STRAT-EXX DECISION BRIEF

SALES ORG REDESIGN • CSO • SPRINT • FROM 8 WEEKS • TARGET MODEL

A sales organization built for today's customers and markets.

When Sales Organization Redesign creates the greatest value

Your sales organization has outgrown its design. Roles overlap, territories follow history rather than potential, and important customers have multiple points of contact. Capacity remains locked in saturated markets while growth segments stay underserved.

Specifically, you need to decide …

DECIDE	BECAUSE …
• Where sales capacity should be expanded, shifted, or reduced	• historic territories and headcount no longer reflect today's potential.
• Which roles, territories, segments, and key-account structures customers actually need	• a new org chart without customer and coverage logic merely relocates old conflicts.
• How people, leadership, and transition decisions should be implemented	• a target model without a day-to-day transition remains theoretical.

VALUE DRIVER 1 · DESIRED BUSINESS OUTCOME

Your sales organization is fully aligned to markets and customers.

You gain an executable target model—not a theoretical org chart:

- **Sales capacity follows profitable customer and market potential.** Segments, buying journeys, coverage needs, and economics determine where capacity is invested, shifted, or reduced.
- **Roles and ownership are unambiguous for the customer.** Territories, key accounts, inside and field sales, and leadership receive clear accountability and a realistic transition path.

VALUE DRIVER 2 · HIGH DECISION CONFIDENCE

Your target model stands up because customer potential and coverage come before the org chart.

Sales Operating Model Design answers three investment questions:

- **Prove coverage need.** Market potential, customer segments, buying journeys, current coverage, and economics are linked to existing capacity.
  Outcome: visible over- and undercoverage instead of historic territory logic.
- **Derive the target organization from customer logic.** Territories, segments, key accounts, inside and field sales, specialists, and leadership are shaped around the required coverage model.
  Outcome: clear roles and ownership for the most important customers and markets.
- **Make the transition decidable.** Capacity, capabilities, spans of control, people decisions, and governance are sequenced realistically.
  Outcome: a decision-ready target model including a Transition Roadmap.

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VALUE DRIVER 3 · RAPID DECISION

Within approx. 8 weeks, legacy structures become a market-aligned sales organization

The sprint moves you from org-chart debates to an evidence-based coverage, capacity, and people decision.

- **Weeks 1–3: Prove the coverage gap.** Customers, potential, buying journeys, roles, and current capacity allocation are brought into one view.
- **Weeks 4–6: Decide the target organization.** Segments, territories, key accounts, roles, leadership, and capacity are redesigned.
- **Weeks 7–8: Secure the transition.** Capabilities, people decisions, governance, and the Transition Roadmap are finalized.

> **Sprint principle.** First prove customer potential and coverage need, then decide roles and capacity, then secure people and transition decisions.

VALUE DRIVER 4 · LEAN MANAGEMENT COMMITMENT

Existing customer, performance, and capacity data provide the foundation.

Strat-Exx connects existing market, customer, territory, and performance data with a small number of interviews around the most important coverage decisions.
Your organization contributes only four things:

- market, customer, performance, territory, and capacity data,
- current roles, spans of control, and account assignments,
- access to leaders and selected sales teams,
- decisions on roles, resources, people, and transition.

VALUE DRIVER 5 · CONTAINED REORGANIZATION RISK

No new org chart until potential, coverage, and economics are clear.

The greater risk is not redesigning the organization too late. It is changing roles and territories without knowing which customers, segments, and buying journeys truly justify capacity.
The sprint contains that risk:

- Roles and territories follow proven customer and market potential.
- Capacity decisions connect coverage need with economics.
- Capability and people implications are transparent before approval.
- Transition, governance, and leadership cadence are part of the target model.

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Proven experience. At a company generating about €1.5 billion in revenue with more than 200 sales employees, roughly 15% of capacity was shifted from saturated to growth segments. Top-account coverage became conflict-free, and contribution margin in priority segments increased by about 6% within twelve months.

By the end of the project, every decision is backed by tangible evidence:

A. a quantified **coverage and capacity map** across markets, segments, and customer groups,
B. a **Sales Organization Target Model** built from customer logic, potential, and buying journeys,
C. **clear** segment, territory, and key-account rules with unambiguous ownership,
D. defined **roles, spans of control, and interfaces** for inside and field sales,
E. concrete **capacity, capability, and people decisions** for the target model,
F. a **Transition Roadmap** with sequence, governance, and activation steps.

The measure of success. What matters is not the symmetry of the org chart, but whether the right roles and capacity cover the most profitable customers and markets.

How much sales capacity is still tied up in yesterday's markets—while growth segments remain underserved?

YOUR CONTACT



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CONFIDENTIAL STRATEGY CALL

30-Minute Conversation

Via Google Meet · book anytime

calendly.com/clemens-oertel-strat-exx/30min

SCAN & BOOK

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