



C-SUITE CHEAT SHEET *for* **Commercial Growth Leaders**

01 CORE AREA OF OVERLAP

CFO

Demonstrating ability to deliver resilient commercial growth by audience, geography, and product area with sequenced milestones

COO

Implementing flywheel models to streamline path to purchase + customer retention

CEO

Future-proofing commercial value ahead of customer changes and new market innovations

02 KPIS THEY USE TO MEASURE SUCCESS

CFO

- Revenue
- Profitability
- Profit margin
- Return on investment
- Stock price
- Market Share
- ROI on Capital Allocation
- Customer lifetime value

COO

- Utilization + productivity
- Supply chain resilience
- Customer retention
- Capital allocation
- Budget variance
- Critical path progress
- Sales efficiency

CEO

- Shareholder + enterprise value
- Market position
- Revenue growth
- Risk mitigation plan, preparation, + performance
- Market share
- Share of mind/time
- NPS/Trust

03 TYPES OF COMMERCIAL GROWTH WORK THEY TALK ABOUT

CFO

- Econometrics modeling
- Risk assessments
- Performance measurement
- Predictive lifetime value

COO

- Tech implementations
- Responsive data systems
- Audits of supply chain partners
- Dynamic retail planning
- Personalization capabilities

CEO

- Market positioning+ differentiation analysis
- Strategic growth plans
- Large-scale transformations
- Cultural analyses + trend forecasts

04 WHAT THEY WANT TO ASK YOU

CFO

What's the best growth plan based on how our products, customer segments, and markets are engaging with us and our competitors?

COO

How can we improve our customer engagement models across digital and physical channels to meet new customers and speed time to purchase?

CEO

What should we be doing more/less to maintain stable, long-term mindshare as culture, competitors, and our customers change at a rapid pace?