

# The copy machine and service company – our insight made the client drive their sales transformation

## Client context

- **Largest B2B copy machine and service company in Asia**, enjoying high profitability for long time
- **Forced to transform its sales force** due to several structural industrial changes such as paper-less and stronger purchasing power
- **Need to identify what customers expect sales team** to design and lead their sales transformation in a right direction

## Approach

- **Conducted a large-scale web survey and FGI** to identify KSF, and found some key insights that surprised clients:
  - No clear relation between sales visit frequency and customer satisfaction
  - Less share in large customers than they expected
  - More than 30% small customers not use traditional channel but only web
- **Conducted organizational diagnosis with Sales Navigator**
- **Proposed a transformation direction**

### M&S Expertise



Yukari  
Kuramoto



Ayano  
Uda



Jochen Ulrich

## Impact

- Following the insight that their traditional sales approach and structure do not fit the current market demand, **they reviewed their sales transformation plan considering our proposals:**
  - Shift sales force from existing customers to new customers
  - Improve sales efficacy by reducing visit frequency
  - Use dealers more for small customers
- Finally it is announced that **they will start a pilot project reflecting our diagnosis and proposal**

Client name: X  
Team set-up: X  
Fees Structure: X

What was unique: X