Periscope

The platform for world-class marketing and sales management in business-to-business
About Periscope

Periscope is an integrated platform to help companies drive profitable growth and achieve competitive advantage. The platform supports key business-to-business marketing and sales interactions to create transparency on performance, shape actions, and drive bottom-line impact.

Drive growth and profitability through:

▶ Granular insights on new growth opportunities and root causes of underperformance
▶ Dynamic management tools to accelerate action in response to market volatility
▶ Consistent practices to optimize performance management discipline and new working processes embedded in the organization
▶ End-to-end performance management along the entire commercial process from price setting to execution
▶ A scalable solution to capture full potential across markets and businesses by upgrading capabilities

A proven solution

Periscope has been deployed across a range of industries to achieve significant impact on revenues/margins in 9-12 months. For example:

▶ A global specialty chemicals company implemented a 2.5 year program, across 16 business units, resulting in the reversal of a 5-year decline in sales and a 3-4% increase in EBITDA
▶ A global high-tech company carried out an 18-month program, across both B2B and B2B2C, resulting in new global pricing and a > 2% increase in ROS
▶ A global logistics leader effected a 5-month program across a wide range of routes and customers in its 20+ top markets, resulting in a 2 – 3% increase in ROS


Achieve impact where there are

- Complex product lines
- Customized offerings
- Many transactions
- Broad customer base
- High switching costs
- Weak current pricing capabilities

Apply Periscope in the following sectors

- Automotive & Assembly
- B2B Telecoms
- Basic materials
- Chemicals
- Electricity, Oil, & Gas
- High-tech
- Medical devices
- Transport & Logistics

“The impact has been fantastic. The change in mind-sets to focus on results has been one of the highlights of our business...”

Commercial Director, Metals Company

“Now we have a more fact-based and customer-focused organization.”

Chief Executive Officer, Basic Materials Company
What Periscope delivers

Periscope can be used in a variety of ways, depending on the situation and the objectives. Periscope implementation is combined with a fieldwork and forum approach to build hands-on experience to rapidly transform commercial capabilities at scale across the organization in a limited amount of time.

Distinctive insights and actions

- Leverage McKinsey’s unparalleled experience in commercial excellence and pricing, embedded in preconfigured analyses
- Use dynamic analytics to navigate seamlessly through vast amounts of data down to the transaction level to capture the most relevant insights
- Apply these insights at customer/product level in day-to-day pricing and sales decisions

Speed to impact

- Achieve rapid bottom-line impact through Periscope’s fast, flexible, and easy-to-implement platform
- Access McKinsey business expertise and expert coaching to enhance commercial capabilities across marketing and sales teams

Best-practice ways of working

- Empower the sales force in account management actions and analysis of existing opportunities to develop a robust fact base
- Accelerate change by integrating insights into commercial/sales processes
- Drive commercial impact through consistent language, end-to-end processes, and an integrated performance management approach

Sustainable bottom-line impact

- Uncover improvement opportunities across all key commercial processes
- Upgrade skills at scale across the entire organization to ensure rapid and successful transformation

“...excellence and improving our business culture and ways of working, and to do that we need to have transparency.”

Head of Marketing, Steel Company

http://solutions.mckinsey.com/periscope
Working with Periscope

Periscope allows senior management to optimize the performance of commercial activities using a shared fact base. It combines McKinsey’s expertise and an innovative analytical platform to enable users to analyze large pools of data, quickly identify insights, and then use these insights to target actions and accelerate change.

Periscope covers:

- Margin optimization
- Pricing
- Product portfolio management
- Sales push
- Contract management

What you can do:

- **Drill down into performance drivers**
  Analyze and understand root causes of current marketing and sales performance (positive and negative deviations) through targeted analyses across customers, products, and sales. Quickly gain insights on key opportunity areas.

- **Turn insight into action**
  Size and prioritize opportunities to capture value through scenario simulation and assessment of bottom-line implications of pricing decisions. Develop price guidelines using the price-setting tool to inform a coherent value-maximizing pricing strategy.

- **Monitor and manage progress**
  Track performance over time and evaluate the precise impact of different performance drivers (volume, price, exchange rates etc.) year on year.
Consultant support

Periscope consultants provide business expertise and coaching to rapidly transform commercial capabilities across the organization.

- Sharing best practices in marketing and sales excellence and change management as well as perspectives on current industry trends
- Providing guidance on platform features and functionalities as well as ad hoc support over time, once the solution is deployed
- Ensuring optimal leverage of the Periscope platform during and after the engagement
- Helping to address and resolve data challenges by rapidly building databases to create customer and product profitability
- Conducting workshops and user training to identify improvement opportunities
- Building internal company capabilities and expertise through a fieldwork and forum approach
- Revisiting and redesigning existing processes and defining new commercial strategies

Analyst and IT support

Periscope delivers fast setup and seamless operation underpinned by McKinsey Solutions’ world-class technology expertise and infrastructure.

- Identifying data sources and ensuring the appropriate selection and upload of key data into the Periscope platform
- Configuring tools and features according to the company’s specific requirements
- Customizing notation conventions and data labeling used within the platform to clients’ preferred standards
- Facilitating smooth and seamless implementation through structured processes to ensure that the Periscope platform is fully operational
- Developing additional tools and features for specific analyses or industry needs
"It’s about commercial excellence and improving our business culture and ways of working, and to do that we need to have transparency."

Head of Marketing, Steel Company