



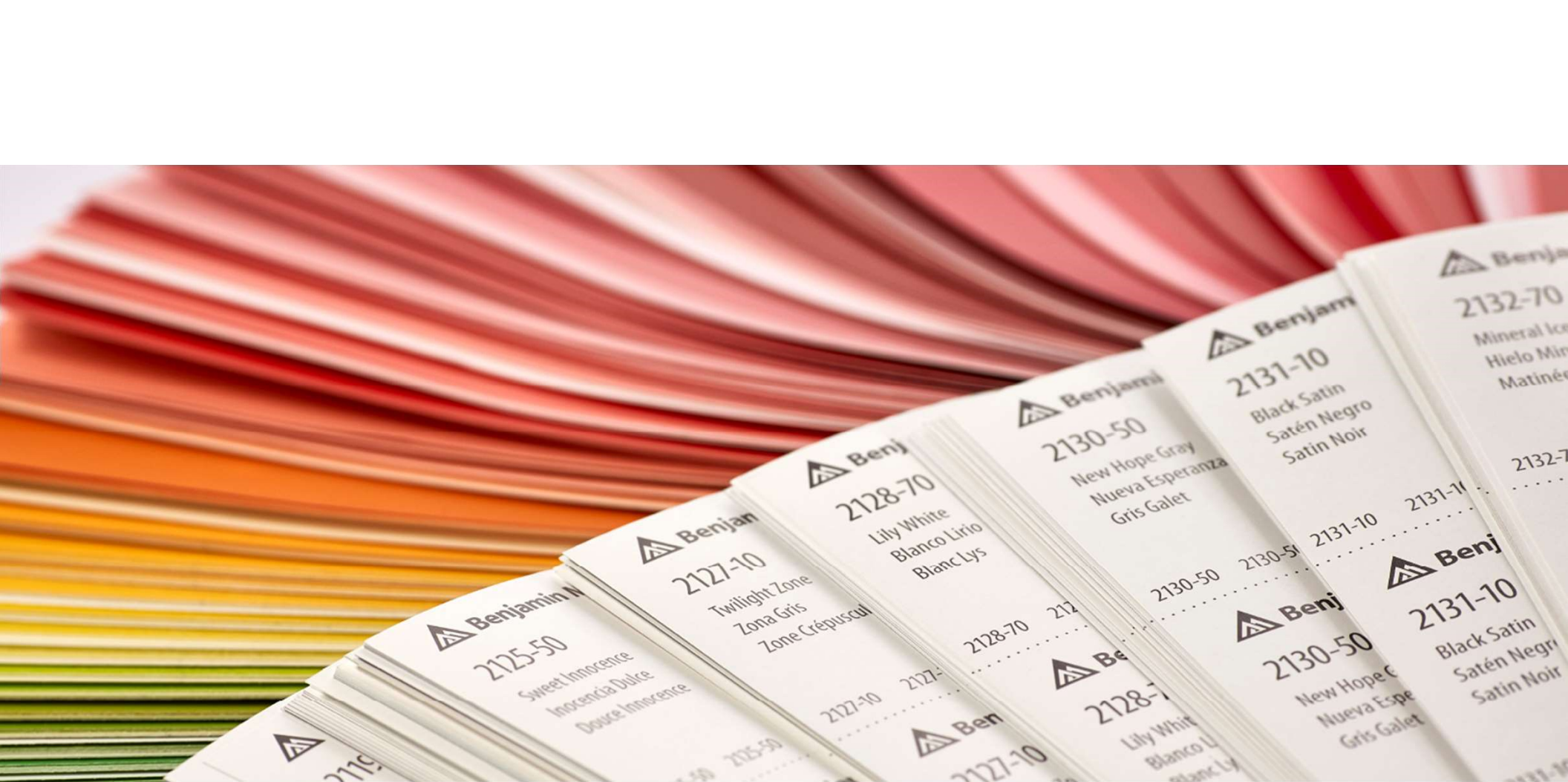
**Benjamin Moore®**

**PRODUCT PORTFOLIO OPTIMIZATION (PPO)**

**Residential Interior**

Project Kick Off Meeting





**Benjamin**  
2125-50  
Sweet Innocence  
Inocencia Dulce  
Douce Innocence

**Benjamin**  
2127-10  
Twilight Zone  
Zona Gris  
Zone Crépuscul

**Benjamin**  
2128-70  
Lily White  
Blanco Lirio  
Blanc Lys

**Benjamin**  
2130-50  
New Hope Gray  
Nueva Esperanza  
Gris Galet

**Benjamin**  
2131-10  
Black Satin  
Satén Negro  
Satin Noir

**Benjamin**  
2132-70  
Mineral Ice  
Hielo Min  
Matinée

# TODAY'S AGENDA

# WHY WE'RE HERE

- Align on the project's purpose and objective
- Gain commitment from all affected by the project's outcome
- Set expectations and promote engagement and participation
- Communicate the project management process
- Provide opportunity to ask questions
- Discuss next steps
- Get started!



# WHAT WE'LL DISCUSS

- Project Overview
  - Residential Interior Key Findings
  - Roadmap Overview
  - Assumptions
  - Risks & Dependencies
- Project Management
  - Team Structure
  - Roles & Responsibilities
  - Preliminary Timeline
  - Project Communication
  - Status Reporting
- What We Need From You
- Next Steps – Q&A





*Grow sales by establishing a distinct, simplified, and meaningful portfolio architecture based on the **needs of each end user** segment with an emphasis on residential repaint*





# PROJECT OVERVIEW

# RESIDENTIAL INTERIOR KEY FINDINGS

- Our product portfolio pyramid is lacking differentiation and balance
- Our business skews more toward commercial products than competitors
- We are not addressing attributes that motivate purchase decisions
- Natura has failed to gain traction in the premium market

# RESIDENTIAL INTERIOR ROADMAP, 2021-2022



Color depth & richness



Durability (cleansability)



Effortless painting experience



Easy application for pros



Good, dependable paint job



# REGAL SELECT INTERIOR OVERVIEW

- What we are working towards:
  - Formulation required
  - Multi sheen
  - Relabel
  - Create new marketing content
- What we want to achieve:
  - Portfolio differentiation
  - Increase residential paint sales and market share
- Current state:
  - Product development in progress
  - Label re-fresh in progress



# BEN INTERIOR OVERVIEW

- What we are working towards:
  - Formulation required
  - Multi sheen / new sheens
  - Relabel
  - Competitive pricing
  - Create new marketing content
- What we want to achieve:
  - Portfolio differentiation
  - Develop complete story for ben through positioning, branding, and competitive pricing
  - Increase residential paint sales and market share
- Current state:
  - Product development in progress
  - Label re-fresh in progress
  - CCP program launched



# CORONADO TOUGH WALLS OVERVIEW

- What we are working towards:
  - Simplify offering
  - Multi sheen / 3 base system
  - New Coronado logo
  - Update marketing content
- What we want to achieve:
  - A simplified, competitively priced offering
- Current state:
  - Prescriptioning in progress
  - New Coronado logo completed



# ASSUMPTIONS

- A key priority for our company
- Long term project that will span years
- Highly confidential
- Team will be engaged throughout all phases
- Team needs to remain lean
- Sub team members will keep their teams informed and on task
- No “no shows”, send alternate or provide update prior to meeting

# RISKS & DEPENDENCIES

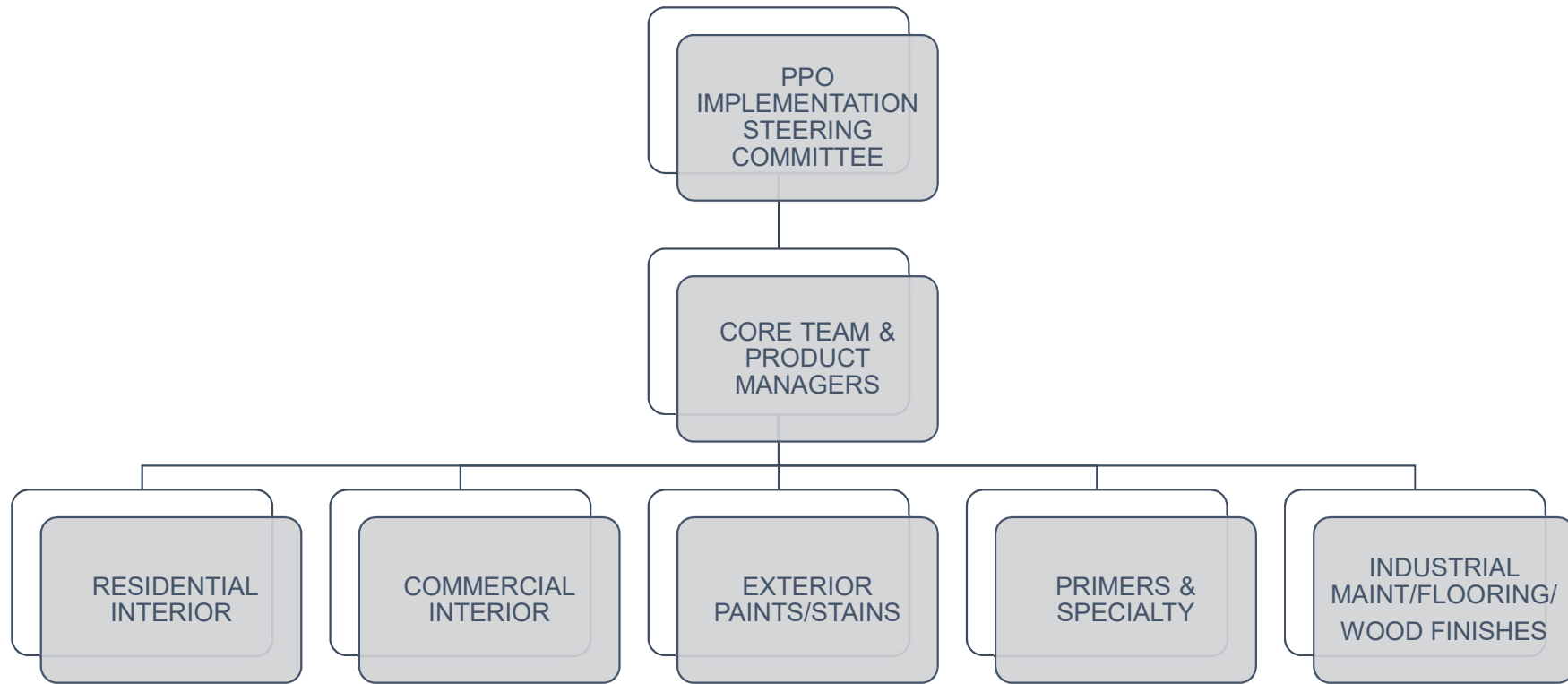
- External factors (i.e. Covid)
- Operational challenges
- Unforeseen regulations
- One timeline shift will impact other projects
- Unexpected resource constraints
- Label refresh project is a key dependency





# PROJECT MANAGEMENT

# TEAM STRUCTURE



SUB TEAM MEMBERS FROM EACH DEPARTMENT



# TEAM STRUCTURE



# ROLES & RESPONSIBILITIES

## PRODUCT MANAGER

- Responsible for the overall strategic direction and execution plan

## PROJECT OR PROGRAM MANAGER

- Facilitates monthly meeting and simplifies lines of communication within the group
- Oversees all workstreams' timelines and deliverables with Core Team Leads
- Gathers resources across work streams to help resolve issues

## CORE TEAM LEAD

- The work stream's project manager
- Partners with Product Manager to achieve PPO objectives and build the appropriate sub teams per category
- Accountable for team's progress and accomplishing milestones

## CATEGORY SUB-TEAM MEMBERS

- Identifies issues and risks
- Produces and execute assigned deliverables

# CATEGORY SUB TEAMS

*MEETING REQUIREMENT: Will be determined by Product Manager*

## SUBJECT MATTER EXPERTS

- Responsible for providing business, category, and product knowledge.
- Support and provide data, as needed, through smartsheet.

## COLLABORATE

- Participate in status meetings and assess deliverables.

## ELEVATE

- Will raise concerns to working team lead and offer resolutions.





## PROCESS OVERVIEW

1. Product Team to create project plans on smartsheet based on established PPO roadmap.
2. Product Team to share with core team and kick off in their category meetings with sub-team leads.
3. Category teams to discuss details, roadblocks, and action points in their meetings.
4. Sub-team leads to share their respective action points and updates back to their department teams.
5. Sub-team leads to create plan + process on how to meet project needs on behalf of their disciplines and communicate back to Product Manager and the rest of the category team on a regular basis.

# PRELIMINARY TIMELINE

You have limited access to Smartsheet. [Upgrade to use premium features](#)

☆ Category Dashboard - Residential Interior (View Only) :



## Residential Interior

PM: Harriette Ma  
A/PM(s): Laurale

### Portfolio Category Roadmap

Project	Start Date	Finish Date	2019				2020				2021				2022						
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3				
Regal Select Interior Next Gen	05/01/21	10/28/21																			
Muresco Relaunch	06/01/21	11/29/21																			
Half Pint Color Sample Launch	07/01/21	12/29/21																			
Ben Interior Next Gen	02/05/19	03/17/22																			
Tough Walls Relaunch	02/04/21	03/22/22																			
Muresco Relaunch	11/30/21	05/30/22																			
Ben Interior Next Gen	01/01/22	06/30/22																			
Regal Select Interior Next Gen	02/01/22	08/01/22																			

# STATUS REPORTING



Res Interior - Aura gen v3 launch (View Only)											
Week Ending	Project Phase	Project Status	Overall	Budget	Resou...	Scope	Sched...	Workstream Accomplishments	Upcoming Milestones	Risks/Concerns	
12/23/20	Planning	In Progress	●	●	●	●	●	AURA team completing analysis	Completed market analysis (1/4/21)	Risk #4 - Holiday sales figures won't be available until early January	Can we delay or market analysis sales figures are January?
11/01/20	Initiating	New	●	●	●	●	●	Workstream kicked off	Identify risk/concerns, begin building project plan		
12/01/20	Initiating	New	●	●	●	●	●	Project is back to Green with CR-3 approved for Axero Dev fix. Migration, content validation, home page content population, training materials and communications in progress. Content Admin Training Kick Off meeting held. Due to the Thanksgiving holiday, a status report will not be sent next week.	Project is back to Green with CR-3 approved for Axero Dev fix. Migration, content validation, home page content population, training materials and communications in progress. Content Admin Training Kick Off meeting held. Due to the Thanksgiving holiday, a status report will not be sent next week.	Issue #7: Key team members not available due to COVID-19. Mitigation #1: Temporary help being borrowed from Marketing. Other work deprioritized	Process redesign first.
12/23/20	Planning	In Progress	●	●	●	●	●	AURA team completing analysis	Completed market analysis (1/4/21)	Risk #4 - Holiday sales figures won't be available until early January	Can we delay or market analysis sales figures are January?

# COLOR STUDIO



**WHAT WE NEED FROM YOU**



# WE ARE A TEAM!

- Working toward a common goal through:
  - Engagement and participation
  - Communication and collaboration
  - Ownership of deliverables and commitment to timelines
  - Responsible for relaying information and action points to your discipline's SME
  - Timely identification of issues and risks with communication/escalation to Project Manager as needed





**NEXT STEPS**

# WHAT'S NEXT

- Bi-weekly status meetings are scheduled
- Smart Sheet training sessions are scheduled – invite sent, select one session
- Leads meet as needed
- Smart Sheet status reporting begins approx. end of March



**Q&A**



**THANK YOU**



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