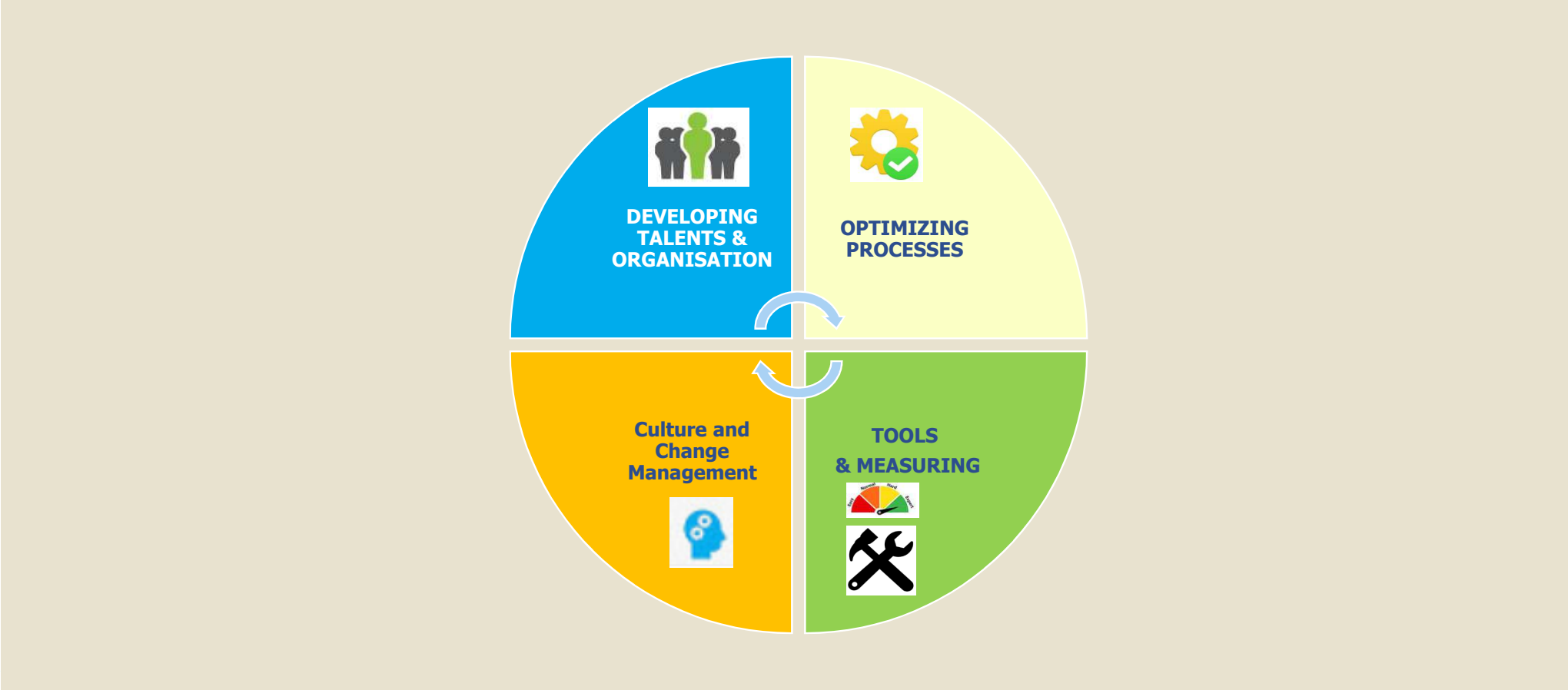
Overall Overview

BUILDING THE PRICING CAPABILITIES INTERNALLY: HOW TO DO IT ?



Overall Overview

BUILDING THE FRAMEWORK: AS ANY OTHER TRANSFORMATIONAL PROGRAM TO BE APPROACHED THROUGH 4 PILLARS



Competencies and organisation – Developing Pricing Talents

One year period to be finalized before the annual appraisals (to include feedback and development plans)

Which Profile?

Reporting to Whom?

What to do?

Clear Job Description

Developing of a competency model / grid

Assessments

Building a Development offer

Processes – Pricing



Local

Or



Central



Processes – Pricing (defining the model)



Pricing retained components



Guidelines & Tools to be set and developed

Processes – Pricing



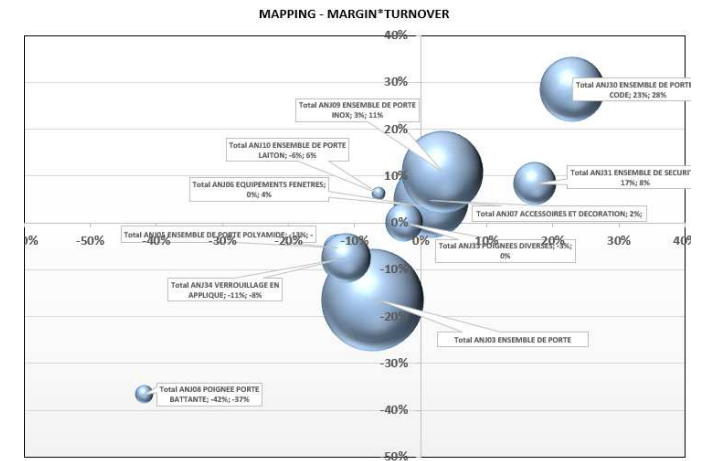
Priorities to be set up since the beginning with clear objectives



Measuring Performance – Pricing



Overall Measuring Performance:
Key reporting to monitor pricing in the different countries at different levels



Measuring Performance – Indicators

Internally	Price Over Cost	Pure Price Index	Mix effects
	Variance Analysis	Price Effect vs. Volume Effects	Return per Unit Campaign impacts

Externally Through observations	Prices in Distribution By precise areas	Prices by customer Segment	Prices in Projects

Pricing Tools

There are 3 ways to getting software to support in your pricing



Use and already existing tool in the market?

BUY

Develop "IN HOUSE" solution

BUILD

Customize your ERP/ CRM/ Billing system, etc
....

**FIT IN
EXISTING
TOOLS**

Pricing Tools: identify what to cover with which tool → no duplication, no double work

What is in your BI ?



What is in your CRM



What to cover in a PRICING TOOL



Assessing the starting point



Assessing

Pricing Competencies: review profiles of pricing managers (if existing), other profiles involved in pricing decisions)

Strategy, Organization & Processes assessment: Governance, Organization, Strategy, Market Intelligence, Price Structure, Pricing Policy, Execution

Measurement: existing reports in place

Tool: existing tools in place

Acting

Actions defined with responsible, deadlines and required resources

Task	Subcategory	Complete	Specifications
Design			
Administration			
Marketing Roles			
Marketing Tasks			
Planning			550
Building Permit submitted by July 1, 2015 (place holder)			230
Building Permit receipt by September 15, 2015 (place holder)			320
Manufacturing			560
Manufacturing begins October 12, 2015			560
Manufacturing completed April 12, 2016			560
Installation			420
Crane Day is expected for February 11, 2016			10
All work and deficiencies completed by dashed date of April 12, 2016			10
Deficiencies			



- Enhancements**
- Auto-calculate Start, Finish, or Duration
 - Import from Microsoft Project with dependencies
 - Export to Microsoft Project
 - Improved print options for Gantt (eg. shrink to fit)
- Additional Enhancements**
- Forms - multiple attachments support
 - Filter - report and print only filtered rows
 - Dispositions - ability to include Dispositions in Save As New Sheet or Save As Template

- Summary task display and roll-up
- Create dependencies and change dates via drag & drop
- Show tasks as milestones (enter duration of '0')
- Add/alter new features on existing sheets via Edit Dependency Settings in column menu

How to assess the starting point: deep dive, both Quantitative and Qualitative is needed

Quantitative



Qualitative



Implement action plan Continuous improvement

Action Plans to be implemented







.... BUT with

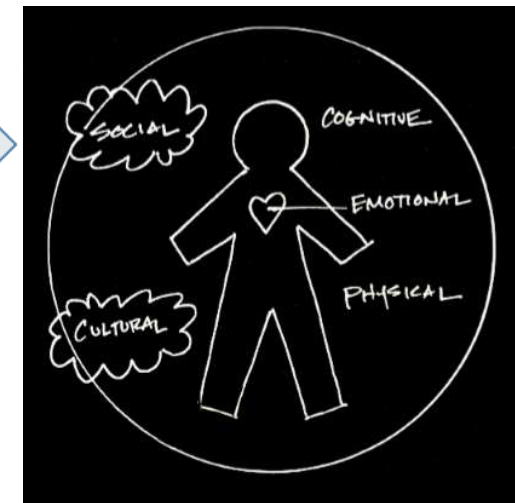
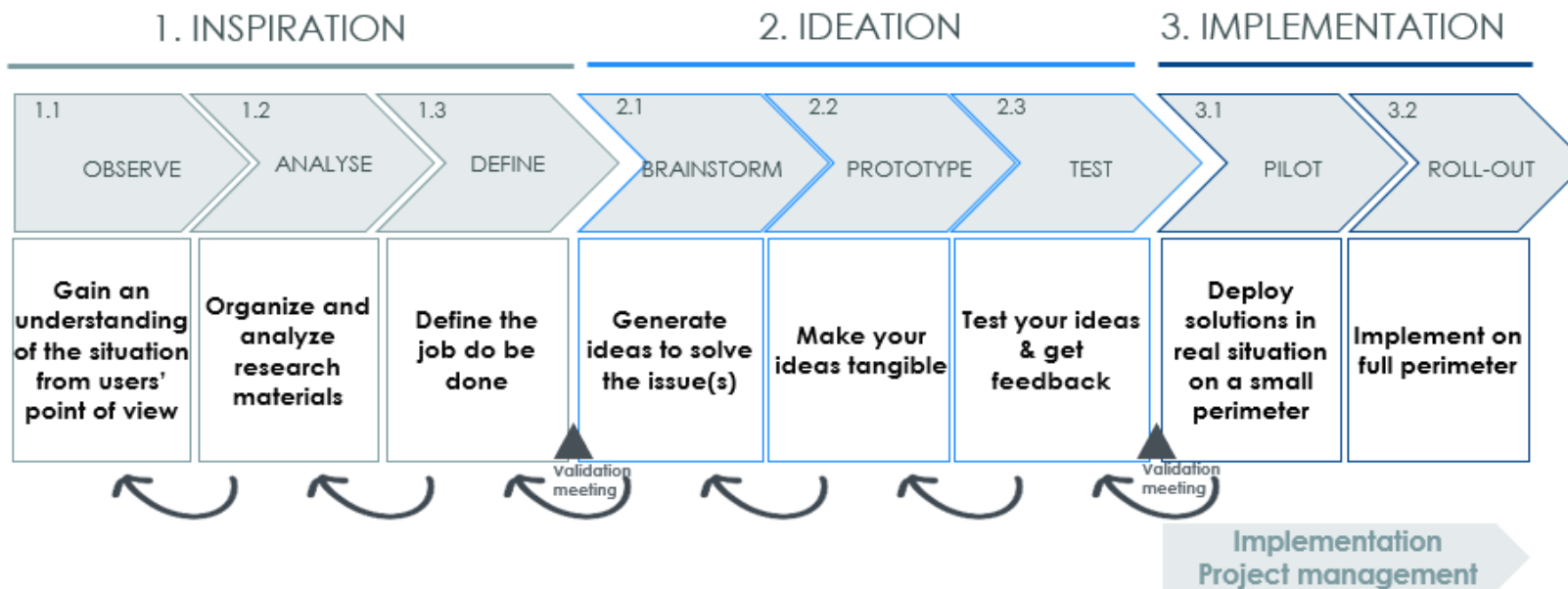


- Clear Priorities
- Implementing the Company model
- Ensuring local needs are covered and we create value added locally

Implement action plan - Agile methodology

	Skateboard	Scooter	Bicycle	Car
				
Topic 1				
	Details of actions	Details of actions	Details of actions	Details of actions
Measure of Success				
% Pain Point Relief				
Prerequisites				
Key Skills Involved				
Measure of Success				

Implement action plan - Design Thinking – to include in existing projects



design thinking language 101

how might we?
why and what is stopping us?

Building the community



- **On boarding and training program for the whole community**
- **Common language**
- **Synergies and « entraide »**
- **Same pricing calendar, processes and tools**
- **Sharing platform for good practices and cases**
- **Monthly performance reviews**