

# How To Develop More Business Opportunities Using The Account Planner



# Managing accounts and developing new opportunities with the Account Planner

**Getting new business is the foundation for the future but making the most of existing account relationships usually generates the most medium term revenue**

- The Account Planner helps at a strategic level by planning relationship development and at a tactical level by maximising revenue
- The first step is an honest assessment of the state of the relationship and the business outlook
- Developing the relationship is achieved by identifying the key players in the account (usually more senior contacts than current ones) and nurturing them
- There is usually ongoing revenue that needs to be identified and protected
- Of the many possible areas where new business could be sought, several specific areas are selected to focus on.

**Account Planner**

**EVENTS HORIZONS**

Account: Oxford Press	Strengths: Long, successful relationship. We know their business. Some recurrent projects.	Weaknesses: Sponsor may move on. We don't have many good contacts.	Strategic Goal: Get closer to the whole board.
Account Manager: Andy	Opportunities: Oxford Technology. They are moving from data to tech where we have significant experience.	Threats: Competition is becoming established in certain parts of the company. Events are becoming less important to their business.	Action List:
Review Date:			
Target Revenue: £500,000.00			
Team Members: Andy, Charles, Rebecca (Support)			

**Deals to protect**

Booked Exhibition	100%
Education Exhibition	95%
Staff Online Meeting	95%
Summer E-addition Launch	90%

**Relationship Matrix**

Quality Relationship	Strategic Relationship
Transactional Relationship	Expert Relationship

**Checklist**

Do we have a clear understanding of...	
Organisation Structure	✓
Business Strategy	✓
Market Trends	✓
Company Calendar	✓
Procurement Process	✓
Financial Status	✓
Senior Management	✓
Industry News	X
Competitor	X

**Key Contact Development Plan**

Name	Job Title	Seniority	Role	Current Status	Target Status
Andy	Account Manager	Star	Coach	Star	Star
Charles	Admin	New Other	Coach	New Other	Star
Rebecca	Support	Star	Coach	Star	Star
Andy	Account Manager	Star	Coach	Star	Star
Charles	Admin	New Other	Coach	New Other	Star
Rebecca	Support	Star	Coach	Star	Star
Andy	Account Manager	Star	Coach	Star	Star
Charles	Admin	New Other	Coach	New Other	Star
Rebecca	Support	Star	Coach	Star	Star

**Redex**

The Redex is generated by processes to identify an existing image or piece of data, we use it to identify a gap in our knowledge, a weakness in our approach, missing data, a need for closer contact or category.

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# Three ways to review deals

Review your deals informally on your own using the deal planner or perhaps with a colleague who is working with you on the deal. Use it as a working document, keeping it updated as you make progress, that way you won't miss a trick and your forecast is always up to date.



There's nothing to beat reviewing a deal round a table, an A3 printout makes this work really well. Start off with a draft plan, refine your sales strategy in the meeting then update the document where everyone can see it, on the system.

If you can't be in the room at the same time holding a web review over the internet is a good substitute. Several of your team can log in to ConversationalCRM, see the same Planner and update it in real time.



# First, enter the key data about your account and the account team

Enter the name of the account and the person who is responsible for its development

Add the owner and other members of the account team

You'll be agreeing and setting targets for each account in terms of revenue and new deals. Enter these here

**CONVERSATIONAL CRM**

**Account Planner**

Account	
Account Manager	
Review Date	
Target Revenue	
Team Members	

Strengths: S

Weaknesses: W

Strategic Goal

What	When	Where

Opportunities to pursue

Redex

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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# List out the “deals to protect”

These should come straight from your prospect list

Just keep them in summary form together with the probability

They're listed to remind you that you can't afford to miss these deals and must ensure they happen

The screenshot shows the 'Account Planner' interface with several key sections:

- Account Information:** A table with fields for Account, Account Manager, Renewal Date, Target Revenue, and Team Members.
- Strengths (S) and Weaknesses (W):** Two large boxes for strategic analysis.
- Strategic Goal:** A box for defining the primary objective.
- Deals to protect:** A central table with columns for deal names and a probability percentage (%).
- Action List:** A table with columns for 'What', 'When', and 'How?' for planning specific actions.
- Opportunities to pursue:** A section for identifying and tracking new opportunities.
- Redex:** A section for identifying risks or areas needing attention.
- Personnel Plan:** A table for managing team resources, including roles like Top Man, Coach, and User.

Arrows from the callout boxes point to the 'Deals to protect' table and the 'Action List' section.

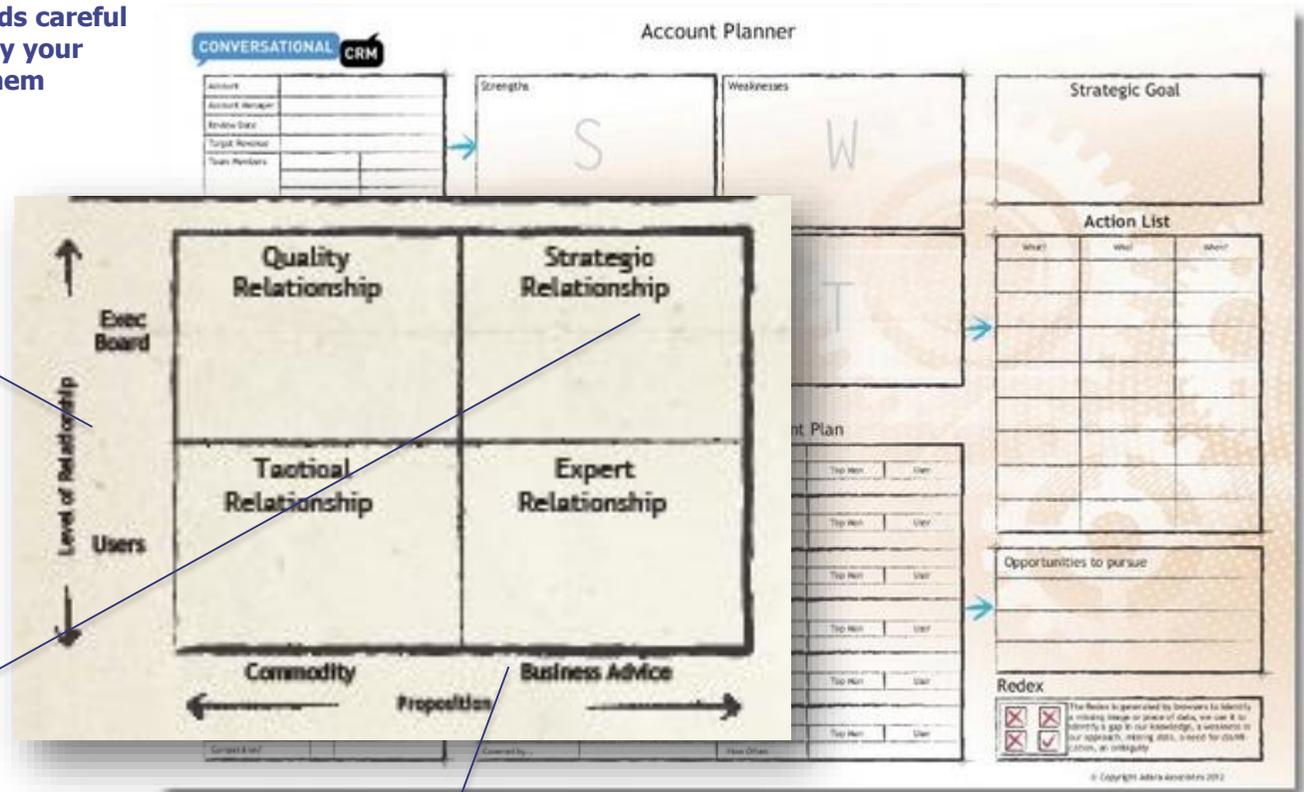
# A key step is to assess how you're viewed in the account and how you'd like to improve on that view

This is the core of the account plan and needs careful thought, it's about how you are perceived by your customers, not what you think you do for them

What level of management do you talk to on a regular basis?

We'd all like to be strategic advisors to the Board but few achieve that position, mark where you really are now and where you can realistically get to over the next year or so

What do you provide to them, how do they perceive what you do?



# Gauge your position in the account, let the team challenge each assumption

The foundation for a good account plan is an honest assessment of the relationship you have with the account and the outlook for the future. A SWOT analysis is something just about everyone understands and is a really convenient way of summarising this.

Fill in a brief summary of the strengths and weaknesses of your position relative to the account as bullet items

Similarly list out the main areas of opportunity you could explore and any significant threats that you should consider

The screenshot displays the 'Account Planner' interface. At the top left, there is a 'CONVERSATIONAL CRM' logo. Below it, a table lists account details: Account, Account Manager, Enable Date, and Target Revenue. To the right of this table are two boxes labeled 'Strengths' and 'Weaknesses', each containing a large letter 'S' and 'W' respectively. Below these are four larger boxes for 'Strengths', 'Weaknesses', 'Opportunities', and 'Threats', each containing a large letter 'S', 'W', 'O', and 'T' respectively. To the right of the SWOT grid is a 'Strategic Goal' box, followed by an 'Action List' table with columns for 'What?', 'Who?', and 'When?'. Below the Action List is an 'Opportunities to pursue' section. At the bottom right, there is a 'Redex' section with a table of checkboxes and a note: 'The Redex is generated by Software to identify a missing image or piece of data, we use it to identify a gap in our knowledge, a weakness in our approach, missing data, a need for clarification, or integrity'. A copyright notice '© Copyright Adren Associates 2012' is at the bottom right.

# Set out, in summary form, your medium term objectives

Once you've agreed where you are it's time to set some objectives for developing the relationship.

Set a realistic objective for what you can achieve (in a reasonable period, say the next 12 months) and how you'll go about doing it in these two boxes

There are different levels of relationship from "provider of commodity products" to "trusted advisor to the board". Where would you like to be and how would you measure it?

Relationships are built up over time and dictated by what you do for people. Record here, (briefly) your strategy for developing the account

The screenshot shows the 'Account Planner' interface. At the top left, it says 'CONVERSATIONAL CRM'. The main title is 'Account Planner'. Below the title, there are several sections:

- Account:** A table with fields for Account, Account Manager, End-use State, Target Revenue, and Team Members.
- Strengths:** A box containing the letter 'S'.
- Weaknesses:** A box containing the letter 'W'.
- Strategic Goal:** A large central box with the text 'Strategic Goal' written inside.
- Action List:** A table with columns for 'What?', 'Who?', and 'When?'. It has several empty rows for planning.
- Opportunities to pursue:** A section with a few lines of text for notes.
- Redex:** A section with a small table and a note: 'The Redex is generated by browsers to identify a missing image or piece of data, we use it to identify a gap in our knowledge, a weakness in our approach, missing data, a need for clarification, or ambiguity.' There are four checkboxes, with the bottom-right one checked.

At the bottom, there are more tables for 'Needs Profile' and 'Role' (listing roles like Wing Star, Defender, Coach, Top Man, Star).



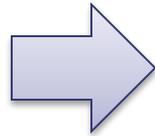
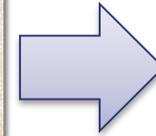
# Finally, record your Action Plan for protecting and developing revenue

Enter each action here; try to keep them at a high level, don't get overwhelmed  
Generally, protecting revenue is more important than finding new deals

The screenshot displays the 'Account Planner' interface. At the top, it says 'CONVERSATIONAL CRM' and 'Account Planner'. The main focus is the 'Action List' table, which has three columns: 'What?', 'Who?', and 'When?'. The table is currently empty. To the right of the table, there are several other sections: 'Strategic Goal', another 'Action List' table (also empty), 'Opportunities to pursue', and a 'Redex' section with a small explanatory text and checkboxes. The interface has a light beige background with a grid pattern.

What?	Who?	When?

# Make Account reviews less of a chore by using ConversationalCRM!

A screenshot of the 'Account Planner' software interface. It features a central 'Key Contact Development Plan' table with columns for Name, Title, Role, and various dates. Surrounding this table are sections for 'Strategic Goal', 'Action List', 'Opportunities to Pursue', and 'Checklist'. The interface is designed to be user-friendly and organized.

Account reviews can take up a great deal of selling time and a paper based system has limitation

The good news is that there are electronic versions provided as part of ConversationalCRM that are much easier to use and take less effort than paper

The even better news is that If you're using ConversationalCRM, account reviews become part of the culture, part of the "way things are done" with huge improvements in sales productivity

# How it works if you're using ConversationalCRM:

- Cloud based
- Easier
- Quicker
- Shared
- More Effective

The screenshot displays the 'Account Planner' interface for 'Oxford Press'. It features several key components:

- EVENTS HORIZONS**: A table with fields for Account, Account Manager, Review Date, Target Revenue, and Team Members.
- Strengths**: A box containing the text 'Long, successful relationship' and 'We know their business. Some recurrent projects' with a handwritten 'S'.
- Weaknesses**: A box containing the text 'Sponsor may move on' and 'We don't have many good contacts' with a handwritten 'W'.
- Strategic Goal**: A box with the text 'Get closer to the whole board'.
- Action List**: A table with columns for 'What', 'When', and 'Who'.
- Opportunities to pursue**: A section with the text 'Oxford Technology'.
- Redex**: A section with a table of checkboxes and a note: 'If the Redex is generated by ConversationalCRM to identify a missing piece or pieces of data, we use it to identify a gap in our knowledge, a weakness in our approach, missing data, a need for clarification, or ambiguity'.

The 'Account Plan' window is open, showing a 'Details' tab with the following data:

Account	Oxford Press
Account Manager	Andy
Review Date	
Target Revenue	0
Team Members	Andy, Charles, Maurice

Buttons for 'Done' and 'Update' are visible at the bottom of the window.

[www.conversationlcrm.com](http://www.conversationlcrm.com)