

# Before You Commission a Segmentation Study

Use this page to clarify what the study must help leadership decide.

Segmentation studies are often commissioned with the expectation that strategy will emerge from the research. In reality, the study is most effective when leadership clarifies what strategic decisions it must inform before research begins.

The questions below help align that discussion.

## What strategic decision is driving this study?

- Portfolio allocation
- Pricing structure
- Innovation direction
- Channel allocation
- Messaging / go-to-market

## What would change if the study worked?

A few suggestions to get clarity on.

- We would likely change:
- We would likely stop doing:
- We would need clearer evidence about:

## What must the study reveal?

Not research jargon. Plain business language.

- Which differences between customers would actually change that decision?
- What would we need to understand to act confidently?

## **What should this study not try to do?**

This is where you protect against dilution.

- It does not need to solve every strategic question.
- It does not need to support every stakeholder equally.
- It does not need to become a messaging, pricing, innovation, and channel study all at once.

## **How clear is the primary strategic lever for this study?**

Discuss which of the following best describes the situation:

- The primary lever is already clear.
- There are two or three competing priorities that need alignment.
- We are hoping segmentation will help reveal which lever matters most.