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30-60-90 *DAY EXECUTIVE ACTION PLAN*

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30-60-90 DAY EXECUTIVE ACTION PLAN

EXECUTIVE OBJECTIVE

Establish a strong understanding of Henkel's Target business, align key stakeholders around shared growth priorities, strengthen customer and internal partnerships, and build a disciplined commercial roadmap that supports sustainable sales growth, profitability, market share, and long-term customer value.

The first 90 days would focus on three priorities:

Understand the Business → Align the Organization → Accelerate Execution

DAYS 1–30 — DIAGNOSE, LISTEN & ALIGN

Primary Objective

Develop a comprehensive understanding of the Target business, Henkel's Consumer Brands portfolio, current commercial performance, customer priorities, organizational capabilities, and the opportunities and risks affecting future growth.

1. Establish Executive Stakeholder Alignment .

Build relationships with the leaders and functional partners most critical to Target's success, including:

• Sales
• Marketing
• Finance
• Supply Chain
• Revenue Management
• Category Leadership
• Digital Commerce
• Customer Development
• Senior Consumer Brands leadership

The objective would be to understand current priorities, expectations, decision-making processes, areas of strength, and major business challenges

2. Understand the Target Relationship

Develop a detailed view of the existing Target partnership, including:

• Current business performance
• Customer objectives
• Strategic priorities
• Category opportunities
• Assortment strategy
• Pricing architecture
• Promotional strategy
• Competitive positioning
• Customer expectations
• Existing Joint Business Plan priorities
• Executive relationship landscape
• Current opportunities and risks

The goal would be to understand where Henkel is creating value for Target today and where additional value can be created.

3. Assess Commercial Performance

Review available business and financial information to establish a baseline for:

• Sales performance
• Profitability
• Market share
• Category performance
• Customer P&L
• Trade investment
• Pricing
• Promotional effectiveness
• Forecast accuracy
• Inventory position
• Service levels
• Distribution
• Digital commerce performance

This assessment would identify the strongest-performing areas as well as potential performance gaps.

4. Review Consumer, Shopper & Category Insights

Examine available consumer, shopper, category, and retailer data to understand:

• Shopper behavior
• Category trends
• Competitive activity
• Consumer preferences

• Assortment opportunities
• Pricing dynamics
• Promotional response
• Emerging market trends

The objective would be to ensure future customer decisions are grounded in data rather than assumptions.

5. Assess the Sales Organization

Meet with the sales team and evaluate:

• Organizational structure
• Account responsibilities
• Capability strengths
• Performance expectations
• Development opportunities
• Collaboration across functions
• Decision-making effectiveness
• Existing performance-management practices

The goal would be to understand what the team needs to perform at a higher level and where leadership attention can create the greatest impact.

6. Identify Early Opportunities & Risks By the end of the first 30 days, establish an initial view of:

Growth Opportunities

• Category expansion
• Assortment optimization
• Pricing opportunities
• Promotional improvement
• Digital commerce opportunities
• Customer partnership opportunities

Business Risks

• Competitive pressure
• Forecasting gaps
• Margin pressure
• Supply constraints
• Inventory exposure
• Shopper behavior changes
• Execution gaps

30-Day Deliverables

By Day 30, deliver:

• Target business diagnostic
• Stakeholder and relationship map

• Initial opportunity and risk assessment
• Commercial performance baseline
• Sales organization assessment
• Initial list of priority growth opportunities
• Recommended priorities for Days 31–90

DAYS 31–60 — STRATEGIZE, PRIORITIZE & ACTIVATE

Primary Objective

Translate the initial business diagnosis into a focused commercial strategy and align the organization around the highest-value opportunities.

1. Define Strategic Growth Priorities

Based on the first 30 days, identify the highest-impact opportunities across:
• Sales growth
• Profitability
• Market share
• Category expansion
• Assortment
• Pricing
• Promotion
• Digital commerce
• Customer partnership

Prioritize initiatives based on commercial value, customer impact, feasibility, and speed of execution.

2. Strengthen Joint Business Planning

Partner with Target and internal stakeholders to strengthen the Joint Business Planning process. Focus areas would include:
• Shared business objectives
• Growth priorities
• Category opportunities
• Assortment strategy
• Pricing • Promotion
• Trade investment
• Financial expectations
• Execution milestones
• Performance measurement

The objective would be to establish a mutually beneficial plan that connects Target's priorities with Henkel's commercial objectives.

3. Build a Commercial Performance Framework

Establish a clear set of performance indicators covering:

• Sales growth
• Profitability
• Market share
• Forecast accuracy
• Trade investment
• Promotional performance
• Fill rates
• Inventory
• Assortment productivity
• Customer engagement
• Digital commerce performance
This creates a common performance language across Sales, Finance, Marketing, Supply Chain, Revenue Management, Category Leadership, and Digital Commerce.

4. Strengthen Cross-Functional Execution
Create clear ownership across the functions supporting the Target business. Ensure that strategic initiatives have:
• Defined owners
• Clear objectives
• Timelines
• Required resources
• Performance measures
• Escalation paths
The objective is to move from functional activity to integrated customer execution.

5. Develop the Sales Team
Based on the initial organizational assessment:
• Clarify priorities and expectations • Establish accountability • Identify capability gaps
• Develop individual growth plans
• Strengthen collaboration
• Reinforce data-driven decision-making
• Recognize high performance
• Address execution barriers
The goal is to create a high-performing team culture centered on accountability, collaboration, customer value, and continuous development.

6. Strengthen Executive Customer Engagement
Develop a disciplined executive engagement approach with Target. Focus on becoming a trusted strategic partner by bringing:
• Relevant insights

• Growth opportunities
• Category perspectives
• Financial understanding
• Consumer and shopper intelligence
• Solutions to business challenges
The objective is to elevate the relationship beyond transactional selling toward strategic business partnership.

60-Day Deliverables
By Day 60, deliver:
• Prioritized Target growth strategy
• Joint Business Planning priorities
• Commercial performance scorecard
• Cross-functional execution roadmap
• Sales team development priorities
• Executive customer engagement plan
• Prioritized opportunity pipeline
• Risk mitigation plan

DAYS 61–90 — EXECUTE, MEASURE & ACCELERATE
Primary Objective
Move from strategic alignment into disciplined execution, establish measurable accountability, and create momentum around the highest-value initiatives.
1. Activate Priority Growth Initiatives
Launch the highest-priority opportunities identified during the first 60 days. Potential areas may include:
• Category growth
• Assortment optimization
• Pricing
• Promotional effectiveness
• Customer-specific initiatives
• Digital commerce
• Supply and availability improvements
• Profitability opportunities
Initiatives would be supported by defined owners, milestones, financial expectations, and performance measures.

2. Establish Executive Business Review Discipline
Create a consistent approach to executive business reviews covering:

• Sales performance

• Profitability • Market share
• Customer priorities
• Category performance
• Forecast • Trade investment
• Supply and inventory
• Competitive activity
• Key opportunities
• Emerging risks
The objective is to ensure leadership decisions remain connected to current business performance.

3. Measure Progress Against the Baseline Compare performance against the baseline established during the first 30 days.
Evaluate:
• What is improving?
• What is underperforming?
• Which initiatives are generating value?
• Where are execution barriers occurring?
• Where should resources be redirected?
• Which opportunities should be accelerated?
This creates a continuous improvement cycle rather than a one-time strategy exercise.

4. Strengthen Customer Partnership Use early results and insights to deepen the Target relationship.
Demonstrate value through:
• Actionable business insights
• Category opportunities
• Joint problem-solving
• Transparent performance discussions
• Clear execution commitments
• Consistent follow-through
The goal is to establish credibility through insight, execution, and measurable business value.
5. Institutionalize Team Accountability
Establish an operating rhythm that includes:
• Clear performance expectations
• Regular business reviews
• Individual accountability
• Cross-functional alignment
• Coaching and development
• Recognition of results
• Rapid escalation of issues
The objective is to create a team capable of sustaining performance beyond the initial 90-day period.

6. Present the 12-Month Growth Roadmap
At the conclusion of the first 90 days, present an executive-level roadmap covering the next 12 months.
The roadmap would identify:
• Strategic growth priorities
• Financial objectives
• Customer priorities
• Category opportunities
• Major initiatives
• Required capabilities
• Key risks
• Performance measures
• Accountability structure
• Expected business outcomes

90-Day Deliverables
By Day 90, deliver:
• Activated Target growth initiatives
• Executive business review framework
• Commercial performance dashboard
• Cross-functional operating rhythm
• Sales team development framework
• Customer engagement strategy
• Risk and opportunity management process
• 12-month strategic growth roadmap

90-DAY SUCCESS MEASURES
Success at the end of the first 90 days would be measured by the establishment of a stronger and more disciplined commercial foundation rather than simply short-term revenue results.
CUSTOMER
• Stronger executive relationships with Target
• Clear understanding of customer priorities
• Defined joint growth opportunities
• Stronger customer engagement cadence
COMMERCIAL
• Clear sales and profitability baseline
• Prioritized growth opportunities
• Improved visibility into customer P&L and trade investment
• Defined commercial performance measures

ORGANIZATIONAL

- Clear sales-team priorities
- Defined accountability
- Identified capability-development needs
- Stronger cross-functional collaboration

OPERATIONAL

- Improved visibility into forecasting and inventory
- Clearer execution ownership
- Defined performance-monitoring process
- Faster identification and escalation of risks

STRATEGIC

- Aligned Target growth strategy
- Defined 12-month commercial roadmap
- Prioritized investment opportunities
- Clear connection between customer objectives and Henkel business objectives

EXECUTIVE OPERATING PRINCIPLES

Thomas would approach the first 90 days around five principles:

1. **Listen Before Acting** Build a fact-based understanding of the business, customer, team, and marketplace before making major strategic decisions.
2. **Lead With the Customer** Focus on creating measurable value for Target while aligning customer priorities with Henkel's commercial objectives.
3. Make Decisions With Data Use consumer, shopper, category, financial, and operational insights to guide commercial decisions.
4. **Align the Organization** Bring Sales, Marketing, Finance, Supply Chain, Revenue Management, Category Leadership, and Digital Commerce together around shared objectives.
5. **Execute With Accountability** Translate strategy into clear actions, owners, timelines, measurable outcomes, and continuous performance reviews.

90-DAY EXECUTIVE OUTCOME

At the end of the first 90 days, the objective is to have established a clear Target growth agenda, aligned internal leadership team, strengthened customer relationships, disciplined commercial operating rhythm, prioritized opportunity pipeline, and actionable 12-month roadmap. The ultimate goal is to create the conditions for sustainable growth in sales, profitability, market share, customer partnership, and organizational performance while positioning the Target business for long-term success.