



BACKGROUND

Leading commercial and consumer packaging supplier operating in over 100 countries

Over 24,000 global employees

Current sales revenue of \$6.5 billion

Customers include large and small printers and package goods companies including food, beverage, and pharmaceutical industries

CHALLENGES

Pricing and margins were too low for adequate returns

Price was too dominant in the customer's purchasing criteria

There seemed to be as much competition in the value chain as there was with external competitors

APPROACH

Identified the core areas of product and service development opportunity and price elasticity trade-offs through printer and end user market research

Created 8 new Value Delivery System service offerings focused on customer segmentation and end user needs

Developed pilots to validate customer benefits and business results

Created "Commitment Alliances" to deliver consistent quality, improved service, and relative immunity to competitors pricing actions

RESULT

Created 6 new product and service offerings and associated pricing

Improved margins and the ability to hold the line on competitive pricing actions

Developed value chain alliances that strengthened delivery and focused on end user needs

