

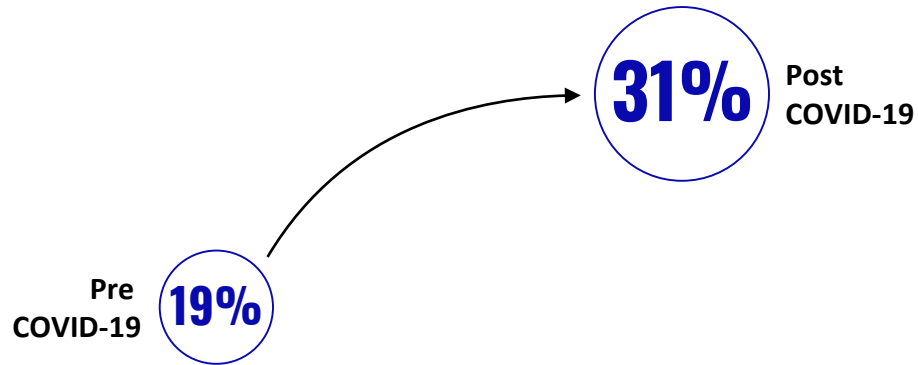
# COMMERCIAL RESET

The new normal for Technical Consumer Goods

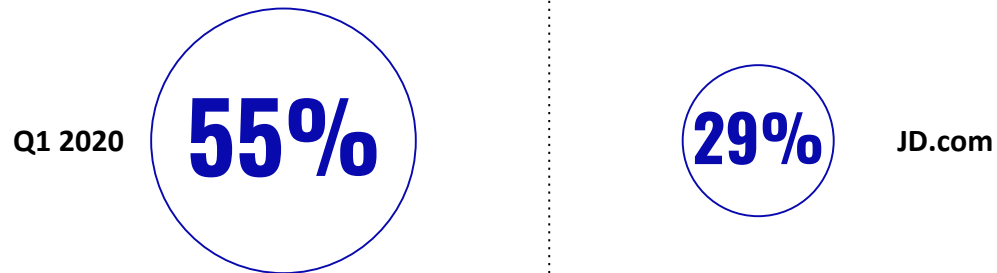
Dr. Martin Schulte, Partner and Global sector leader for consumer durables  
[Martin.Schulte@oliverwyman.com](mailto:Martin.Schulte@oliverwyman.com)

# THE “NEW NORMAL”: TECTONIC SHIFTS IN THE MARKET

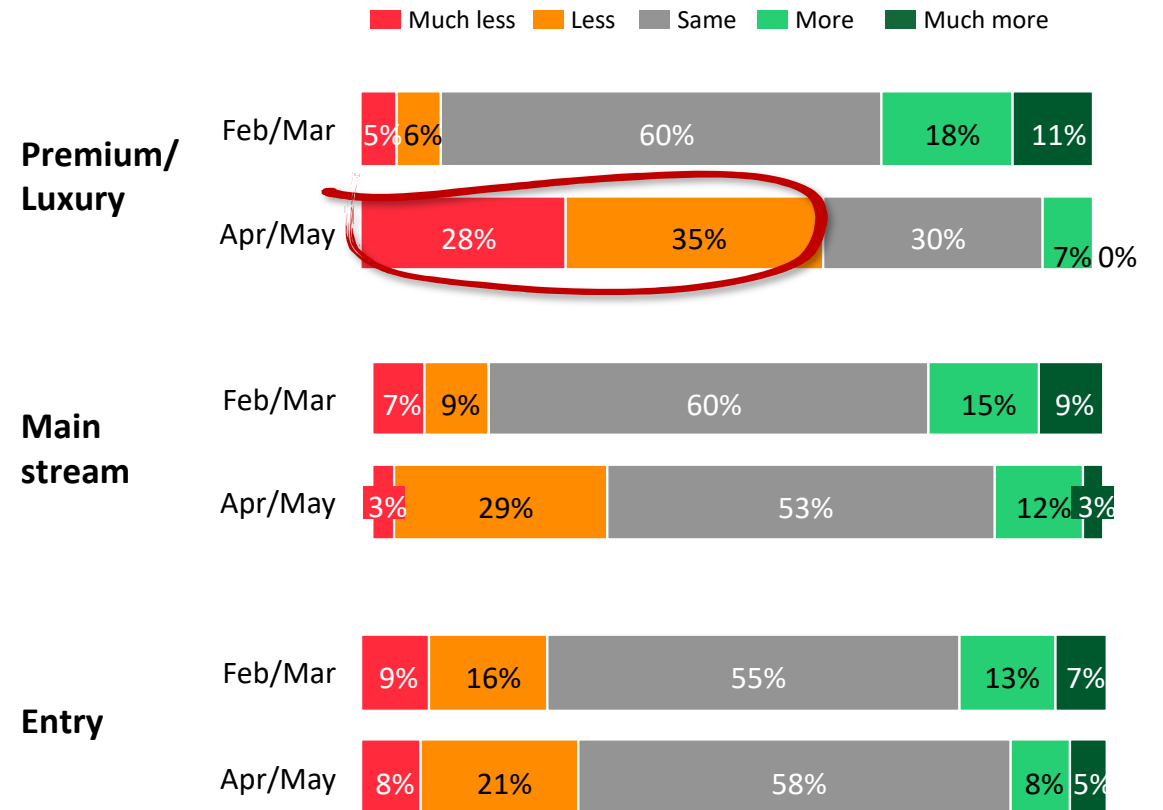
Europe (white & brown goods)  
Online share



China (home appliances)  
Online share, Q1 2020

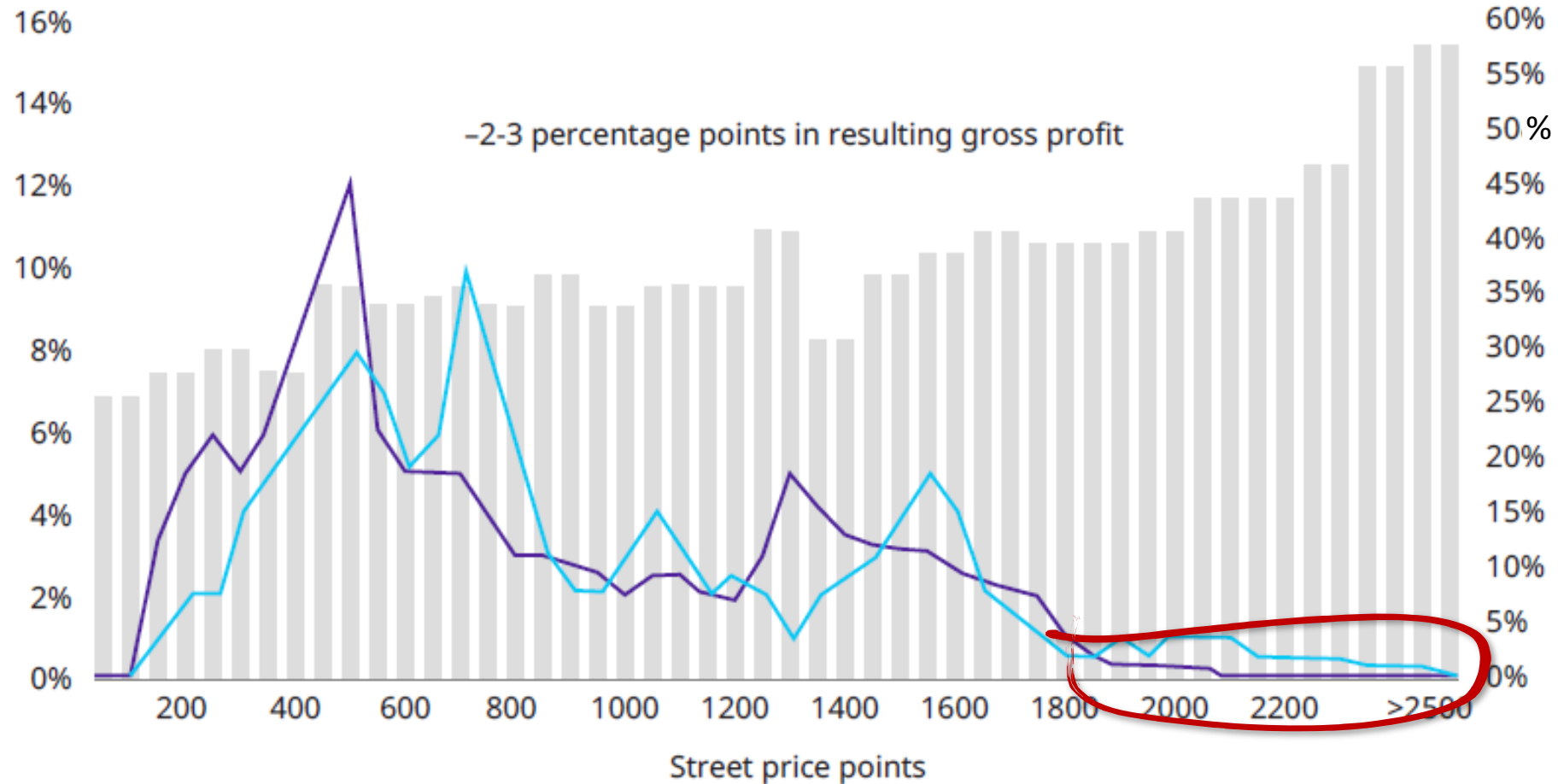


Consumer spending behavior, ex-post, Europe  
Oliver Wyman Consumer Pulse Survey, May 2020



# MARGINS ARE SYSTEMATICALLY CONTRACTING

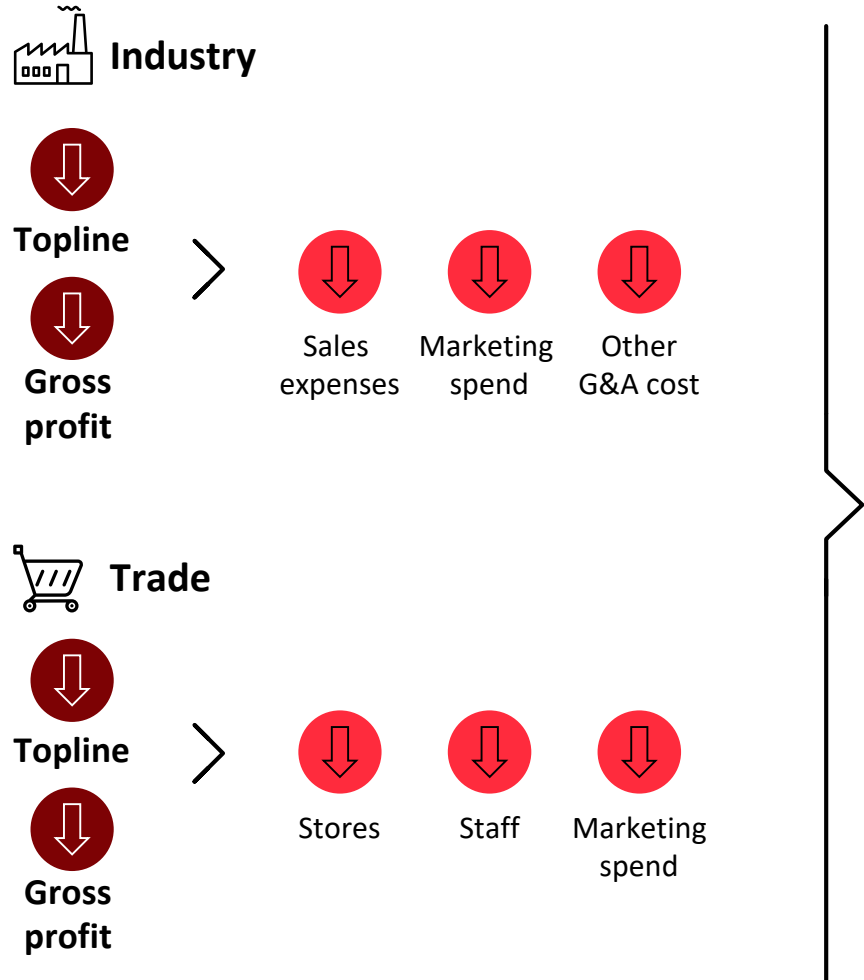
Example MDA industry



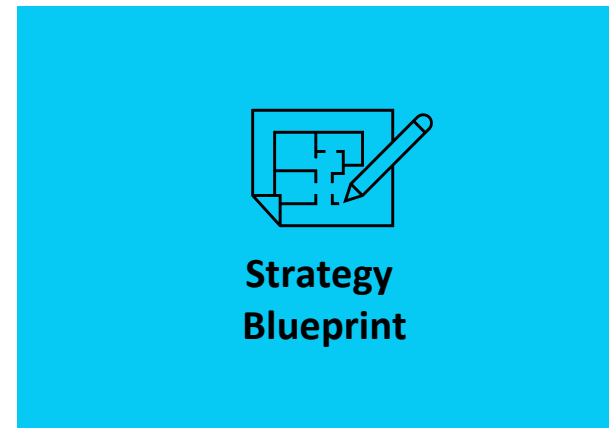
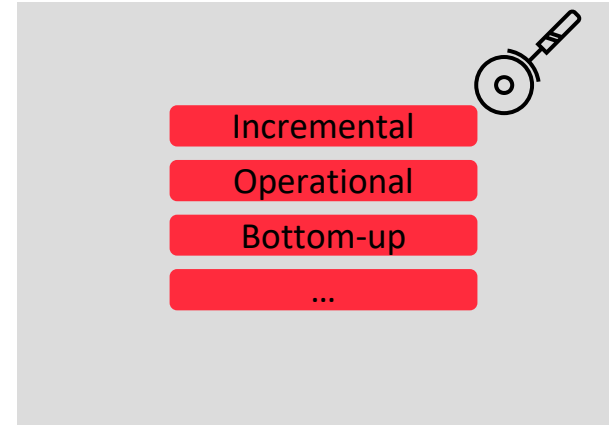
Volume distribution across price points  
 — Post-COVID-19 — Pre-COVID-19

■ Average gross profit

# PRISONER'S DILEMMA 2.0?



## SHARED MISTAKES

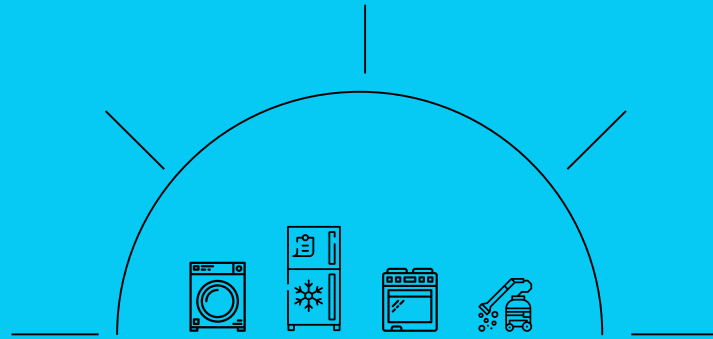


## SHARED DILEMMA

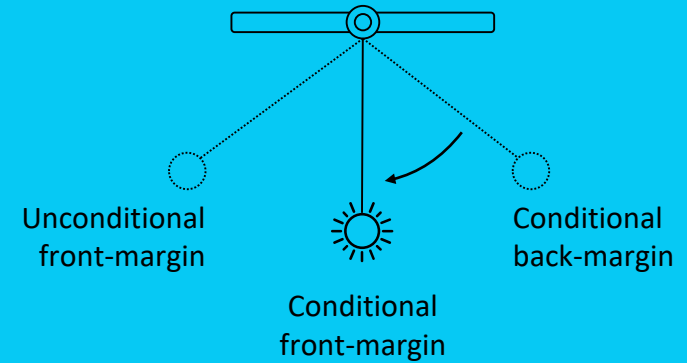


# AN IMPULSE FOR JOINT WAY FORWARD!

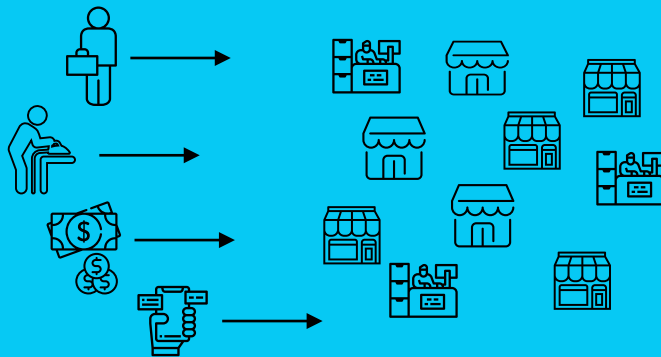
## Premiumization program



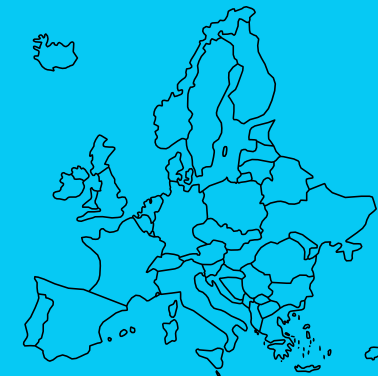
## Reform of trade spend scheme



## Future collaboration model



## Joint European operating model





**OLIVER WYMAN**