

# Agile Sales Organization - Development of a Sales Target Operating Model in the B2B area

## Sector: Logistics



### MISSION



Specific question: How must a Sales Target Operating Model be designed to meet current and future requirements, both internally and externally?

Our client was looking for a radical change in its Sales organization to enable significant growth while not expanding the Sales organization.

#### Contact:

Dr. Philip Huckle  
E-Mail: [philip.huckle@conmendo.de](mailto:philip.huckle@conmendo.de)

We look forward to your message.



### APPROACH



Together with our client, we developed a holistic, customer-oriented 'Sales Model' (strategy, processes, organization, steering and personnel).

- **Diagnosis:** Semi-structured interviews revealed weaknesses and strengths of the existing model. Sales KPIs, value chains, customer interaction patterns, internal structures and decision paths were analyzed. Result: The sales organization was heavily involved in internal processes and did not act in a customer-centric way.
- **Design:** First, strategic design principles for a robust framework of the future sales organization were developed together with the client. The results were condensed into five core elements, from which concrete solution options were derived in workshops and developed into a consistent sales Target Operating Model. Business cases, sizing models and change impact assessments provided a profound basis for the new model, which was validated with pilot units.
- **Delivery:** The radical nature of the new approach required a multi-stage implementation plan. Key success factors for implementation were defined in advance and followed consistently during implementation. Regional internal and external characteristics were incorporated into the design of the model.

### RESULT



The new Sales Target Operating Model contributed to significant increases in all sales KPIs. The combination of a common, fact-based design and concrete, quantified added value had contributed significantly to acceptance within the organization. The doubling of "customer face time" created the conditions for sustainable customer development and retention, locally and globally. The approach and outcome of the project had also led to positive feedback in other functional areas and revealed the need for more cross-functional collaboration.

### IMPACT



ConMendo provided holistic support in this project - from diagnosis to design and implementation. While conceptual design and cross-industry sales know-how were the focus at the beginning of the project, coordination and transformation experience were essential during implementation.