

PPG Fast. Forward.
Create a Selling Machine
Key Messages

We intend to create a One PPG “selling machine” to drive organic growth at market-leading rates, powered by a world-class sales organization and 360-degree customer view.

- The selling machine will transform PPG’s sales culture, building on our legacy of technology and customer intimacy with a consistent operating cadence, data-driven decision-making and standard core metrics to accelerate growth.
- At the center of this cultural transformation is an unwavering use of the ClientLink customer relationship management platform to track sales activities and forecast revenue throughout the sales cycle.
- Organized, cross-SBU data will lead to a more intimate understanding of our customer relationships to capture value leveraging all that PPG has to offer. This will position us to service our customers more effectively, enabling their success and growth for PPG.

While we aspire to create a global PPG selling machine, we will begin by validating our approach with three control groups during twelve-week pilot programs. This will allow us to evaluate success and learnings to determine how to scale most effectively.

- Pilot programs began September 21 and run through December 11, with ongoing evaluation conducted through weekly scorecard reporting, regular team assessment and feedback checkpoints, and a biweekly executive sponsor review.
- A pilot for the specialty coatings and materials business includes the entire global selling and marketing teams.
- In architectural coatings UK, a pilot is running across the entire trade sales organization, including spec reps.
- The architectural coatings U.S. and Canada business pilot includes six regional U.S. stores selling teams – one representative of each U.S. zone.

The selling machine will be powered by our talented sales team, who will benefit from enhanced leadership training, personalized skills building, a 360-degree customer view, and more sales leads with greater opportunity.

- **Leadership and learning**
 - One research study after another talks about the skills gap crisis. It’s a global issue costing organizations a lot of money and lost sales. So, how do we know, with confidence, that our employees have the skills they need to make it happen?
 - With the support of SkillDirector, an external learning partner, we will build on Miller Heiman training to date to position our leaders to foster a culture of learning – prioritizing people development and closing team skills gaps to win with our customers.
 - SkillDirector will support individual online self- and manager-driven skills assessments for all pilot team members to capture and compile skills data that

will identify our areas of opportunity. The initial assessment will serve as our baseline to tell us where we are and where we need to go.

- Using the skills assessment baseline, we will offer personalized, individual online training and ongoing coaching to close individual skill gaps. This will be very different than the generalized training our sales teams might be used to.
- Over time, we will perform additional skills assessments to measure the impact of our coaching and learning, and adjust accordingly.

- **Operating cadence**

- In order to build on the strength of our customer relationships to capture value as 'One PPG', we need to drive further adoption of consistent selling processes and tools, including the ClientLink customer relationship management (CRM) system, across our business.
- We believe that improved usage of ClientLink, in addition to establishment of a consistent operating cadence and clear sales pipeline process will provide growth opportunities and support increased business. Additionally, it will enable 'One PPG' benefits to be realized.
- Pilot teams will operate against an initial operating cadence model with weekly scorecard reporting to build a robust, data-driven pipeline.
- The initial operating cadence model will be further defined and validated based on pilot program learnings as we scale across the global organization.

- **Measurement**

- The selling machine pilot programs will be measured by clearly defined core process effectiveness metrics including 1) leading indicators of adoption, 2) process quality, and 3) process output.
- Leading indicators of adoption will focus on coaching and the pipeline process as opposed to activities. These metrics will include CRM log-in sessions, customer engagement, customer data enrichment, and leads acted on within 10 business days.
- Process quality metrics will focus on improving pipeline size, quality and speed of conversion. These metrics will include stagnant opportunities in sales phase, opportunity pipeline value with top customers, and opportunity pipeline value by rep.
- Process output metrics will include win rate, average sales cycle, and sales performance by rep.
- These metrics will be measured via weekly scorecard reporting, enabling us to assess and adjust in order to finalize a set of core commercial excellence metrics for PPG.
- The pilot program will be deemed effective and scaled accordingly if the following are achieved:
 - Identification of current skill gaps and individualized training improved the effectiveness of our sales team
 - Implementation of a consistent operating cadence enabled the sales team to more efficiently & effectively prioritize the deals in their pipeline
 - We accelerated our pipeline, sales cycle and close rates
 - We won higher value deals and higher share of wallet
 - We were able to successfully scale the pilot program model across PPG

5-Minute Messaging

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