

LIVE FROM THE WHITE HOUSE

COMMERCIAL ADVISORY

THE
COMMERCIAL
SCAN

NORDVIK INDUSTRIES

Sample Report · May 2026

A fictional case — for illustration purposes only.

Pieter Willems · pieter@livefromthewhitehouse.be
+32 496 30 97 76 · www.livefromthewhitehouse.be

CONCLUSION & STRATEGIC CONTEXT

Nordvik Industries is a Belgian family business, founded in 1987, specialising in premium B2B components sold through specialty distribution. The second generation (CEO Anna Nordvik, in place since 2019) is at the helm. 2025 revenue: **€38 million**, ~85 employees, distribution across BENELUX and France.

The trigger for the Commercial Scan: **growth has stagnated for two years at +2% LFL**. Management feels there is more in it. The product is strong — validated by 30-year customer relationships. But the commercial engine isn't pulling one way. Sales and marketing work in parallel. Pricing is renegotiated deal-by-deal. There is no shared strategic choice the entire team can read out loud.

This scan maps that situation — not to judge, but to surface the gaps the team already feels but cannot yet name.

"The question isn't whether we sell enough. The question is whether we sell right." — Anna Nordvik, CEO — intake call, April 2026

THE DIAGNOSIS IN ONE SENTENCE

The Foundation (Analysis, Strategy, Involvement, Governance) needs work first. Only when that base is solid can the execution P's around the value proposition do their work.

Concretely: **Wave 1 (the first 4 months) is dedicated to Foundation**. Wave 2 and 3 only follow once the strategic clarity is locked in. This report details what that means in practice.

SCORECARD

41 / 84

READY TO TIGHTEN · 49% COMMERCIAL MATURITY

Typical mid-market position — Foundation and Execution both need attention. The total score reveals a healthy ambition gap: you have a solid product floor, but no strategic ceiling pulling the team in one direction.

3 CLUSTERS — ROLL-UP

CLUSTER	SCORE	INTERPRETATION
INTELLIGENCE & STRATEGY	2.3 / 7	Strategic muscle needs development for stronger commercial results. The foundation is forming but not yet load-bearing.
BRAND & MARKET EXECUTION	3.8 / 7	Workable execution but doesn't yet deliver a distinctive edge. Strong product, thin promotion, reactive pricing.
PEOPLE & PROCESSES	3.7 / 7	Teams aligning but customer journey not yet owned. The talent is there, the operating system isn't.

12 PUZZLE PIECES — HEATMAP

Score per puzzle piece on 1–7 in R / A / G. For each piece: one concrete finding on the following pages.

#	PUZZLE PIECE	SCORE	BAND	GROUP
01	ANALYSIS	2 / 7	RED	Four Corners
02	STRATEGY	3 / 7	AMBER	Four Corners
03	INVOLVEMENT	3 / 7	AMBER	Four Corners
04	GOVERNANCE	2 / 7	RED	Four Corners
05	PROPOSITION	4 / 7	AMBER	Eight P's
06	PRODUCT	5 / 7	GREEN	Eight P's
07	PRICE	3 / 7	AMBER	Eight P's
08	PROMOTION & COMM.	3 / 7	AMBER	Eight P's
09	PLACE	4 / 7	AMBER	Eight P's
10	PHYSICAL EVIDENCE	4 / 7	AMBER	Eight P's
11	PEOPLE	4 / 7	AMBER	Eight P's
12	PROCESSES	4 / 7	AMBER	Eight P's

FINDINGS PER PUZZLE PIECE

For each of the 12 puzzle pieces: the score, the R / A / G band, and the most important finding from interviews and survey input. Findings are diagnostic observations — not recommendations.

FOUR CORNERS — FOUNDATION		
01 · ANALYSIS	2 / 7	No structured customer segmentation. Competitors tracked anecdotally, not systematically. Market trends rarely make it into commercial decisions.
02 · STRATEGY	3 / 7	Strategy exists but is communicated differently by CEO, Sales Director and Marketing. No explicit Treacy choice (OE/PL/CI).
03 · INVOLVEMENT	3 / 7	Sales, marketing and operations work in parallel. No shared commercial priorities, no shared OKRs.
04 · GOVERNANCE	2 / 7	No monthly commercial scorecard. KPIs exist in isolation. Performance reviews don't reflect commercial outcomes.

EIGHT P'S — EXECUTION		
05 · PROPOSITION	4 / 7	Value proposition exists but is not articulated in one sentence. Customers describe Nordvik differently than the internal team does.
06 · PRODUCT	5 / 7	Strong product quality and reliability — confirmed by long-term customer loyalty. Built on engineering pride.
07 · PRICE	3 / 7	Reactive pricing. Discount negotiated per deal. No deliberate positioning vs category benchmarks.
08 · PROMOTION & COMM.	3 / 7	Mental availability is thin. No defined Category Entry Points. ESOV discipline absent.
09 · PLACE	4 / 7	Specialty-channel distribution historically strong. New buying moments and direct-to-customer channels underexplored.
10 · PHYSICAL EVIDENCE	4 / 7	Visual identity consistent across packaging. Brand assets not yet operating as competitive cues at point of purchase.
11 · PEOPLE	4 / 7	Commercial people aligned on product, less so on proposition. Sales script varies per rep.
12 · PROCESSES	4 / 7	Some customer feedback reaches product development. Customer journey not mapped or owned by anyone.

WHAT WE SEE

FOUNDATION GAP.

Your Foundation (Analysis, Strategy, Involvement, Governance) averages **2.5 / 7** — below the threshold needed for the execution P's to do their work. At the same time, Product (5/7), Place (4/7) and Physical Evidence (4/7) stand surprisingly solid. That is the tension Nordvik sits in: **strong execution elements that are not held together by a shared strategic choice.**

Concretely what this means for the first 90 days:

- Analysis (2/7) — there is no structured view of who your best customers are and what drives their decisions. An Ideal Customer Profile workshop is the first priority.
- Strategy (3/7) — three different role-led articulations of what Nordvik does commercially. A forced choice is needed: Operational Excellence, Product Leadership, or Customer Intimacy. Choose one, not all three.
- Governance (2/7) — no monthly commercial scorecard. Without rhythm, any strategic choice evaporates within 6 months.
- Involvement (3/7) — sales and marketing work in parallel. Shared OKRs and a QBR rhythm are the fix.

WHY THE OTHER P'S WAIT

Sharpening pricing without a strategic choice leads to a pricing logic disconnected from what Nordvik wants to be. Increasing promotion without Analysis means telling the wrong story louder. Mapping the customer journey without Governance produces a nice document no one follows up on.

Therefore: **Foundation first, then Execution.** That is the Pieter-craft sequence — not the ego of who wants to join, but the logic of what needs to be in place before the rest can land.

3-WAVE ROADMAP

The roadmap for the next 12-18 months, in three waves. Not rigidly sequential — Wave 1 is completed before Wave 2 starts, but preparatory steps for Wave 2 can run in parallel. Wave 3 requires both Wave 1 and 2 as a foundation.

#	WAVE	PERIOD	DELIVERABLES
WAVE 01	Foundation laying	Months 1-4	OGSM on one page · Treacy choice published · ICP workshop · Brand Marker (WHY/WHAT/HOW) · Monthly commercial scorecard
WAVE 02	Brand & portfolio reinforcement	Months 5-9	Sharpened proposition (one-sentence) · Pricing discipline · Promotion volume + CEPs · Physical Evidence audit · Place expansion
WAVE 03	Roll-out & engagement	Months 10-18	Commercial training · KPI cascade → individual reviews · Customer journey mapping & ownership · Distributor council in place

FIRST 90 DAYS — CONCRETE ACTIONS

Three actions that can be on the table within 90 days, in order of impact:

- Owner-CEO-led OGSM workshop (1 day) with the full leadership team. Output: a one-page commercial plan the entire team can read out loud.
- Treacy choice published in the next quarterly business review. No "we do all three" — win one discipline, Olympic minimum on the other two.
- Commercial scorecard with 8-10 KPIs, monthly on the leadership table. Owner: COO or Commercial Director, not the CEO.

NEXT STEPS

WHAT THIS SAMPLE REPORT SHOWS

This is a fictional case — Nordvik Industries does not exist. But the structure, the scoring logic, and the output format are **exactly the same** as what you receive in a real Commercial Scan engagement. The 12 puzzle pieces, the R/A/G band logic, the three-layer diagnosis (Foundation / Proposition / Execution), the 3-Wave roadmap — all real.

What you get in your own scan is this report, but with **your scores, your findings and your 90-day action plan**. Based on a 34-question survey with your leadership team, 1-on-1 interviews with CEO + commercial + operations, and Pieter's expert scoring against 20 years of B2B mid-market patterns.

ENGAGEMENT MODEL

The full Commercial Scan runs over **20 working days (4 weeks)** and ends with a half-day debrief workshop with your leadership team. The follow-up engagement is a 12-18 month advisory mandate that operationally executes the 3 Waves — with or without Pieter as sherpa.

Your team's time — minimal

The 4 weeks are **delivery time, not your team's workload**. Your team's investment stays strictly limited to two elements:

- 1-on-1 interviews with key stakeholders — around 40 minutes per person (typically CEO + commercial + 2-3 operational roles).
- A maximum of 2 × 1-day workshops with your leadership team — kick-off and debrief.

That keeps the lift on your operations minimal — no 4 weeks full-time, only focused moments where your input makes the difference.

NEXT STEP

One 30-minute intake call. Not a sales conversation — a diagnostic conversation. By the end, we know whether the Commercial Scan is the right first step for you.

PIETER WILLEMS

Live from the White House

pieter@livefromthewhitehouse.be

+32 496 30 97 76

scan.livefromthewhitehouse.be

— Stop guessing. Scan, then scale.