

Direct sales model & enterprise strategy for a Fortune 50 tech MNC

1. Situation & Challenges

The client sought a go-to-market strategy to address the enterprise segment profitably, in the face of increased competition and declining market share.

2. Our Approach

We developed a new go-to-market strategy and framework to address the enterprise segment in Asia-Pacific. The strategy hinged on selling to enterprise customers directly instead of via channels.

For each country in the Asia-Pacific region, we assessed the impact of the strategy on market share and competitive trends. We then devised the value proposition for enterprise customers and analysed implications of the strategy for the client's supply chain and cost structure.

3. Results

The recommended strategy was implemented successfully in two countries. Implementation led to improved account information and better reach to enterprise buyers, thereby increasing the efficiency of sales staff. Finally, the direct sales model led to a substantial increase in share of wallet.