

Key/Critical Success Factors Process

1. Bring a group of experts, employees, customers, etc., together (interview these independently first);
2. It is possible to do the process individually via team calls if that works better;
3. Present part of the analysis if already done. The exercise can be done without this;
4. Follow the process step on the next page;
5. Definition of KSF/CSF are on page 3 and 4;
6. An example of a result of the ranking process is on page 5 – the gap analysis and actions is not on that page;
7. If there is no time or information on the KSF/CSF for (part of) the organization, you can use standard elements (6 Ps,...)
8. For the segment in the example, we have used the following KSFs the definitions depend on the case you work on:

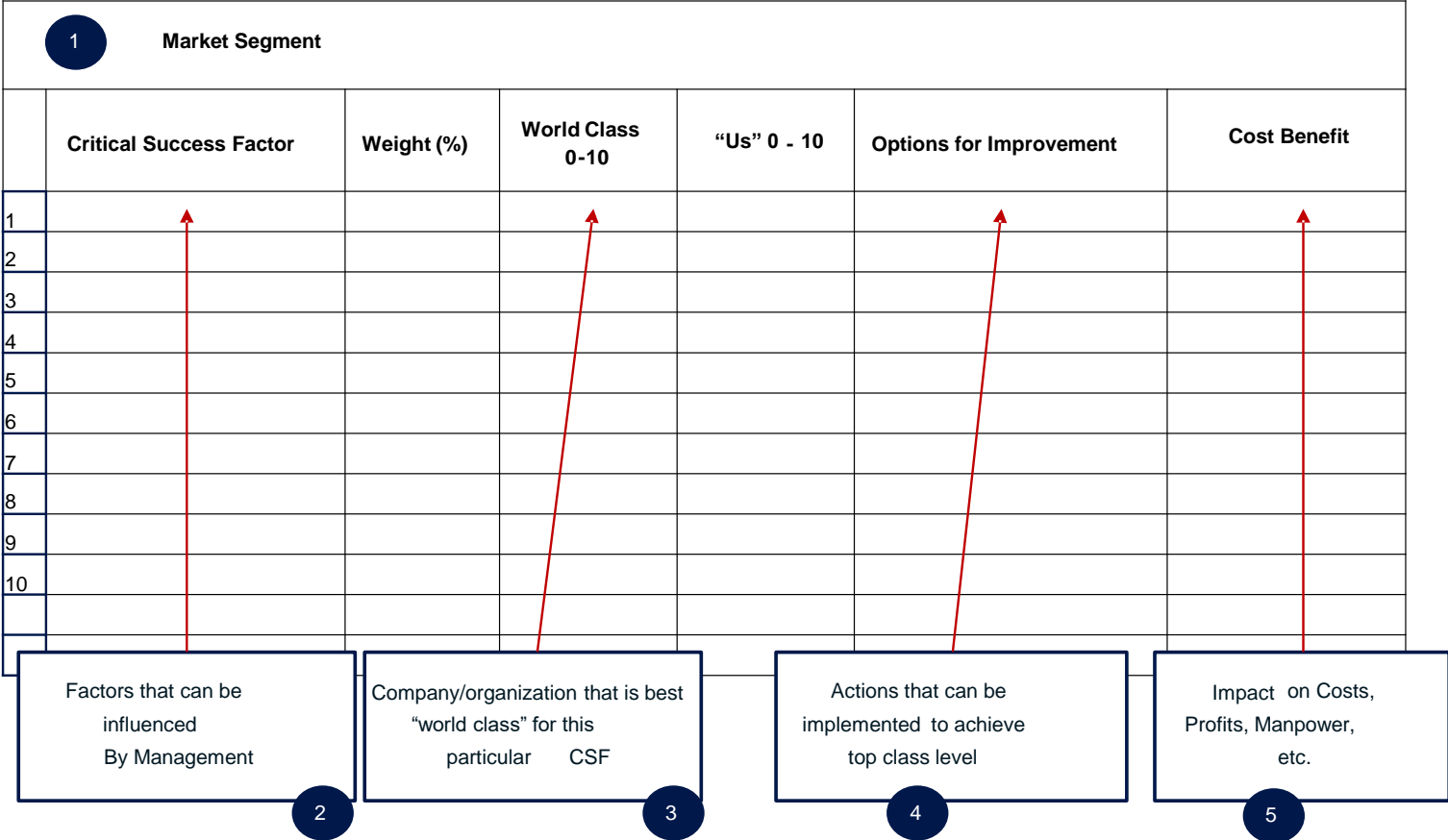
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|----|--------------|---|
| a. | Brand | How important is the brand of the product service |
| b. | Channel | What is the value of having the right channel |
| c. | Price/Margin | Is price or the margin for the channel important |
| d. | Performance | The performance can be either measurable or can be perceived |
| e. | Linkage | The importance of a service/product being part of a portfolio |
| f. | Alignment | The importance of a channel to be agreeing to the brands strategy |

Key Success Factors and Ranking Process



Key/Critical Success Factors compared to World Class Players/Best Alternative lead to Options

for Improvement that can be evaluated for Value Impact



Key Success Factors

- Logistics
 - Delivery on time
 - Pick up or company delivery
 - Quick delivery
 - Product availability
 - Stock control
 - Efficient depots
- Management Information System
 - Profitability and sales by customer, segment, etc.
 - Business appraisal
 - Credit control
 - Integrity on data
- Communication
 - SP&A
 - Direct marketing
- Channel management
 - Demarcation reseller and direct
 - Cross border issues
- Cost efficiency

Key Success Factors 2

- Sales Force
 - Trained (products, negotiation, trouble shooting)
 - Motivated
 - Clear objectives
 - Clear sales targets
 - Accountable
 - Focused on customers
 - Sufficient number and efficient time spending
 - Equipment
 - Support management
- Segmented approach
 - Based on customer requirements
 - Differentiated
 - Knowing competitors and customers
 - Knowing market trends
- Product portfolio
 - Range
 - Quality products
- Brand
- Technical service
- Organizational focus
- Price

KSF Ranking Illustrative Only

Segment S001:PCMO x Mkts BB x Service Fill Car Mftr USA only

DRAFT 1

(motor oils distributed by marketers with buy back system contracted to car manufacturers for service fills)

Example: Honda Contract

Source: Mark Petit and Maarten van Hasselt telecon

Date: Oct 30, 2013

KSF (0=lowest, 10=highest)	Weight	P66	XOM	CVX	RDS	Suncor	BP	Total
Brand	2%	7	10	7	9	6	4	3
Channel	15%	8	8	8	8	2	8	4
Performance	12%	6	6	6	6	6	6	6
Price/Margin	25%	8	8	7	8	7	5	3
Linkage	1%	7	9	9	9	3	9	7
Portfolio	10%	7	9	8	9	3	8	3
Alignment	35%	8	6	6	7	7	5	4
TOTAL	100%	7.6	7.2	6.8	7.5	5.7	5.9	3.9
Estimated Market Share	100%	36%	34%	6%	18%	2%	3%	1%
	Rank	1	2		3		4	