Growing Product Revenue

Customer-Focused Commercialization
THE CHALLENGE

GETTING MORE FROM LESS
TODAY’S COMMERCIALIZATION CHALLENGE

Becoming more productive with fewer people to sustain revenue growth = Transformation

1. Developing market insights to better segment the market based on needs
2. Positioning new products to solve a high-need customer problem
3. Using innovative ways to better engage prospects to convert them into customers
4. Equipping smaller teams with insight & tools to grow revenue quickly
An effective commercialization program requires alignment around customer needs for all involved... new product development, marketing, sales, and operations...

Because winning organizations are certain that the promises made can be delivered consistently.
EVERY TRANSFORMATION HAS A RED ZONE

The RED ZONE is the gap between where you are and where you wish to go: Opportunity or Danger?

BUSINESS LIFE CYCLE

Current Business Model

Timing of the Transformation

Post-Crisis Business Model
THE IDEAL EXPERIENCE
Set, Met, Reinforced

We believe that culture and your brand promise are linked through the experience delivered.

Leaders translate customer expectations to the organization, assign priorities and reinforce expected behaviors.

We intentionally examine the differences between functional needs (what is done) with emotional needs (how customers feel about the interactions).

Alignment with expectations creates an exceptional experience and a sustainable competitive advantage.
BUILDING CUSTOMER EMPATHY
Does your commercialization strategy meet BOTH types of customer needs?

- **Functional**
  - Familiarity with the Company/Product
  - Access to Information
  - Technical Fit
  - Proposal Response
  - Cost Impact on Project Estimates

- **Emotional**
  - Confidence in the Team
  - Problems Anticipated
  - Feeling Listened To
  - Personalized Approach
  - Helps Advance Career
COMMERCIALIZATION TRANSFORMATION
A sustainable, transformative and effective implementation process

G2M Strategy Capabilities:
• Standing up commercialization / product marketing organizations and processes
• Understanding customer needs – both functional and emotional
• Concept testing for product commercialization
• Defining the ideal customer experience
• Application of Lean Quality principles to improve customer experience
• Creating effective G2M strategies from product concept through post-launch
• Launch readiness assessment

Sales Enablement Capabilities:
• Technology stack selection for sales, marketing and operations integration
• Digital sales tools design (e.g., animation)
• Sales PlayBook development
• CRM customization – SFDC/HubSpot/Etc...
• Website development
• Product marketing materials development
• Data warehousing and modeling
• Marketing and sales competency assessments and mapping
APPROACH

Activities and Tools
## TRANSFORM YOUR COMMERCIALIZATION PROGRAMS
Endeavor has a rich toolkit to design and operationalize a customer-focused commercialization process

### ENVISION

#### Lead Alignment Activities
- Charter program team
- Information review
- Growth opportunity alignment
- Operational readiness
- Leading and lagging KPIs for dashboard

#### Gather Voice of the Customer
- Experience mapping interviews
- Conjoint analysis
- Customer proxy workshops
- Opportunity scanning

### ENGAGE

#### Redesign the Service Experience
- Expected behaviors workshops
- Process mapping workshops
- Change readiness assessments
- Persona development

### ENERGIZE

#### Create the Go to Market Strategy
- Connecting Brand to brand(s)
- Pricing strategy
- Message map / value prop workshops
- G2M Schedule and resources
- Pre-launch checklist

#### Communicate the Vision (internal)
- Map up to existing plans
- Sales Kit, Sales PlayBook and other tools
- Internal communications strategy and feedback plan
- Sales Training – product/tools/tech
- Operations Training
- Pre-launch evaluation

#### Communicate the Value (external)
- Implement product champions network / team selling
- Targeting for lead gen
- Launch event creation and deployment
- Content distribution

#### Configure Sales Enablement Platform

### ENABLE

#### Monitor Success
- Pilot key elements of the program
- Test and refine through rollout

#### Reinforce the Desired Outcomes
- Highlight positive movements or changes
- Showcase successes

#### Sustain Long-term Implementation
- On-going internal/customer messaging
- Deploy across other services/areas
- Define the organizational process to implementing changes on broader scale
- Competency assessments / training

### Outcomes

#### Activities
- Deep understanding of what your customers value and will pay for
- Segment identification and prioritization
- Business case and goals for growth
- Shared vision of the future state

#### Outcomes
- Your strategy is translated to operational and organizational changes
- Alignment across key stakeholders on the strategy moving forward
- A clearly defined plan to create revenue faster through an ideal customer experience

- The organization is motivated and mobilized to adopt the changes
- Related processes and systems are changed
- The system presents marketing-qualified leads to sales to close

- The changes are ingrained into the organization’s culture for sustainability
- Customer experience management is an ongoing thing rather than a periodic intervention
- The commercialization process can be scaled for additional products/product lines
### KEY TOOL

#### G2M Strategy Canvas

<table>
<thead>
<tr>
<th>MARKET OPPORTUNITIES</th>
<th>GROWTH STRATEGY</th>
<th>BRAND POSITIONING</th>
<th>PERSONAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are our goals for growth? Where do the greatest opportunities exist? What are the barriers?</td>
<td>What are the key sales and marketing strategies will be pursued to capture market opportunities? What changes are needed to implement these strategies? What are the related KPIs?</td>
<td>How does our product brand promise match up to the corporate brand strategy? What are critical differentiators?</td>
<td>What are our high priority segments? What are their goals, behaviors and needs? What are their sources of influence? What is their role in the buying process?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER EXPERIENCE</th>
<th>SALES MODELS</th>
<th>PRICING STRATEGY</th>
<th>MARKETING OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the ideal outcomes for each phase of our customer journey? Who are the stewards? What are the standards for customer service and support? What changes are required to meet customer expectations consistently?</td>
<td>What sales model are we using to achieve our objectives? Who is involved – channels, inside sales, field sales, etc.? How does the sales process map up to the customer journey and buying process?</td>
<td>What is the pricing strategy objective? What are the pricing strategies for each sales model? What percentage of growth will be achieved through price increases, unit sales growth and/or market share growth?</td>
<td>What inbound and outbound demand generation strategies are required to meet our sales objectives by product line? How will account-based marketing be used to support sales?</td>
</tr>
</tbody>
</table>

#### Sales-Enablement Technology Stack

What sales and marketing do our commercialization activities and business processes require?

<table>
<thead>
<tr>
<th>TIMING</th>
<th>BUDGET</th>
<th>TRAINING</th>
<th>PERFORMANCE MONITORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are our KPIs and how do they relate to time? What is our operational readiness? Sales and marketing readiness?</td>
<td>What are the major cost components of our Go to Market Strategy? Are those resources sufficient to meet our timing and goals?</td>
<td>Who are the key stakeholders? What competencies are required? What type of training is needed? Have product champions been engaged?</td>
<td>What are our leading and lagging key performance indicators? What systems do we have in place to monitor performance? How will we capture successes?</td>
</tr>
</tbody>
</table>
KEY TOOL
Our proven Experience Mapping helps identify how value is delivered across products and customers

Your customers have different expectations depending on the product or service, the sales channel, and the situation or use

Which drives different needs during the customer experience cycle

Our Customer Experience Mapping identifies the critical needs that drive decisions and retention
KEY TOOL
We use the experience map to gather rich insights and organize for action

Identifying Needs
- Asset development program
- Current well plan
- Requirements defined
- Risk assessment
- Familiarity with suppliers and solutions

Selection
- Engaging buying center
- Defining decision criteria
- Short list of suppliers
- Evaluating prior projects

Deployment
- Project Team assembled
- Preparation/configuration
- Site personnel
- Desired engagement level

Continuing Support
- Advocacy behavior (NPS, re-selection, scope expansion)
- Collaborative decisions
- Pain point resolution
- Lessons Learned
- Corporate and Industry sharing

ACTIVITIES
- Project Team assembled
- Preparation/configuration
- Site personnel
- Desired engagement level

POTENTIAL OPPORTUNITIES FOR ENGAGEMENT
- Tools selector
- Cost calculators
- Project data
- Managing multiple databases interfaces

- Activity monitoring
- Performance monitoring
- Demonstrate operational outcomes
- Data interpretation
- Key Performance Indicators and Scorecard

- Near-time satisfaction measurement and after-action reviews
- Asset lifecycle monitoring for remarketing
- Enable collaboration
- Clearer links to KPIs in near-time reporting

- Advocacy behavior (NPS, re-selection, scope expansion)
- Collaborative decisions
- Pain point resolution
- Lessons Learned
- Corporate and Industry sharing

- Paid / Earned / Owned Marketing Communications
- Business tools / devices
- Industry events
- Education
- Planning meetings

Opportunistic Touchpoints
- Written
- Digital
- Telephonic
- Interpersonal
- Environmental

Defined Touchpoints
- Account Managers
- Support Staff
- Project Managers
- On-Site Personnel
- Marketing Executives

Voluntary Touchpoints
KEY TOOL

We use simulated purchase decisions to assess utility.
KEY TOOLS
We use agile action workshops to create engagement quickly

Purpose:
To create a unified set of messages across touchpoints will create consistency to reinforce our brand positioning. All touchpoints should address these elements. All touchpoints should include a call to action.

<table>
<thead>
<tr>
<th>Positioning Concept</th>
<th>Differentiating Messages</th>
<th>Reasons to Believe</th>
<th>Lasting Impression</th>
</tr>
</thead>
<tbody>
<tr>
<td>A succinct description to reflect the brand's positioning. This can be the tagline or not used explicitly, but drives the messages.</td>
<td>A supported benefit that relates to a specific customer need. Only one statement should be used per need, typically as a headline or header.</td>
<td>Specific and accurate content that supports the claim of customer benefit. This content should include results and process. Specific statistics should be used whenever possible to substantiate claims.</td>
<td>Through the review of the caption, headers and content, the audience should have this consistent take-away about the brand. This is not a written statement.</td>
</tr>
</tbody>
</table>

Always the Same

<table>
<thead>
<tr>
<th>Customer's issues and challenges</th>
<th>Features</th>
<th>Benefits</th>
<th>Value calculations* (in $s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

*Value calculated is compared to the customer’s next best alternative using educated assumptions.

Units of Customer Value
1) Cost – Opex / Capex
2) Time - Operating / Earlier Production
3) Increased Production / Increased Reserves
4) Reduced Risk
KEY TOOLS
We translate transactional data and business requirements into sophisticated data models

SupplyBrain: Supply chain visualization made simple

Customer360 Walk-Through
Automating Your Field
Primary Focus: Implementing end-device automation features to allow for more autonomous field operation, plus tracking and monitoring of personnel and field conditions.
Result: Capability to remotely monitor and adjust field equipment to optimize performance, and to interact with field personnel from remote locations.

Understanding What the Information Is Telling You
Primary Focus: Human and computer analysis of information being provided by the field equipment, automation of routine tasks, development and implementation of operational checklists (analogous to aviation industry).
Result: Information is usable by many applications and tools, can be queried with few boundaries, and delivered to stakeholders as needed.

Monitoring your Field (Event Driven)
Primary Focus: Implementation of control rooms to provide continuous field surveillance, utilizing predictive and event-based tools to consolidate information from raw data.
Result: Holistic, real-time monitoring of autonomous field processes, to enable continuous improvement of field performance. Risks and priority actions derived from field data immediately identified.

Managing Your Information (Data Management)
Primary Focus: Storing your various information points in a way so you can use it for many purposes, with information efficiently delivered to all stakeholders.
Result: Information is usable by many applications and tools, can be queried with few boundaries, and delivered to stakeholders as needed.

In Time Remote Field Communications
Primary Focus: Ensuring continuous, remote information-sharing across the field, and all stakeholders, as needed.
Result: Provides the pathway to start implementation of the remotely-monitored autonomous control environment.

Optimizing Your Field Automation
Primary Focus: Continual closed-loop evaluation of digital oil field environment, scanning for further improvement opportunities and optimization, assessment and balancing of routine personnel activities.
Result: Continuous incremental, and sometimes step-change improvements to field operations.

KEY TOOL
We use maturity models to define your future state with Digitalization
## KEY TOOL
We assess competencies using proven frameworks that connect your business with our experience

<table>
<thead>
<tr>
<th>PDMA Foundational Principles</th>
<th>Strategic Significance</th>
<th>Endeavor’s Example Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Well defined strategies are aligned with customer needs and market trends</td>
<td>o Designed/implemented strategic planning process (global &amp; regional, multi-product line)</td>
</tr>
<tr>
<td>o</td>
<td>Prioritizing product development is possible with actionable strategies</td>
<td>o Facilitated corporate, divisional, product line, product launch strategies</td>
</tr>
<tr>
<td>o</td>
<td>Innovation and risk-taking is encouraged</td>
<td>o Facilitated PCP (Progressive Cavity Pump) global strategy</td>
</tr>
<tr>
<td>Market Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Rich market understanding is required to assist decision-making and mitigates risk</td>
<td>o Designed/implemented research projects to improve decision-making at corporate, divisional, product line, product launch levels</td>
</tr>
<tr>
<td>o</td>
<td>Various techniques are required at multiple stages in product lifecycle</td>
<td>o Designed/implemented market study for GE/Lufkin on Artificial Lift</td>
</tr>
<tr>
<td>o</td>
<td>Initial concept definition and scale through to assessing satisfaction with solutions provided</td>
<td>o Designed/implemented research to support acquisition/divestiture decisions</td>
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<tr>
<td>Portfolio Management</td>
<td></td>
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<tr>
<td>o</td>
<td>Holistic view of product line offerings with framework to analyze/evaluate “winners” and set priorities</td>
<td>o Designed/implemented corporate process to support new product development decisions</td>
</tr>
<tr>
<td>o</td>
<td>Enables risk/reward discussions</td>
<td>o Facilitated product line rationalization post acquisition</td>
</tr>
<tr>
<td>o</td>
<td>Requires strategic, financial, and operational perspective</td>
<td></td>
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<tr>
<td>o</td>
<td>Required for long-term planning to fill gaps, develop competitive advantage, and expand into new markets</td>
<td></td>
</tr>
<tr>
<td>New Product Development Processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Consistent terminology for communication</td>
<td>o Designed/implemented comprehensive, strategic process for improved decision making and activities coordination (Major OFS provider, global, multi-product line)</td>
</tr>
<tr>
<td>o</td>
<td>Consistent “tools” for comparisons and priorities</td>
<td>o Facilitated corporate, product line, product launch decision meetings and activities</td>
</tr>
<tr>
<td>o</td>
<td>Supports rigor/transparency in decision-making</td>
<td>o Developed personnel training/development programs - new product development program/project managers, Commercialization team, product champions</td>
</tr>
<tr>
<td>Organization, Teamwork and Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Clear roles/responsibilities, accountabilities and aligned goals/objectives</td>
<td>o Mentor/coached product managers/product champions</td>
</tr>
<tr>
<td>o</td>
<td>Empowered teams</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Creative teamwork and collaboration across functional groups and multiple product lines</td>
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<tr>
<td>o</td>
<td>Celebrate success in an innovative culture</td>
<td></td>
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<tr>
<td>Tools and Metrics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Financial evaluation with imperfect information</td>
<td>o Facilitated decision meetings and activities for re-organizing product line management teams</td>
</tr>
<tr>
<td>o</td>
<td>Project planning/management</td>
<td>o Developed personnel assessment, training/development programs for product marketing/ commercialization team</td>
</tr>
<tr>
<td>o</td>
<td>Risk management</td>
<td>o Developed personnel training/ development programs for cross-functional team management</td>
</tr>
<tr>
<td>o</td>
<td>Track KPIs and performance to plan (leading and lagging indicators)</td>
<td>o Coached executive level and human resources management</td>
</tr>
<tr>
<td>Lifecycle Management</td>
<td></td>
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</tr>
<tr>
<td>o</td>
<td>Nurturing creative new ideas through effective product launch activities through to product obsolescence</td>
<td>o Designed/implemented cultural assessment projects utilizing the Schweiger-Larkey Organizational Culture Index (SLOCI)</td>
</tr>
<tr>
<td>o</td>
<td>Understanding demand growth (market pull and technology push) and required product evolution</td>
<td>o Designed/implemented cultural transformation projects – corporate, divisional, regional, and product line level</td>
</tr>
<tr>
<td>o</td>
<td>Manage product sustainability – competitive position in the market</td>
<td>o Developed personnel assessment, training/development programs for global business development team to address Sales Quality</td>
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</tbody>
</table>
KEY TOOL
We build skills by delivering agile action workshops that become part of your toolkit

Assessment (Examples)

<table>
<thead>
<tr>
<th>#1 Aware</th>
<th>#2 Literate</th>
<th>#3 Proficient</th>
<th>#4 Expert</th>
<th>#5 Thought Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Engagement</td>
<td>Determine and communicate learning objectives</td>
<td>Collaborate with SMEs to develop content</td>
<td>Collaborate with learning office to create learning experience</td>
<td>Deliver technical training</td>
</tr>
<tr>
<td>Product Champions</td>
<td>Identify and enlist SMEs to support on-site commercialization activities</td>
<td>Train product champions on desired behaviors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Planning</td>
<td>Develop resource plan options/scenarios</td>
<td>Gain agreement for resource commitments</td>
<td>Develop time / cost schedule</td>
<td></td>
</tr>
<tr>
<td>Schedule</td>
<td>Identify locations for launch and timeline</td>
<td>Define risk management strategy - contingencies/scenarios</td>
<td>Ensure commitment for launch timeline/locations</td>
<td></td>
</tr>
</tbody>
</table>

Content (Examples)

Competitive Assessments
Market Research and VOC Tools
Positioning Statement Development
Name Development
Message Mapping
Persona Development
Pricing Strategies
Service Level Design
Customer Experience Mapping
KPI Design
Defining a Concept
Stakeholder Analysis
Designing a RACI
Designing Effective Technical Training
What is a Product Champion?
Developing a Resource Plan for Commercial Launch
Service Level Agreements – Marketing/Sales/ops

Learning Agenda

Why: Purpose and objectives for the workshop
How we will interact: Roles and ground rules
Context: How this fits into the entire program
What: Overview of core material
Success: Examples of desired outcomes
Engagement: Activities designed to co-create
Review
Action planning
Documentation
ABOUT US

Our Qualifications
## OUR FIT

**Insights + Expertise = Practical Strategies**

### Industry Expertise

We have been working with oilfield service companies to advance their goals for growth for 55+ years.

Our customer experience projects have run the spectrum from product launches to establishing new companies.

Proven record of transforming an organization’s ability to sustain extraordinary levels of performance

We also provide unique industry insights via our oil & gas expert advisory group which includes over 200 individuals with former operator and oilfield service company leaders.

### Research-Driven Insights

Use of proven research tools and frameworks for brand, experience, culture and operations management across industries.

A 50+ year heritage of research innovation to drive strategic decision-making.

Best practices developed with global leaders in the oil & gas industry.

### Sample Clients

- Baker Hughes
- Halliburton
- National Oilwell Varco
- QMAX
- Schlumberger
- Superior Energy
- Tenaris
- Tyco Oil & Gas
- Weatherford

We appreciate the unique needs of oil & gas industry product and service companies. With much more at stake in every single interaction with customers, understanding their decision factors and aligning your experience to it is paramount.
EXPERT ADVISORY GROUP
Bridging the Gap

Expert Advisory Teams
Arctic
Brazil
Capital Project Effectiveness
Construction and Installation
Decommissioning
Due Diligence
Field Development
Onshore
Operational Effectiveness
Subsea
Subsurface Advisory
Upstream Digital Transformation

Global Presence

- Seasoned expert advisors: 200
- Average tenure in the oilfield: 35
- Number of technical disciplines covered: 50

Expert Advisory Teams
Arctic
Brazil
Capital Project Effectiveness
Construction and Installation
Decommissioning
Due Diligence
Field Development
Onshore
Operational Effectiveness
Subsea
Subsurface Advisory
Upstream Digital Transformation
Endeavor Management is a management consulting firm that leads clients to achieve real value from their strategic transformational initiatives. We serve as a catalyst by providing the energy to maintain the dual perspective of running the business while changing the business through the application of key leadership principles and business strategy.

In 2012, Gelb Consulting became an Endeavor Management Company. Our combined experience (Gelb founded in 1965) offers clients unique capabilities to focus their strategic initiatives with a thorough understanding of customer needs to drive marketing strategies, build trusted brands, deliver exceptional customer experiences and launch new products. Our experienced consultants and analysts use advanced marketing research techniques to identify customer needs and spot high potential market opportunities.

The firm’s 50+ year heritage has produced a substantial portfolio of proven methodologies, enabling Endeavor consultants to deliver top-tier transformational strategies, operational excellence, organizational change management, leadership development and decision support. Endeavor’s deep operational insight and broad industry experience enables our team to quickly understand the dynamics of client companies and markets.

Endeavor strives to collaborate effectively at all levels of the client organization to deliver targeted outcomes and achieve real results. Our collaborative approach also enables clients to build capabilities within their own organizations to sustain enduring relationships.