

**KEY ACCOUNT GROWTH PLANNING**  
***MODULE 5 – GROWTH FROM OUR STRENGTHS***  
***Pre-Tutorial***

**ACCOUNT MANAGER'S WORKBOOK**



## **Welcome to Module 5 – Assessing growth from our strengths**

Welcome to Module 5. In this Module we shall explore the important aspect of identifying the growth potential by leveraging your own company's strengths and plans.

One of the main points here is that we make too many assumptions about what we are good at and this view is not always shared by our customers. We need to ensure that we recognise what we are really good at and how our customers see the value we bring.

This Work Book contains the preparatory work for the Group Tutorial.

When you are ready to start, turn to the next page and the first Task.

## Topic 1 – What are we really good at?

Watch the first video in Module 5 – Introduction.

Then answer the following questions:

How well do you think you understand what your company is really good at?

.....

.....

.....

.....

.....

Now ask your Key Accounts – what do they say?

.....

.....

.....

.....

## Topic 2 – Your strengths – an objective view

Now watch Video 2 in Module 5 (M5U2) which discusses the need for objectivity.

Task – we have found this a useful activity:

- Summarise your list of company strengths
- Select a few colleagues and send your list to them for review
- Plan a short online or face to face review

Ask yourselves:

What evidence do we have that this really is a strength?

What would we expect to see if this really is a strength?

How can we test our assumptions?

## Topic 3 – Refining our list of strengths and weaknesses

Now watch Video 3 in Module 5 (M5U3), which discusses the need to ensure the strengths and weaknesses have real meaning

### Self-reflection exercise

Review your original list and revise so that you have the five most important strengths and weaknesses

.....

.....

.....

.....

.....

.....

.....

.....

.....

## Topic 3 – Strengths and weaknesses in relation to Key Accounts

A further refinement is to consider which strengths and weaknesses are more and less applicable to each type of Key Accounts

.....

.....

.....

.....

.....

Consider each Account individually - are some strengths and weaknesses more or less applicable?

.....

.....

.....

.....

.....

.....

## Topic 4 – Defining our strategic direction

Your Key Account Growth plan must be written so as to ensure that it delivers the company's own objectives and plans so it is important that you understand these fully.

Watch Video 4 in Module 5 (M5U4) which discusses this point.

What is your corporate strategy?

.....

.....

.....

.....

What is your corporate competitive positioning?

.....

.....

.....

.....

What are the corporate objectives?

.....

.....

.....

## Topic 5 -Explaining the ideas - Preparation for the Tutorial

The best way to ensure that you fully understand a topic is to explain it to someone else. Please be ready to explain the following at the Tutorial...

How easy is it to define your strengths?

.....

.....

.....

How are you sure you are right about them?

.....

.....

.....

What are your company's plans?

.....

.....

.....



## **Next step**

Now that you have completed all of the pre-Tutorial work, we will look forward to seeing you at the next group session.

**KEY ACCOUNT GROWTH PLANNING**  
***MODULE 5 – GROWTH FROM OUR STRENGTHS***  
***Post-Tutorial***

**ACCOUNT MANAGER'S WORKBOOK**



## **Post Tutorial WorkBook**

**Welcome to the second part of the Module 5. This Work Book covers the post-Tutorial activity.**

**When you are ready to start, turn to the next page and the first Task.**

## Topic 1 – Reviewing the work

Review your strengths and weaknesses and company strategy summary – is there anything you want to change?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

## Topic 2 – Implications

Now take one key account and list the implications for your business resulting from the strengths, weaknesses and company strategy.

.....

.....

.....

.....

.....

.....

.....

.....

## **Topic 3 – Summary**

### **Assessed Task**

Present your summary to your line manager, another manager or a colleague for their input

## Topic 3

### Growth from our strengths - Assessed Task – Line Manager's Review

Having reviewed the results of the Assessed Task on Starting the Sales Meeting, are you satisfied that the Manager:

**Has clarity about the strengths and weaknesses?** **Yes/No**

**Has ensured that the company's objectives will be achieved with the KA?** **Yes/No**

**Has carefully thought about the implications?** **Yes/No**

Comments:

.....

.....

.....

Signed:

Name:

Position:

## Module 5 - Key Points Summary

Use this summary to remind yourself about the key points in this Module – note any point which is not clear and raise this at the next Group Tutorial

- We need to identify our strengths and weaknesses
- We must ensure that we have taken an objective view
- We must ensure that they have real meaning
- We have to focus on the few really important ones
- We need to consider the customer's view – do they agree with us?
- We need to consider the implications
- We need to understand our corporate strategy and objectives
- We must ensure that our plan is in line with the corporate plans



## My Capability Scorecard

Complete the Scorecard for Module 5. Identify any issues which need further development. You can discuss these in the next Group Tutorial if you would like input from the Group or with your Group Buddy, your Line Manager or by booking a one-to-one coaching session with a Group Coach.

CAPABILITY BEST PRACTICE SCORECARD - GROWTH MODULE 5 GROWTH FROM OUR STRENGTHS			
This Scorecard defines the Best Practice for Module 5. Having completed the Module, each Manager should be able to answer 'Yes' with a high confidence level for each of the 10 Best Practice Criteria			
Best Practice Component	Yes/No	My confidence level (1-10)	Is there anything I must do to improve this?
1 I can explain why understanding the strengths and weaknesses is important			
2 I have defined our top five strengths and weaknesses			
3 I have tested the strengths and weaknesses to ensure objectivity			
4 I have considered the implications of the strengths and weaknesses for each Key Account			
5 I have a clear understanding about my company strategy			
6 I can explain the company goals and objectives			
7 I have ensured that my Account Plan will achieve the company goals			
8 I have shared my thinking with the Key Account for agreement			
9 I have shared my thinking with my colleagues			
10 I have incorporated learning from other colleagues			

