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# The Margin Revolution: leveraging commercial excellence to power profitability goals

How a global manufacturer transformed its commercial engine, shifting from volume to value by aligning strategy, capabilities, and execution to unlock +15% in profit growth





**Crisis Point: When Market Decline Meets Internal Challenges.**

In early 2025, a global industrial leader found itself at a crossroads. The company, a vertically integrated manufacturer with operations spanning Europe and North America, was watching its market position erode at an alarming rate. While the broader extrusion market had contracted by 11% annually over the previous two years, this manufacturer's volumes had plummeted by 17%, signaling not just market pressures but fundamental strategic missteps.

The situation revealed deeper organizational challenges. The commercial team, stretched thin across sprawling territories, had become trapped in a cycle of reactive account management. Less than 5% of their time went toward hunting new business, while precious resources were wasted servicing unprofitable accounts. Pricing power had eroded, and the sales organization lacked the tools and structure to identify - let alone capture - high-margin opportunities.

Facing these existential threats, leadership launched an intensive commercial excellence initiative designed to fundamentally rewire how the company went to market. **The mandate was clear: shift from chasing volume at any cost to systematically pursuing profitable growth.**

- **Analyze the As-Is Situation & Prioritize “where to play”.** The team conducted a deep dive into customers, products, and margins to establish a baseline

They prioritized industries and segments where the Client capabilities aligned with the most attractive profit pools - focusing on high-value niches that played to their strengths in precision extrusion and finishing services. This became the foundation for a margin-focused growth strategy.

- **Identify and Prioritize Growth Opportunities.** A fact-based framework was developed to assess customer potential, ability-to-win, and commercial aspiration. This led to a pipeline of 400+ new prospects, a reallocation of sales resources toward hunting, and a restructuring of territories for efficiency.
- **Set Up the Organization for Execution.** The sales force was reorganized by geography and specialization, with a new Sales Ops team handling inside sales and lower-tier accounts. Salesforce CRM was implemented, integrating 2,700+ new leads and enabling real-time performance tracking. To instill discipline, War Rooms were introduced - weekly high-intensity sessions to review progress, remove roadblocks, and drive accountability.

The transformation yielded tangible results that extended far beyond short-term financial improvements. **The organization established a clear trajectory toward achieving a 15% increase in gross margin by 2028** - a target grounded not in wishful thinking but in concrete commercial levers

**The project focused on the key elements of commercial excellence directly impacting the core enablers for growth for Client**  
*Eendigo Practices*

■ In scope    ■ Not in scope

A. Commercial Strategy	B. X-Sell & Hunting	C. Pricing Strategy	D. Organization & Talent	E. Salesforce Performance	F. Incentives & Quota Setting
Top Line Value Creation Plan & Diagnostics / Periodic Health Check					
Commercial & Channel Strategy, New market entry, M&A, JVs	CaPDB, ABC segmentation	Pricing Diagnostic	Organizational design: structure, geo-expansion, sizing	Territory optimization, Coverage	Comp. & incentives assessment, benchmark, levels, structure, policy, ROI based decision making
Value Proposition, Business Model innovation, Go To Market, Communication	Clients & Prospect Potential Estimation	Costs and Margins	Roles, Way of Working	Sales Force Effectiveness	
Offer & Portfolio Strategy	Indirect Sales partners	List Price and Pricing Strategy	Operating Model, Handovers, X-functional collaboration	Map Sales funnel and establish KPIs	
	Account Plans	Agreements And Discount Strategy (Gross to Net)	Talent Assessment & Performance Frontier	S&OP, Forecasting	
	Strategic Marketing/ Omnichannel	Pricing Infrastructure		Proactive Sales Mgt, Change Mgt	Individual MBO and Quota Setting Based On Potential
				1:1 Coaching And Proactive Account Management	
Sales War Rooms / Tracking, Analytics & Dashboards					

Pricing discipline, previously absent, became systematic, while a deliberate shift toward higher-value product mixes created immediate margin uplift. The commercial team, once focused solely on preserving existing business, now operated with a dual mandate: protecting core accounts while aggressively pursuing new high-margin opportunities.

This strategic reorientation manifested in several critical achievements. The company developed and executed against targeted customer lists that systematically addressed profitability leaks, either renegotiating unfavorable terms or strategically exiting relationships that dragged down overall margins.

Simultaneously, the newly implemented hunting engine generated a robust pipeline of over 400 qualified prospects, marking a fundamental shift in the commercial team's focus from defensive retention to offensive growth.

The sales organization itself underwent a structural transformation, with clearly delineated roles between hunters and farmers, and a new sales operations function that brought discipline to previously chaotic processes.

Perhaps most significantly, the organization developed new capabilities in data-driven decision making.

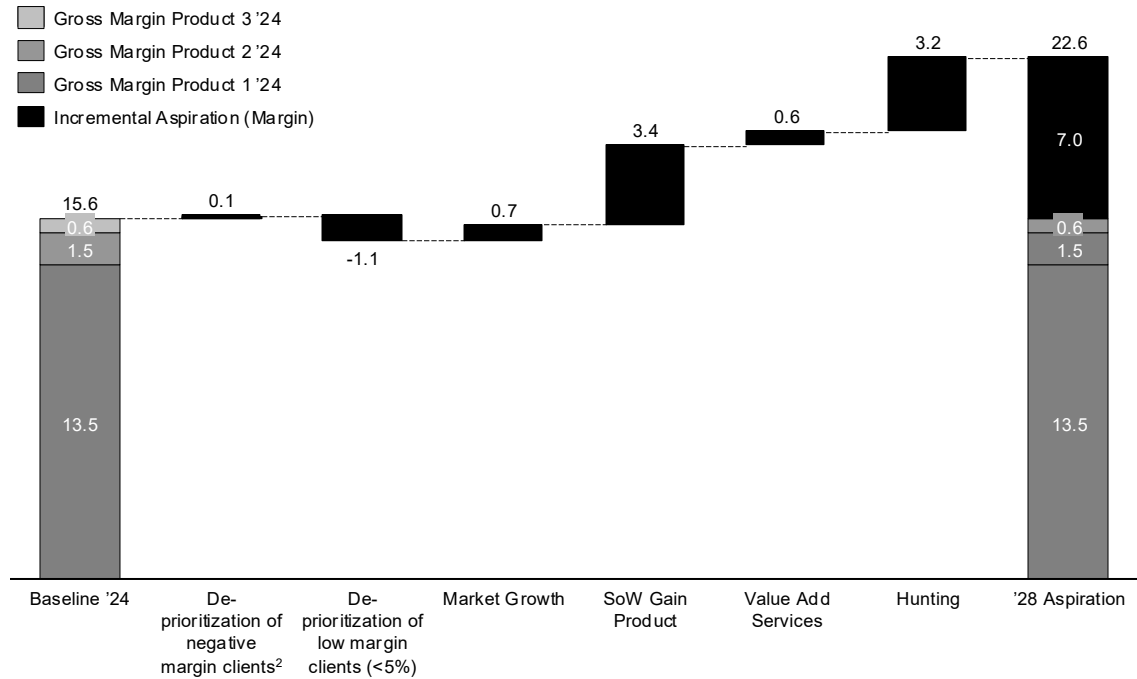
The implementation of CRM dashboards provided real-time visibility into commercial performance, while the regular rhythm of War Rooms ensured that insights translated into action.

This created a culture where decisions were based on facts rather than anecdotes, and where accountability became embedded in the commercial team's daily operations.

What began as a necessary response to market pressures evolved into a **fundamental rewiring of the company's commercial DNA**. The initiative succeeded not by simply tweaking existing processes, but by challenging and ultimately replacing a reactive, volume-focused mindset with a structured, margin-driven growth strategy.

a comprehensive strategy that integrated three foundational components: rigorous, data-driven commercial diagnostics, robust execution mechanisms designed for consistency and scale, and real-time performance tracking that provided continuous feedback and accountability.

**Eendigo identified six key margin growth levers to fuel 15% CAGR '24-'28**  
*Client, Incremental Aspirational (IA) Margin ['24-'28, €M]*



The transformation proved that in challenging market conditions, survival and success don't come from working harder at the same approaches, but from working smarter with fundamentally different ones.

The most enduring lesson of this margin revolution was the **transformative power of a holistic approach**. Rather than relying on isolated initiatives or incremental changes, the company embraced

This triad became the engine of a turnaround that delivered more than just improved financial metrics. It built lasting institutional capabilities - muscle memory that would continue generating value well beyond the initial period of recovery.

**Strategic Clarity.** The company developed a razor-sharp understanding of where and how to compete profitably. It moved away from vague aspirations and grounded



its decisions in deep, fact-based market insights. This clarity enabled leadership to make tough choices about which segments to focus on, which customers to prioritize, and which offerings to scale or retire. The result was a tighter alignment between strategy and execution, with every commercial move tied directly to a clear, profitable outcome.

**Commercial Discipline.** With new processes and mindsets in place, the organization began consistently prioritizing quality of revenue over sheer volume. Sales teams were no longer incentivized solely by top-line growth; instead, they were guided by value-based metrics that rewarded sustainable, profitable relationships. Pricing discipline improved. Deal structures became more thoughtful. And perhaps most importantly, a culture emerged that valued consistency, accountability, and commercial integrity.

**Organizational Agility.** In a fast-changing market, the ability to adapt quickly became a competitive advantage.

The company didn't just implement a one-time transformation - it built an operating model designed for ongoing evolution. Teams learned to pivot in response to customer feedback, competitive shifts, and internal performance signals. This agility extended from the C-suite to frontline sellers, empowering people at every level to respond swiftly and smartly to emerging challenges.

**Ultimately, the company's journey illustrates that true commercial excellence isn't about chasing marginal gains or applying short-term fixes.** It's about having the vision - and the courage - to rethink how value is created, delivered, and captured in an evolving business landscape.

The transformation required tough decisions, cultural shifts, and relentless execution. But it also unlocked new levels of performance and resilience. Most importantly, it proved that even under intense market pressure, disciplined strategy and bold action can turn adversity into momentum - and momentum into lasting advantage.





## Get in touch now.

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