



Unlocking your business potential

www.ledgarconsulting.co.uk



Introducing our Commercial Strategy Planning service

What is our Commercial Strategy Planning service?

Commercial Strategy Planning will deliver successful strategies to drive business value, revenue and profit. It will develop and shape thinking on all aspects of your commercial approach and strategy. We will produce a detailed and actionable strategic plan which will articulate short, medium and long term commercial strategy.

Our Commercial Strategy Planning can be completed for any business, sector or product/service line.

Why you need it

- Our customers have secured ROI's between 10:1 and 50:1 based on our Commercial Strategy Planning.
- Commercial Strategy Planning will provide a comprehensive commercial storyboard for your company to influence internal and external audiences.
- Commercial Strategy Planning will support investment and strategic decision making.
- Our plan will highlight market, sector and product trends which will shape your future strategy.
- Our work will highlight prioritised segment specific focus to drive; new and existing commercial growth opportunities.
- We will develop business case metrics for investment.
- Our work brings together numerous insights and data points which will be translated into a strategic response and commercial opportunity plan.
- Commercial Strategy Planning will enable you to get ahead of your competitors and the market.
- Commercial strategy Planning has been a great investment for our customers. We'd love your company to benefit too.

How to get started

- Contact either Jenny Ledger jenny@ledgerconsulting.co.uk or Rob Wainwright rob@ledgerconsulting.co.uk
- We'll meet you to understand more about your business, your market and your commercial objectives.
- Once we've agreed the brief we'll begin working together to optimise your commercial strategy.



Unlocking your business potential

**Sample of a JLC Strategic Plan for a
UK manufacturing business which
is part of wider Pan European
Group**

YOUR COMPANY

Delivering growth through our 5 year
strategic plan

Over the next 5 years, we will implement new strategic plans and initiatives to significantly expand UK operations. To achieve this, we will increase production and solution capabilities to capture market share.

COMPANY X STRATEGIC GOALS

1

Business unit A

Defend & Extend position in Business unit A through aaaa, bbbb, cccc investments and acquisition.

2

Business unit B

Establish Business unit B in location xyz focused on value added aaaa & bbbb products through investment of further xxxx, new yyyy, llll and vvvv.

3

Product A

Launch Product A through xxxx and invest to ensure delivery of dddd & gggg product range.

Company X has produced
impressive growth metrics over
the past x years, developing into
an important site in the Company
Group

Through strong site efficiency planning and customer growth strategies we have cemented our position as a leading Group site with CAGR of x% (last 3 years) and EBITDA of €xm (x% of turnover)

Optimising xyz



Product line A introduced



Product line B introduced



Strong xyz strategy to on drive abc



Expansion of ABC to support growth



xbc and xyz plan implemented



2019/20

2020/21

2021/22

£x rev

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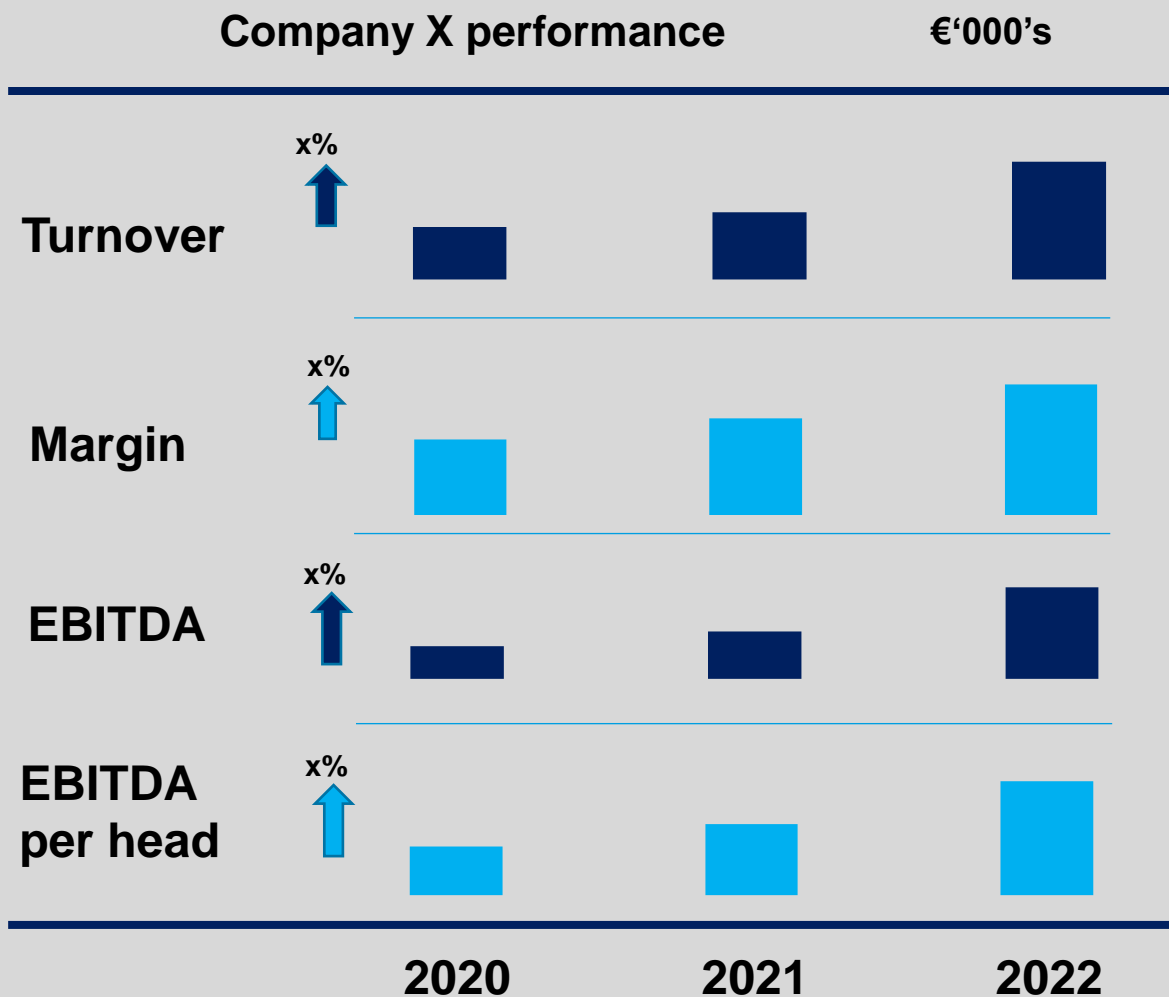
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£xm rev

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Our future plans will be delivered against an exceptional track record of historic growth. We have delivered a x% uplift in turnover and x% EBITDA in x years (20XX vs 20XX)



How have we achieved this

Sales

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Production

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Company X has four distinct category revenue segments.

Company X has primarily focussed on the xyz sector which has been a high volume, high revenue driver

BUSINESS AREA	REVENUE 2021	REVENUE 2022	REVENUE Forecast 2023	GROWTH TARGET 2024
Category A	£x,xxx	£x,xxx	£x,xxx	£x,xxx
Category B	£x,xxx	£x,xxx	£x,xxx	£x,xxx
Category C	£x,xxx	£x,xxx	£x,xxx	£x,xxx
Category D	£x,xxx	£x,xxx	£x,xxx	£x,xxx
TOTAL	£x,xxx	£x,xxx (+x% v LY)	£x,xxx (+x% v LY)	£x,xxx based on x% capacity

Business Summary

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Our reliance upon a small number major customers in a single category presents a significant business risk which our plan will help mitigate.

Category A focus

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Category C focus

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Category B focus

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Category D focus

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Commercial metric	Category A	Category B	Category C	Category D
Sales channel segment	x% A x% B	x% A x% B	x% A x% B	x% A x% B
Number of customers	X	X	X	X
Average spend per customer p/a	£x	£x	£x	£x
Revenue	£x	£x	£x	£x
Sales margin	£xm	£xm	£xm	£xm

Our analysis highlights further significant business risks which we expect will be minimised as a result of our proposed strategic approach.

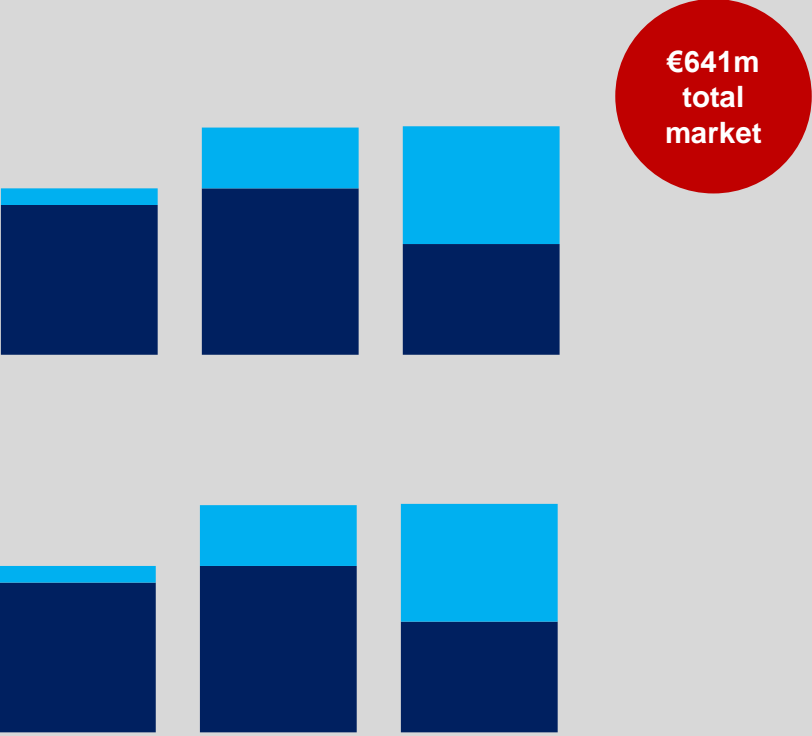
Loss to competition	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
Lost revenue opportunity	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Commoditisation	Pellentesque habitant morbi tristique senectus.
Fail to benefit from direct customer relationships	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
Customer retention	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Stagnation	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
Market economics	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Competing based on environmental solutions	Pellentesque habitant morbi tristique senectus.

Market analysis demonstrates the size of the market available to us and how a relatively modest capture of share in key areas will have a significant impact on our revenues.

Category A market analysis

Category A revenue for Company X is c€xm (2023 forecast). We will continue to invest in products and technologies such as abc, xyz and efg to defend and extend our market leading position. We aim to increase our turnover to €xm within current production capacity.

Category A sub segments and Company X total share



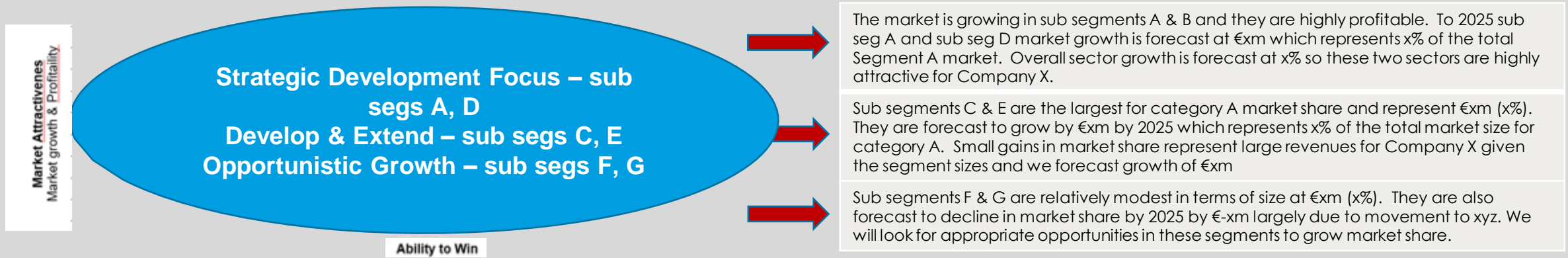
Prime categories for securing Company X growth

**Key Growth Areas of
Category A
Sub segments A, B, C , D**

Commentary sub seg A
Commentary sub seg B
Commentary sub seg C
Commentary sub seg D
Commentary sub seg E

We have established Category A opportunities based on product market trends, segment attractiveness and competitiveness of Company X product.

Opportunity focus



Geographical considerations

Are the biggest opportunities in Europe or Globally?

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Sales channel and partnerships

Is our current business model fit for the future?

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Value chain considerations

What backward/forward integration opps are there?

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Market dynamics are changing. Investment in Business Unit A and the UK presents opportunities perfectly suited to our existing and emerging capabilities and skills to maximise our response to the developing market changes.

Environmental, economic and supply chain issues present growth opportunities

Customers looking for xyz based options	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
abc competition temporarily unattractive due to cost and supply	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Environmental considerations are driving new product trends	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
Customer are looking for abc relationships	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Competition	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
People	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Environmental production	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.

UK Market Strategy.
Our vision is to expand UK
operations in all areas of
Company X strategic focus.

Over the next 5 years, we want to implement new strategic plans and initiatives to expand UK operations. To achieve this, we will increase abc and xyz capabilities to capture market share

Company X strategic focus	Defend & extend position in Business Unit A	Establish Business Unit B	Launch product A through xxx
How	Lorem ipsum dolor sit amet, consectetur adipiscing elit.	Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	Pellentesque habitant morbi tristique senectus.
Acquisition targets	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. 	<ul style="list-style-type: none"> • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. 	<ul style="list-style-type: none"> • Pellentesque habitant morbi tristique senectus.
Investment needs	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus. 	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus. 	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus.
Product focus	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. 	<ul style="list-style-type: none"> • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. 	<ul style="list-style-type: none"> • Pellentesque habitant morbi tristique senectus.
Customer focus	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus. 	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus. 	<ul style="list-style-type: none"> • Lorem ipsum dolor sit amet, consectetur adipiscing elit. • Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus. • Pellentesque habitant morbi tristique senectus.

Investment in our 5 year plan will enable us to continue our impressive commercial performance at Company X and exploit the significant opportunities for market growth across the UK and beyond.

Our UK strategic plan ensures our capabilities exceed those of our competitors, allowing us to continue exploiting growth areas and compete in new market segments

We have 5 key objectives which will deliver company X strategic goals. They will drive our market share, profitability & revenue.

- | | |
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Our growth plan consists of six commercial strands. They will drive market share and facilitate entry into new segments. Together they will deliver an annual revenue of €xm for Company X and an additional €xm through strategic business acquisitions.

	COMPANY X					STRATEGIC AQISION	
Options	1	2	3	4	5	6	
Strategic goal	Reach ABC capacity	Expand ABC capacity	Introduce XYZ capability	Expand Category B production	Enhancement ABC for xyz	Product D capability	xyz acquisition
How	Lorem ipsum	dolor sit amet, consectetuer adipiscing elit.		Lorem ipsum	Lorem ipsum		Business acquisition
€ investment	€xm	€x - €xm		€xm	€xm	£xm	€xm
Rev potential	+€xm (€xm existing)	€xm (new)		€xm	€xm	€xm	€xm
Estimated EBITDA p/a	+€xm (€xm existing)	€xm		€xm	€xm	€xm	€xm
EBITDA	x%	x%		x%	x%	x%	x%
Payback period	xyr	x-x yr		<xyr	xyr	xyr	xyr

Investment will ensure we achieve our objective of driving abc, xyz and sustainable efg growth

We recommend deployment of all strands within the 5 year strategic plan to achieve our goal of delivering a xyz and abc for Company X. This will create optimum longevity and sustainability of margin contribution for the Group.

An investment of €x-xm CAPEX will drive an annual increase in EBITDA of €xm beginning from year x of our plan.

Our strategy is to increase Category A for expediency of payback whilst we are growing our volumes in abc, transitioning the business to an xyz supplier.

Company X is extremely well positioned for significant and profitable growth on new and existing market segments. The opportunity to invest is highly attractive for a number of reasons, and aligns to our desire to get closer to the end customer.

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