

Simplify our Customer Segmentation ~ “make it live at customer facing level”

Client

Bausch & Lomb are leaders in the supply of Visioncare products across Europe - from contact lenses to surgical lasers for use in eye surgery.

Their traditional marketplace for lenses is the optical chains with whom we are all familiar - Specsavers, Optical Express etc - however they were progressively finding that their lenscare solutions [brands like Renu] were appearing in the major grocery chains across Europe. Faced with a large and varying number of customers across Europe they attempted to segment their customer base. This was undertaken three years ago without any internal buy in beyond the creation of a framework.

The problem was that as B&L’s market place became more competitive and resources more expensive they needed an approach to segmentation that everyone could understand, buy into and action..

The Brief

Our current Pan European Vision Care customer segmentation approach isn’t working. It needs simplifying and re-launching.

What we did

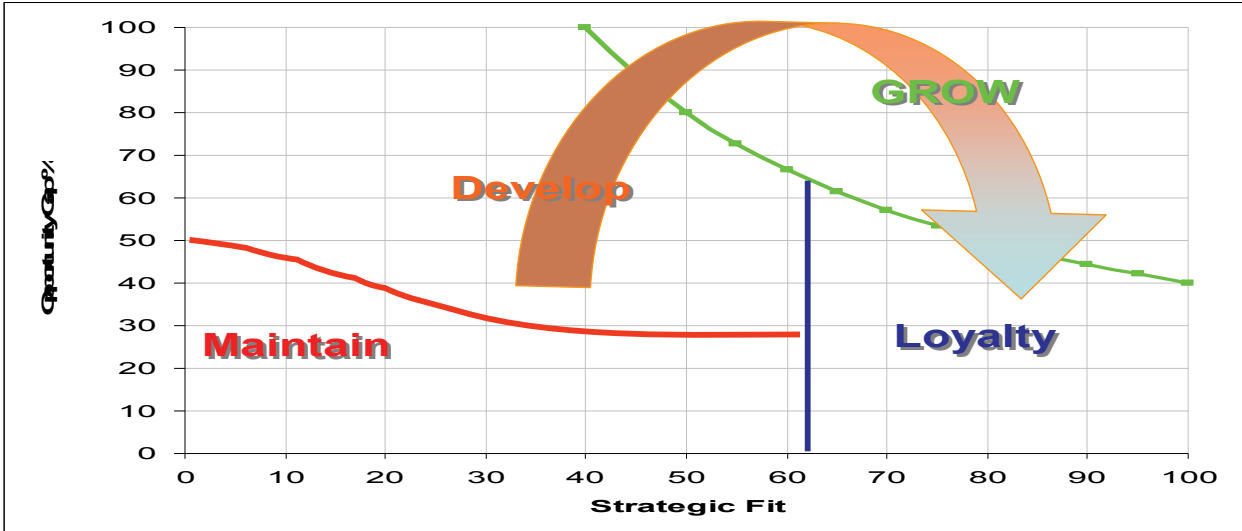
- ~ Established why the original framework had failed. This was a combination of:-
 - Over complication of the segmentation framework ~ no one really understood it.
 - Failure to engage the commercial community ~ lack of ownership
 - Nothing to embed the process beyond the framework level
 - No one owned it within the business
 - Measures didn’t capture the segmented approach or reward usage.
- ~ Built the case for change
- ~ Re-engaged the key stakeholders and asked them to nominate project champions to represent their market within the project team.
- ~ Developed a simplified segmentation framework that reflects usage and attitudes, customer potential and size.

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for bottom line growth



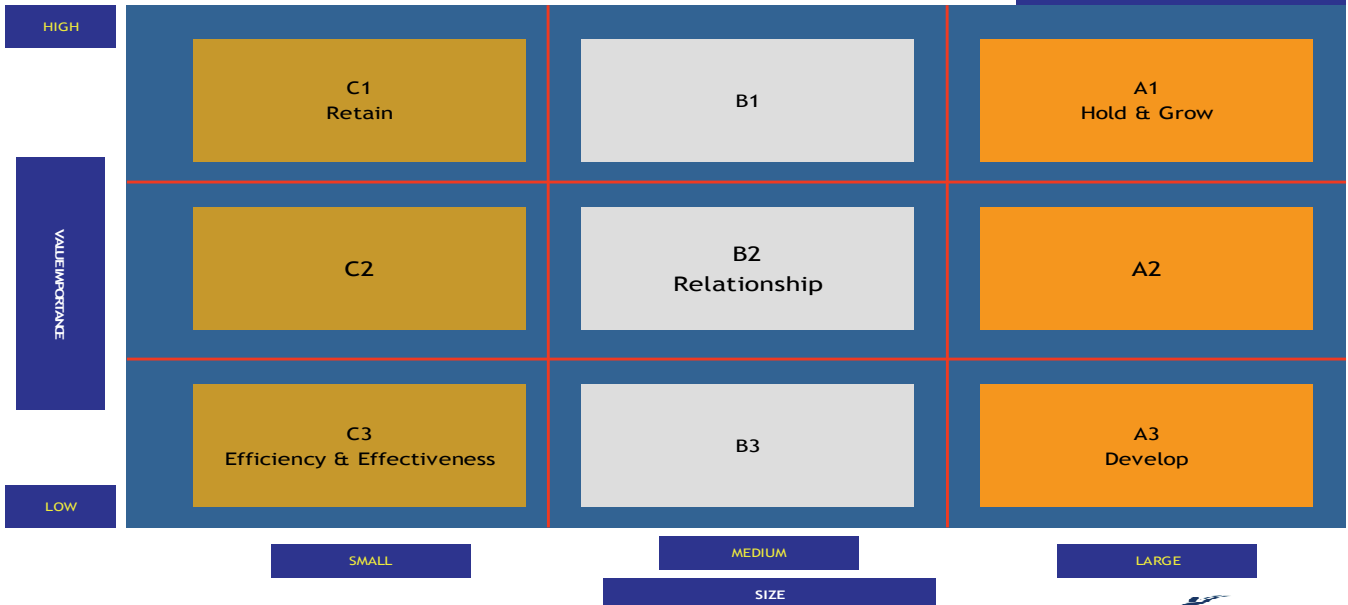
From

'MAKING SEGMENTATION A REALITY AT CUSTOMER FACING LEVEL'



To

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- ~ Mapped the segmentation to the customer data base, 34nsuring linkage with people soft and CRM on line.
- ~ Worked cross functionally to establish the Generic Pan European Proposition.
- ~ Using the generic proposition as a base, the Hygiene and motivating factors were identified.
- ~ Mapped B&L and competition to the proposition for insight, gap analysis and internal work-stream proposition development.
- ~ In conjunction with the champion team develop segment based proposition foot prints on both a Pan Euro and individual market level.
- ~ Piloted two markets :- Austria & France

Impact (This project is still ongoing)

- ~ Internal alignment behind the segmentation framework methodology and approach.
- ~ Awareness of the proposition , gaps, competitive positioning and what needs to be developed.
- ~ Contact strategy development by segment identified and organisational modelling underway.
- ~ Segmented approach to NPD development, using A1 customers for seeding and trial.
- ~ Segment based promotional campaigns, improving targeting, effectiveness and return on investment.

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