

One of the global leader in eye care— we developed and rolled out a “customer centricity” programme for its cataract business in Asia to regain its growth

## Situation

- One of the largest medical device companies **specializing in eye care products**
- Flattened 2016 Asia topline sales** after years of high growth
- The company recognized the importance of “customer centricity” and **engaged another consulting firm in late 2016 to develop a new customer segmentation but couldn’t be implemented**

## What we did

- Design and pilot phase**
  - Developed a **customer-needs based segmentation with local sales team** to make it more crisp and actionable
  - Designed a **joint account planning** approach and toolkit to **enable internal teams** (e.g. sales, marketing, medical, technical services, etc.) **to coordinate efforts** to best address customer needs
  - Piloted in two districts** with cross-functional teams
- Implementation phase**
  - Helped develop a **hospital master database of >1000 accounts**
  - Helped build up **sales capabilities in account planning** (e.g. launch an account planning competition leveraging its cycle meeting)
  - Conducted change management** (incl. new performance management)

## Impact

- The client is on track of recovery, with **YTD sales ~8% higher than target**
- Changed front-line sales from UNHAPPY to HIGHLY MOTIVATED** through series of “customer centricity” initiatives
- Helped China head **develop sales talent and identify team(s) with strategic thinking capabilities**

