



A New Operating Model to Adapt to Emerging Growth Opportunities

Blackdot helps a global telco take advantage of new market opportunities and simplify customer engagement.



CHALLENGE

A leading telecommunications company was experiencing poor sales performance despite increasing opportunities in the fast growing ICT market. It needed to design and implement an effective and efficient sales operating model to exploit emerging growth opportunities and meet shareholder expectations in an evolving marketplace.



SOLUTION

- Blackdot's team of consultants created a set of guiding principles and constraints for the development of the company's new sales operating model. Our team then assessed the underlying market opportunity and characteristics of the company's customer base to determine its market 'Sweet Spots' – the segments of greatest potential opportunity – which were then categorised into three key market segments.
- With the market focus defined, the Logical and Practical Sales Operating Model was developed, which outlined key roles and organisational structure. Finally, our team used coverage ratios to determine the number of sales and technical resources the new structure required.



RESULTS

- New market segmentation and go-to-market models aligned to the emerging commercial landscape
- New operating model aligned to emerging growth models, projected to cut costs by 10%
- Substantially simplified customer engagement model.