B2B PROMOTIONS · BUSINESS CASE

The segment that buys the most can afford the smallest discount

How much discount each group of your customers can take before you lose money, worked out from your own sales data.

Alejandro Campos Lamas · Garza (Imprex) case · Synthetic figures

THE PROBLEM

One promotion for everyone gives margin away where you sell the most

The context

Garza, Imprex's lighting, connectivity and IoT brand, sells to retail chains and distributors, and gave them all the same promotion.

What was missing

Knowing what each point of discount cost in margin, and which customers had no margin to spare.

The gut feeling

Big customers buy more, so they can take a bigger discount.

The question: who can get a discount, how much, and in exchange for what.

FOUR SEGMENTS

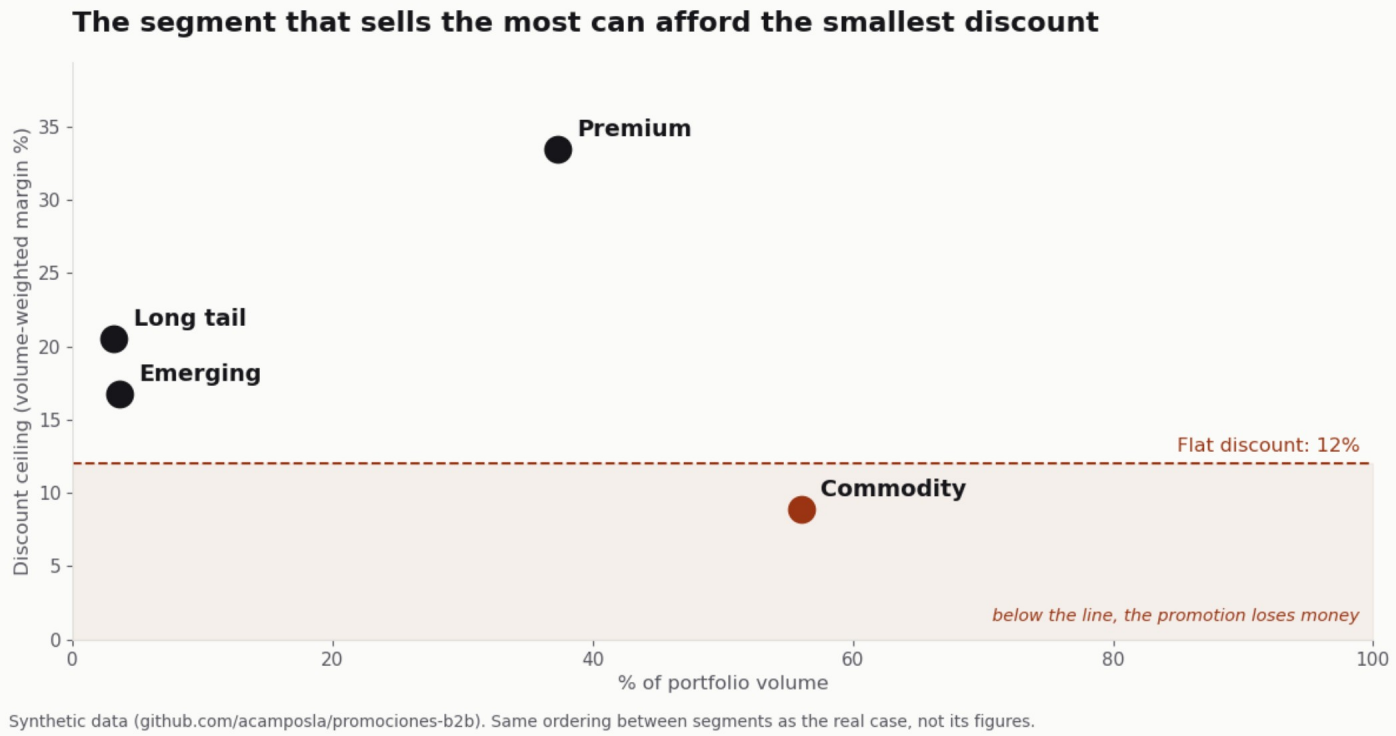
Each segment needs a different offer

Segment	Who they are	Customers	Volume	What they need
Premium	Large, frequent, high margin	14%	37%	Protect the margin
Commodity	A few very large accounts, thin margin	31%	56%	Volume without giving price away
Emerging	Growing fast	10%	4%	Back the growth
Long tail	Many small customers	45%	3%	Low-cost actions

Six variables per customer, all from sales data: volume, order frequency, average ticket, margin on sales, categories bought and trend against last year.

THE FINDING

The segment that sells the most can afford the least discount



Synthetic data (github.com/acamposla/promociones-b2b). Same ordering between segments as the real case, not its figures.

8.9%

discount ceiling for Commodity, the segment with 56% of volume

68%

of its customers earn less margin than a flat 12% discount

THE OFFER

Discount only on what the customer grows

net = take-up × required growth × volume × (ceiling − discount)

Commodity	15% take-up	30% take-up	60% take-up
8% discount	+€11,507	+€23,013	+€46,026
12% discount	−€41,123	−€82,247	−€164,493

The discount against the ceiling decides whether you win or lose. Take-up only changes by how much. That's why the ceiling needs no campaign data at all.

WHAT TO DO WITH EACH SEGMENT

Within Commodity, the largest accounts can't take a price cut

Segment and size	Ceiling	Action
Premium, all	30-35%	Price promotion
Commodity, smaller half	10-11%	Price promotion, little headroom
Commodity, larger half	8-9%	No discount: service or payment terms
Emerging, all	16-21%	Price promotion
Long tail, smallest quarter	20%	Digital actions only

Sales doesn't query a model: it gets one-line rules, such as "over €36,552, more than six categories and margin above 10%: Premium". They place 93% of customers in the right segment.

WITH YOUR PORTFOLIO

What I do with your sales data

1

A discount ceiling for each segment

From two years of sales by customer. No campaign data needed.

2

Rules and a simulator for sales

Each customer's segment in one sentence, and what every promotion earns before it goes out.

3

A pilot you can measure

With a control group: how much takers really grow, and how much discount goes to customers who'd have bought anyway.

At Garza I started using each segment's ceiling as a reference when designing promotions. The measured pilot was the next step.

Full case: alejandrocamposlamas.com · Code: github.com/acamposla/promociones-b2b