

# Changing Global Markets Require Change in Strategy

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## The Situation



Due to a dramatic shift in the economic environment

and associated buying behaviors, a global multi-billion dollar industrial manufacturer sought the help of the Alexander Group to identify target opportunities and create new route to customer models. Company value propositions and customer segments no longer reflected their unique buying needs. Legacy sales models and generalist sales roles did not allow for focus on key opportunities and lacked strategic alignment. Further, sales compensation plans did not drive behaviors for unique roles.

## The Challenge

This manufacturer needed more precise customer segmentation and an account-level share-of-wallet opportunity model to identify high potential opportunities. Aligning job roles and sales compensation plans to the new model and creating effective sales enablement tools, including playbooks would operationalize the new strategy in a revenue compressed environment.

## The Solution

The Alexander Group conducted interviews, time studies and global design sessions spanning five continents. They created customer segmentation, coverage and share-of-wallet opportunity models for each global region to identify account-level target opportunities. The share-of-wallet opportunity model incorporates firmographic data to identify the highest potential opportunities in all territories. To maintain a common strategy vision and approach, the Alexander Group redesigned global compensation plans and created customer leadership and seller playbooks for each new role. Manager and seller playbooks are easy-to-use guidelines for consistent, global, best-in-class coaching, business, and people management. Alongside the client, AGI developed a clear roadmap and the proper support functions to ensure successful world-wide adoption accelerated the global implementation in four months.

## The Benefit

The manufacturer's sales model has been successfully implemented worldwide and sellers are now focused on the highest potential opportunities in each territory. Internal competing strategies no longer interfere with a unified approach for where to invest in a challenging global environment.

# AGI created segmentation & opportunity models to identify target opportunities

## Global multi-billion dollar industrial manufacturer

### Current Situation



- Company value propositions and customer segments do not reflect unique buying needs
- Legacy sales models and generalist sales roles do not allow for focus on key opportunities and lack strategic alignment
- Compensation plans do not drive behaviors for unique roles

### Client Objectives

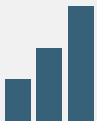


- Develop clear customer segmentation model
- Develop share-of-wallet opportunity model to identify high potential sales opportunities
- Align job roles and compensation plans to new model
- Create effective sales enablement tools, including playbooks

### Alexander Group Role



- AGI conducted interviews, time studies, and global design sessions spanning four continents
- AGI created customer segmentation, coverage and share-of-wallet opportunity models for each global region
- AGI redesigned global compensation plans, and created customer Leadership and Seller playbooks for each role



### Impact

- Sales model has been successfully implemented worldwide, and sellers are focused on highest potential opportunities in each territory