

Grow Your Key Accounts

Use this menu of questions to drive your strategy and planning around growing key accounts.

WHAT DOES OUR TEAM LOOK LIKE?

- Do we have right people/resources on [our team](#)?
- Are all [6 strategic account roles](#) played well?
- Do we have right people at internal [Value Labs](#)?

WHO IS ON THE ACCOUNT'S TEAM?

- Who do we know? What's our [relationship strength](#)?
- Who don't we know that we need to?
- Have we mapped out all account stakeholders across groups and geographies?
- Do we know the right [decision roles](#)? Do we have internal Champions? Can we develop them?
- Do we have relationships high enough?

WHAT ARE THE TRENDS AFFECTING THIS ACCOUNT?

- Who are their customers and markets?
- What are the regulatory/political, economic, social, competitive, and technological changes taking place?
- Are they about to face any changes that will alter the course of their organization?

WHAT OTHER INSIGHTS DO WE KNOW ABOUT THIS ACCOUNT?

- Major changes in strategy agenda, key staff?
- What does our historical business with them look like?
- What new strategies are they considering/adopting?
- Have they bought or sold any other organizations?
- Major product/service launches?
- Changes with their competitors?
- Their strengths, weaknesses?
- Their opportunities, threats?
- Root causes of major challenges?

WHAT NEEDS DOES THE ACCOUNT HAVE?

- Know their current stated needs? Unstated needs? [Afflictions and aspirations](#)?
- [What is the impact](#), ROI and otherwise, of leaving needs unsolved compared to solving them? Before and after?
- What is their agenda/strategy?
- What are the agendas and needs across the organization's divisions, geographies, and decision-making centers?

WHAT ELSE DO WE NEED TO KNOW?

- What is the addressable revenue available to us in this account?
- Do we think we could change their current vision of how to achieve their agenda? Or the agenda itself?
- Are we thinking broadly enough about the account as a whole, and not just a series of opportunities?
- Should we be working at enterprise-level? How?
- Are there strategies we should stop pursuing?
- Are we getting caught in the weeds anywhere?
- Are we thinking too small?
- Are we not expressing what we're really thinking in our Value Labs?
- Are we being honest with ourselves in our assessment of the account and growth possibilities?
- If we implement our plan, will it achieve our goals and our account's goals?
- What should our [pursuit intensity](#) be for this account?
- When we build [account plans](#), do we have challenges of implementation and accountability? If so, why? How can we solve them?

WHO ARE OUR COMPETITORS?

- What value are they delivering now?
- Where are they trying to win business away from us?
- Where do they have value advantages?
- Where do we have value advantages?
- [Can we beat them](#)? Win business away from them?

WHAT VALUE CAN WE OFFER?

- What [value](#) have we offered similar organizations?
- How can we support their agenda with our offerings?
- Have we reverse-engineered our offerings to see if we can add value? Have we considered all offerings?
- What value could we create or co-create over-and-above what we offer as existing products and services?
- Before we propose ideas, have we made a big-picture value-case across [resonate, differentiate, and substantiate](#)? Is it strong enough, including ROI case?
- How would the account measure our value to them now? Is it good enough? Any areas where we are not living up?
- Beyond products and services, what could they value?
 - Customer service
 - Insight/knowledge/perspective/strategic clarity
 - Our brand, partnerships, network, technology
 - Stability
 - Locations / geographies
 - Our commitments to specific principles (lean, innovation, quality, global, etc.)
 - Other?
- How could we bring our organization's resources to bear for account value?