

More profitable customer growth with the same sales capacity.

When Segment Sales Strategy creates the greatest value

Your sales organization is operating at full capacity. Yet customers and segments are served in much the same way despite differences in profitability, potential, and cost to serve. The critical decision is where additional sales time creates value—and where it does not.

Specifically, you need to decide ...

DECIDE	BECAUSE ...
Which customers and segments should receive more sales capacity	revenue alone proves neither profitability nor future potential.
Which accounts should be served differently, more digitally, or less intensively	discounts, service effort, and complexity often erode customer margin unnoticed.
How to realign territories, roles, and capacity around economic value	legacy ownership leaves the best growth opportunities underserved.

VALUE DRIVER 1 • DESIRED BUSINESS OUTCOME

Your strongest sales resources work for your most valuable customers.

You gain a robust customer and coverage decision—not another segmentation exercise:

- Your customer portfolio becomes economically comparable.** Profitability, potential, strategic relevance, and cost to serve become visible by segment and account.
- Your sales capacity follows customer value.** Every segment has a clear choice: invest, serve differently, protect efficiently, or deliberately deprioritize.

VALUE DRIVER 2 • HIGH DECISION CONFIDENCE

Your customer priorities hold up because revenue is not confused with value.

The SegmentEdge Customer & Profitability Model answers three decision questions:

- Prove current customer value.** Revenue, contribution margin, discounts, service effort, and complexity are consolidated into a realistic value picture.
Outcome: profitable customers are separated from customers that are merely high-revenue.
- Prove additional potential.** Share of wallet, customer need, strategic relevance, and realistic win probability show where more sales capacity pays off.
Outcome: a forward-looking view of potential instead of historical priorities.
- Decide economic coverage.** Service model, contact intensity, roles, and capacity are defined for each customer archetype.
Outcome: more growth and margin from the same sales capacity.

VALUE DRIVER 3 • RAPID DECISION

Within approx. 9 weeks, customer coverage is aligned to value

The sprint shortens the path from legacy customer coverage to an evidence-based coverage and capacity decision.

- **Weeks 1–3: Make customer value visible.** Profitability, cost to serve, and current resource allocation are consolidated by customer and segment.
- **Weeks 4–6: Decide potential and coverage.** Customer potential, account archetypes, and economically appropriate service models are prioritized.
- **Weeks 7–9: Activate capacity.** Account priorities, roles, resource shifts, and a 90-day agenda are decided and committed.

Sprint principle. First prove customer value, then decide coverage, then shift capacity. Speed comes from existing data and clear decisions—not another full-scale analysis.

VALUE DRIVER 4 • LEAN MANAGEMENT COMMITMENT

Sales leadership remains fully effective in the day-to-day business.

Strat-Exx consolidates existing customer, margin, and activity data into one decision base—without a major CRM or reorganization program.

Your organization contributes only four things:

- existing customer, revenue, margin, service, and activity data,
- current segmentation, territory, and account assignments,
- perspectives from Sales, Service, Finance, and BU leadership,
- decisions on segments, coverage, and capacity at three decision points.

VALUE DRIVER 5 • CONTAINED IMPLEMENTATION RISK

Only customers that justify the investment receive more coverage.

The greater risk is not serving customers differently. It is locking scarce sales capacity into accounts with low margins or limited potential.

The sprint contains that risk:

- Customer value and potential are proven separately—not reduced to a revenue ranking.
- Coverage follows economic opportunity—not history or internal noise.
- Capacity shifts are justified by segment and activated step by step.
- Key accounts and customer relationships remain protected through clear handoffs and ownership.

Proven experience. At a company generating about €1.5 billion in revenue, roughly 20% of sales capacity was shifted from unprofitable to high-value accounts. Contribution margin in the 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 **Customer Value & Profitability Map** across customers and segments,
- B. prioritized **segments and account archetypes** by value, potential, and service need,
- C. an **evidence profile for each customer segment** covering profitability, potential, and cost of coverage,
- D. an **economic coverage architecture** with roles, intensity, and service model,
- E. a **binding capacity and account decision**: invest, serve differently, protect, or deprioritize,
- F. a **90-day activation agenda** for top segments, accounts, and resource shifts.

The measure of success. What matters is not how many customers are resegmented, but the additional contribution margin delivered by the same sales capacity: invest more in valuable customers and consistently reduce uneconomic coverage.

Which **customers** deserve your best sales capacity—and **which do not**?

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

