

OVERVIEW

A calculator designed to find improvement opportunities that require multi-stakeholder participation provides a meaningful shared experience.

SOLUTION HIGHLIGHTS

Focus on Cross-Functional Interdependencies

Calculations reveal relationships between different functions' activities, helping diverse stakeholders appreciate shared improvement opportunities.

Multi-Party Participation

Calculations require input from multiple stakeholders, and the outcome promotes joint walk-throughs with a Greif representative.

SCENARIO

- Greif struggles with commoditization, as most buyers delegate packaging decisions to junior-level buyers who only consider costs.
- Greif realizes that attaching to customers' sustainability goals could elevate packaging decisions to a more strategic level.
- As strategic sustainability decisions involve bigger groups of senior leaders, Greif needs to help multiple parties understand and agree on the need to change.

COMPANY SNAPSHOT

Greif

Industry: Industrial Manufacturing
 Revenue: US\$4.3 Billion
 Employees: 13,560

Greif produces rigid industrial packaging products and related closure systems, as well as flexible bulk containers and bags used to ship an array of industrial and consumer goods. Greif caters to a diverse group of industries, from chemicals to food and beverages, petroleum, agriculture, and pharmaceuticals.



Greif's improvement potential calculator helps multiple stakeholders jointly discover shared improvement opportunities.

- Greif's calculator (the "Green Tool") highlights interdependent sustainability improvements that stakeholders may not have appreciated.
- When an individual stakeholder first experiments with the calculator, he asks colleagues for missing pieces of information.
- The stakeholder can then gather cross-functional colleagues for a thorough joint walk-through of the tool with a Greif representative.

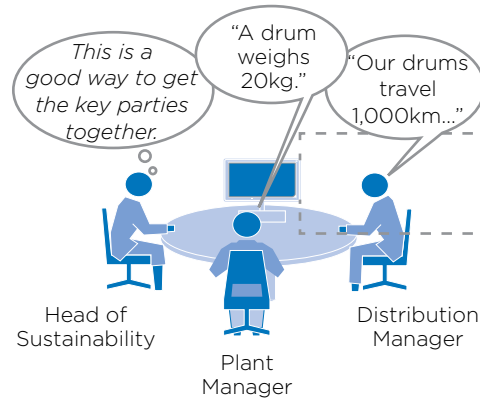
Credibility Tips

- Use only supplier-neutral parameters.
- Allow for flexible modeling of "what-if" scenarios.
- Send an "advisor" (in addition to a sales rep) to walk buyers through the tool.

SHARED LEARNING JOURNEY

Improvement Potential Calculator, Illustrative
Climate Change Analysis for Greif's Steel Drum

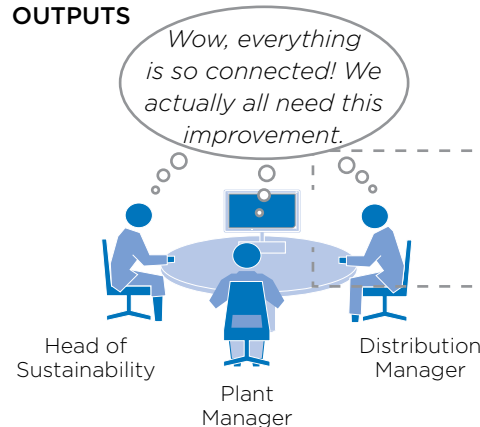
INPUTS



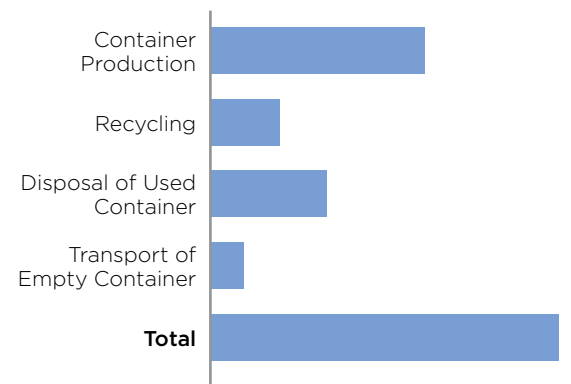
INPUTS

Geographic Scope	
Volume of One Drum	L
Weight of One Drum	kg
Distance of Transport	km
Trippage Rate	

OUTPUTS



CO2 OUTPUT



The calculator is designed to require cross-functional participation.

The calculator output reveals unmet potential for both individuals and the broader organization, creating a communal desire for improvement.





Greif's improvement potential calculator facilitates stakeholder connection, helping drive sales.

- Greif's calculator has prompted individual customers to connect with other internal stakeholders and discover shared desire for improvement.
- As a result, the calculator has contributed to increased sales for Greif's new sustainable product.

Learn More

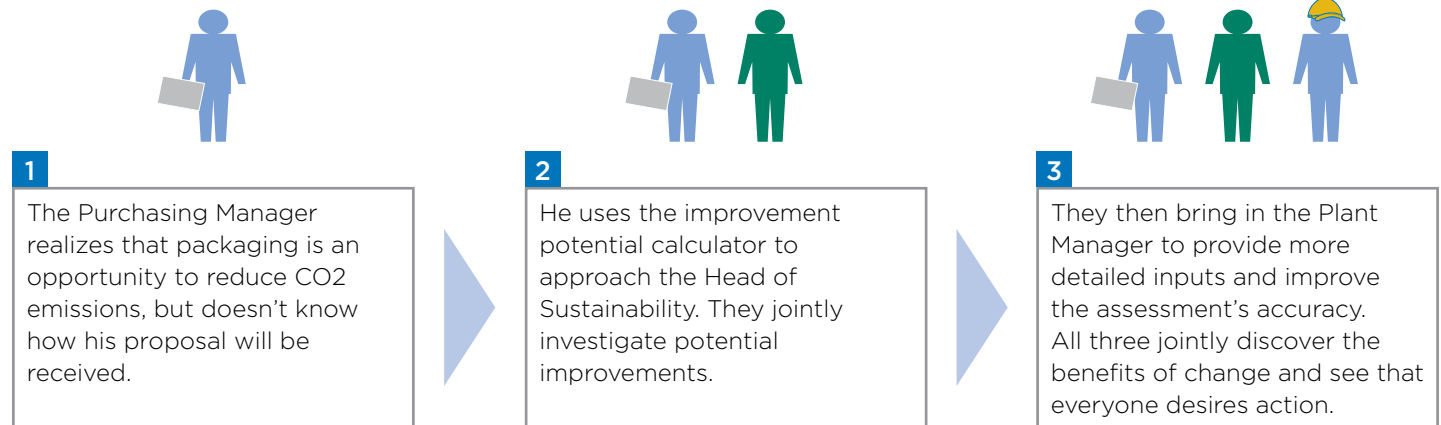
For more information on creating an improvement potential calculator, attend the CEB workshop "[Building a Challenger Content Ecosystem.](#)"

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CONNECTIONS GENERATE RESULTS

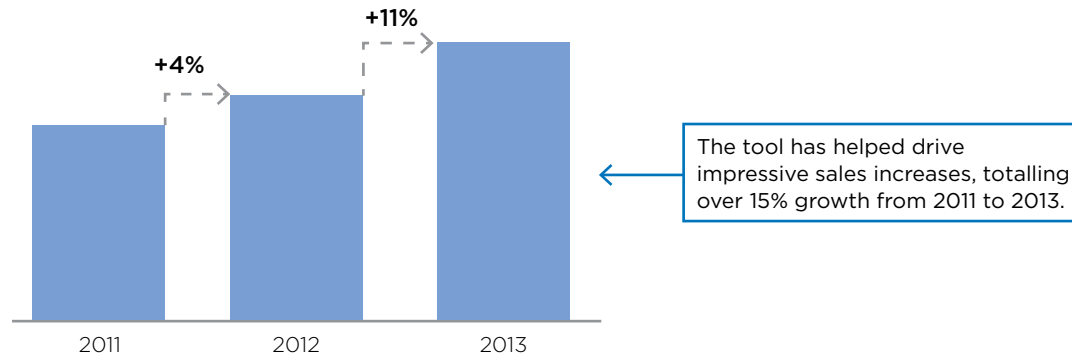


The Tool in Action: NexDrum® Case-in-Point



Sustainable Product Launch Data

NexDrum® Sales Growth: 2011-2013



Source: Greif, Inc.; CEB analysis.