



Building a Segmentation Approach & Operating Model for Sales Effectiveness

Blackdot helps a multinational FMCG company prioritise its customer base and align its sales force to unlock highest value opportunities.



CHALLENGE

A multinational FMCG company was finding it increasingly difficult to effectively prioritise and serve its large and diverse customer base. The lack of a clear and consistent approach to customer prioritisation and limited awareness of best practice opportunity management, resulted in the over-servicing of some customers and under-servicing of others with greater potential.



SOLUTION

Blackdot's team of consultants provided a solution that included:

- A clear and consistent customer strategy, with a new segmentation framework to drive effective prioritisation of customers
- A fully-segmented database of customers with business rules outlining go to market approach and 'how to win' strategies for customer cohorts
- Clear Customer Value Propositions (CVPs) for each segment aligned to a multi-channel sales strategy
- A sales operating and coverage model that aligns sales resources to customer potential to unlock growth opportunities.
- Introduction of sales roles and goals to elevate capabilities and deliver an integrated end-to-end customer journey



RESULTS

- The new segmentation approach moved the client towards a best in-class model which supported alignment between sales and marketing around the customer
- Sustainable coverage of the customer base offered the ability to efficiently scale for future growth
- Unified and compelling CVPs optimised for each customer segment identified the most appropriate fulfilment of specific customer needs to drive customer satisfaction
- Clearly defined roles removed duplicated efforts, improved internal collaboration, and directed employee behaviour towards further customer-centricity