



Volatile input costs & commodity prices

Operating model product portfolio

Look across whole value chain

Challenge existing orthodoxies

Think like a portfolio investor

where is the value?

Inflation pressures

Competitive advantage in a low-growth economy

- Transparency
- Hard economics
- Comparators
- Speed
- Engagement
- Sustainability

Are there savings of 15% or more?

How do we execute?

- Expansion
- Investments in developing economies
- R&D
- M&A

Release cash to fund growth

Embed cost management day-to-day life

Sustainable Cost Efficiency

How do we sustain the value?

Cost Conscious culture

Accountability

Skills

People

Questions to ask at the meeting

- How do we raise the bar? Where can we look to find more value?
- What else should we be going after?
- Do we have access to accurate cost information to make informed decisions?
- Do we understand our costs to serve?
- How do we sustain the benefits?
- How do we embed a cost conscious culture?
- What are other organisations doing that we can learn from?
- Do we have the right governance to go after cross-function business?

Objectives

Performance Management

Information

Transparency

Data

Rewards

Do we understand Cost to Serve?

by Channel Customer Product

Process

Internal controls

Policies

Enforcement