STRAT-EXX DECISION BRIEF

WHERE TO SELL • CSO • SPRINT • FROM 5 WEEKS • FOCUS SET

# Decide where you sell first. Then commit your capacity.

## When "Where to Sell" is especially valuable

Corporate strategy names the growth fields – but not where sales and marketing concentrate their capacity. That is where pipeline is created and where budget takes effect. Without a shared focus set, effort spreads across too many fields – and none of them is won.

Specifically, the aim is to …

| DECIDE | BECAUSE … |
|---|---|
| • Which market fields sales and marketing pursue over the next 12 to 24 months | • capacity and budget otherwise follow habit rather than winnability. |
| • Which verdict applies per field: attack, defend, harvest or deprioritize | • each field demands a different commitment of time, pipeline and campaigns. |
| • Which target accounts are worked in the strongest fields | • a focus decision without names in the CRM has no consequences. |

VALUE LEVER 1 · DESIRED OUTCOME

## A shared focus set for sales and marketing.

You receive a robust focus decision – not another market study:

- **Your market model becomes comparable.** Segments, regions and customer types are assessed against a shared logic of potential, winnability and cost of access.
- **Every field receives a verdict.** Attack, defend, harvest or deprioritize – broken down to the target account list for the two or three strongest fields.

VALUE LEVER 2 · HIGH DECISION CONFIDENCE

## Your focus holds up, because winnability comes from your own data.

An attractive field is not necessarily one your organization can win. That is why Where to Sell answers three questions:

- **Where is the potential?** Market size, growth and contribution margin are quantified per field and made comparable.
  **Result:** an opportunity map that can be prioritized rather than isolated opinions.
- **Where can we win?** Win rates, sales cycles, deal sizes and loss reasons from CRM and pipeline show where you actually compete.
  **Result:** evidenced winnability rather than market assessment.
- **What does access cost?** Capacity requirements, channel access and campaign effort are estimated per field.
  **Result:** a focus set that is deliverable with the capacity you have.

Copyright Strat-Exx 2026

VALUE LEVER 3 · FAST DECISION

## In approx. five weeks, you have your focus set for the next four quarters.

The sprint shortens the path from many plausible fields to a focus decision the whole commercial organization carries.

- **Weeks 1–2: Create the market model.** Segments, regions and customer types are consolidated into a shared market logic.
- **Weeks 3–4: Evidence winnability.** CRM, pipeline and campaign data are analyzed per field and matched against the market view.
- **Week 5: Decide the focus.** Each field receives its verdict; the two or three strongest fields get a target account list.

> **Sprint principle.** First create comparability, then evidence winnability, then decide. Speed comes from a shared decision logic – not from less rigor.

VALUE LEVER 4 · LOW MANAGEMENT EFFORT

## Your leadership team stays decision-ready in day-to-day operations.

Strat-Exx consolidates market, CRM and pipeline data with the perspectives from sales and marketing into a shared basis for decision-making – without a parallel project.
Only four inputs are required from your organization:

- Access to CRM, pipeline and campaign data,
- perspectives from Sales, Marketing and Sales Operations,
- existing segment, region and customer logic,
- management decisions at three clearly prepared decision points.

VALUE LEVER 5 · LIMITED FOCUS RISK

## Focus only where potential and winnability are proven.

The greater risk is not a focus that is too narrow. It is spreading capacity across too many fields and carrying weak ones for too long.
The sprint limits this risk:

- Every field is assessed against the same criteria – no regional truths.
- A field without evidenced winnability does not become a focus field.
- Deprioritized fields receive a clear consequence, not a quiet continuation.
- Portfolio and investment questions are named and handed over, not decided on the side.

Copyright Strat-Exx 2026

> **Scope note.** Where to Sell decides on sales capacity, marketing budget and pipeline focus over a horizon of 12 to 24 months. Capital allocation, portfolio and market entry remain with Where to Play.

## By project end, all the evidence for decision-making is on the table:

A. an **opportunity map** across all market fields with potential, winnability and cost of access,
B. a **focus set** with a verdict per field: attack, defend, harvest, deprioritize,
C. a **target account list** for the two or three strongest fields, ready for your CRM,
D. a **capacity and budget view** showing what the focus ties up in sales and marketing,
E. a **handover point** to Segment Sales Strategy and Demand Generation,
F. a **list of portfolio and investment questions** for Where to Play.

> **The benchmark.** It is not the attractiveness of a field that decides but whether your organization can win there with the capacity it has – and whether every field has a verdict with consequences.

## Where do sales and marketing concentrate their capacity today?

YOUR CONTACT



Dr. Clemens Oertel

CONFIDENTIAL STRATEGY CONVERSATION

30-Minute Conversation

Via Google Meet · book anytime

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

SCAN & BOOK

Copyright Strat-Exx 2026