

STRATEGY ALIGNMENT

BACKGROUND

A major global cosmetics company was seeking to align their commercial strategy across markets in Asia, South America, and Europe. Although many of the products in these markets were the same, their methods of customer acquisition and salesforce activation were not united in a coherent, global commercial strategy. The situation called for alignment with the brand promise, product benefits, new customer acquisition methods, and salesforce growth.

OBJECTIVE

Unite markets in three different continents with a global strategic kernel to drive consistent tactical approaches to grow the seller base, higher levels of productivity, and growth in new customers. There was a need for greater unity in the “how”, with buy-in and enthusiasm in each market to pivot into a more productive, consolidated game plan to drive the desired commercial outcomes.

At a behavioral level, the desire for the salesforce was to increase sharing, boost disciplined follow up, and develop greater aptitude with overcoming objections. The hypothesis was that improving these core field behaviors would drive greater new customer acquisition, expand the seller base, and lead to sustained revenue growth.

EXECUTION

A new commercial model was created. This model pinpointed multinational challenges, and accounted for cultural nuances. However, the strategic kernel was the same, which empowered every woman (customers and salesforce) with the freedom to be her best self. On the commercial side, that freedom was won through discipline in a proven approach to self

betterment. The tactics included exploding the sharing through a structured, unified training curriculum, uniform messaging surrounding the brand promise and products, and a new system of tracking metrics with accountability on the corporate side.

The multi-year execution plan introduced new and specialized learning and skill sharpening events, a focus on a revised unique selling proposition for customers, and new technology for enhanced visibility to KPIs. Confidence in the salesforce reached a new high.

RESULTS

Business results were notable across all markets. Highlights the first two years included:

- Top line growth of 83% in Indonesia in the first five months after program changes
- Average sponsorship increase of 25%+ in Central Europe
- Adoption rates of over 60% with new sales tracking technology by the salesforce
- Increased seller LTV of 15%+ across international markets
- Award winning product marketing to support the value proposition, driving higher brand awareness