

Commercial Performance Snapshot — Example

FICTIONAL EXAMPLE ONLY

All scores, risks and opportunities in this document are fictional and shown for illustration only. This example does not represent a real client.

Overall commercial maturity

2.6 / 5

— Developing

Data confidence

Moderate

Some findings rely on estimates where management information is incomplete.

Indicative pillar scores (out of 5)

Market and Growth		2.8
Customers		2.2
Sales Execution		2.5
Pricing and Margin		2.0
People and Capability		3.1
Data and Systems		2.9

Example risks

- Over half of revenue depends on two customers
- Discounting is applied inconsistently across the sales team
- The sales forecast is not reconciled against actual results

Example opportunities

- Reactivate dormant accounts with a structured contact plan
- Introduce a pricing approval threshold to protect margin
- Use existing CRM data to segment accounts by potential value

Recommended next step

Proceed to a Validated Commercial Baseline focused on customer concentration and pricing discipline, where the indicative findings suggest the greatest potential value.