

One of Asia's largest Chemical companies- marketing and sales transformation

Situation

- **Largest chemical supplier in Asia** with near ~30bn local currency revenue, ~300 million profit annually
- **Flattening topline sales** in recent years with **declining profit** due to unstable customer management
- Lack of **systematic sale process** and technics to execute
- The client recognized the need for customer segmentation, new pricing strategy as well as sale team transformation to drive sustainable growth

What we did

- Leverage **Periscope** to clean up all POS data by order by customer with comprehensive tags needed
- Developed **a segmentation approach (weighted stability, continuity, pocket profit, volume)** dedicated for clients business need with newly defined selling service package and pricing strategy
- Based on new customer segmentation and pricing strategy, we also developed a corresponding KAM tool and selling skills instruction for its sales team.
- To empower the team, we organized serious training course including tests, role plays, interviews to strengthen sales people's skills
- We helped client to set up marketing department including org design and recruitment, meanwhile design tools for pricing, volume forecast, etc.

Impact

- Up to **~65 million local currency** profit uplift is identified in Year one, accounts for 20% of its total profit
- Client has started its organization transformation in parallel including new marketing department set up in 2018, as well as upgrade its sales team with a "survival for fittest" spirit which is never been considered before