Account Executive

Key Account Manual

I. Account Summary Page

- Name of (Prospective) Client
- Mailing address
- Physical address
- City, state, zip code
- Main telephone number
- Main facsimile number
- URL
- Publicly traded ticker symbol (if applicable)

II. Organization

- Organization chart
- List of key decision-makers (Include respective mailing address, telephone numbers, facsimile, email address, titles and administrative assistants)
- List of decision-influencers (Include respective mailing address, telephone numbers, facsimile, email address, titles and Administrative Assistants)

III. Opportunity

- Description of the business opportunity(ies)
    - Existing opportunities
        - Vendor(s) / Competitor(s)
        - Value ($) of opportunity
    - New opportunity(ies)
        - Value ($)
        - Likely competition (if any)
            - S.W.O.T. analysis of competitor(s) with Client’s needs

STRENGTHS	WEAKNESSES
1.	1.
2,	2.
3.	3.
OPPORTUNITIES	**THREATS**
1.	1.
2.	2.
3.	3.

- **Classify vertical market (i.e., financial, healthcare, etc.)**
- **S.W.O.T. Analysis of Access Data when compared to competitor(s)**

STRENGTHS	WEAKNESSES
1.	1.
2.	2.
3.	3.
OPPORTUNITIES	**THREATS**
1.	1.
2.	2.
3.	3.

- **Opportunity to leverage other Access Data service offerings (i.e., outsourced projects, business process outsource, etc.)?**
- **Client's budget**
    1. **$ Amount**
    2. **When approved**
    3. **Approvals given**
    4. **Any remaining approvals required**
- **Description of Goals & Objectives for prospective client**
    1.
    2.
    3.

IV. Strategy

(What must be accomplished and what path must be followed to ensure the attainment of goals & objectives)

- **Forecasts (context)**
    - **Client's industry forecasts**
    - **Client's forecasts for competition**
    - **U.S. and regional economic forecasts**
    - **Determination of the present phase of current business cycle**
    - **Correlation of trends and projections**
    - **Discovery and notation of historical trend lines that have been established from sales records**
    - **Identify those seasonal patterns and adjustments that affect client's business**
- **Qualify Client prospect according to qualifiers established above**
    - **Understand the client's business**
    - **Identify those attributes that indicate that the prospective client is a reasonably high probability for an Access Data business opportunity**
    - **Identify the client's key decision-makers by role and specific and general interests**
        - **Determine entry-level contact (Who needs to be contacted first?)**
    - **Select and prioritize the individual contacts and the best methods of initial contact**
    - **Set call objectives**
    - **Mental preparation (Psyche yourself up!)**
    - **Make the contact**
    - **Begin to establish the necessary trust, credibility and rapport with the contacts**
    - **Qualify the prospect; make the "Go" / "No Go" decision**
- **Conduct value to client versus cost to client analysis**
    - **Identify logistics to advance the sale**

- **<u>Develop the Strategy Statement</u>**
    - **Assess the client**
        - **What is the client's business**
            - **Research client's critical processes – How does it do what it does?**
            - **Research client's future business plans.**
            - **Research client's selling environment to determine how you can create a competitive advantage for the client in its market place.**
            - **Analyze competitor's unique and distinctive selling points; translate those into features, advantages and benefits for each competitor.**
            - **Identify role of each decision-maker for client; Financial, User, Technical, IT, etc.**
                - **Is Access Data required to work through a prime contractor?**
                    - **Is there a way around that process that does not unnecessarily jeopardize the relationship with the client?**
                - ***List criteria that must be established with each decision maker to rule out competition***
                - **List Access Data's key differentiators for each decision maker**
            - **Identify likely or potential objections before they arise; develop or formulate strategies to prevent, neutralize or respond to those objections as necessary.**
                - ***Prevent objections before they arise***
            - **Identify potential for selling other Access Data solutions**
                - **Discover those other individuals in the client's organization, who might benefit from an Access Data solution and the types of benefits they might receive. (These individuals may not**

be able to directly influence this sale.)

- **Client needs**
  - **Sometimes called “pain points”**
- **Client concerns / fears**
- **Client constraints / limitations**
- **Red flags: *Know them and have prepared contingencies***

- **Client’s buying motive(s) / agenda**
  - **Corporate, divisional and departmental motives and goals may not be the same**
  - **Build a profile for each decision-maker**
    - **Personal interests, hobbies, sports**
    - **Personal “win” criteria**
    - **Spouse’s name**
    - **Children’s names and ages**
    - **Home address, telephone**
    - **Note interesting personality characteristics**
    - **Personal likes and dislikes**
    - **Administrative assistant's name and contact information**
  - **Build a profile for each decision-influencer**
    - **Personal interests, hobbies, sports**
    - **Spouse’s name**
    - **Children’s names and ages**
    - **Home address, telephone**
    - **Note interesting personality characteristics**
    - **Personal likes and dislikes**
  - **Administrative assistant's name and contact information**
  - **Description of Client’s purchase process**
  - **Description of what Client achieves after completion of the purchasing decision**
- **Client’s reservations about**

            - Outsourcing
            - Access Data
            - Internal IT
            - Industry competitors
                - Identify our potential and/ or actual competitors (including "do nothing")
                - Competitors' plans
        - Access Data's agenda
- Value-added Proposition Statement
    - Client value expectation
    - Value metric
    - Partnering opportunity
- Account Executive's own goals within account
- Account Executive's objectives with account
- Assessment of overall time to sell this opportunity
- Conduct cost / benefits analysis
- Assess and analyze all risks associated with client
    - Credit / financial risks
    - Customer attributes
    - Likely reactions from competitors

V. Tactics = "Action"

How will strategy be accomplished, ensuring the attainment of goals & objectives? S.M.A.C. (specific, measurable, achievable and compatible)

- Action Steps
    - Early milestones (timeline)
        - Value proposition nailed
        - Competition ghosted
        - Each decision-maker's win criterion covered
        - Assumptions validated
    - Resources needed to sell the client

        - **Information needed from whom within Access Data and by when**
        - **Personal visitations**
- **Contingency plans**
    - **Identify the possible outcomes first; then develop 1-2 contingencies for each possible outcome**
- **What resources and / or experiences already exists that the Account Executive can use to prepare a comprehensive strategic selling initiative**
    - **Existing system architectures**
    - **Existing Power Point capabilities presentations**
    - **Technical approach presentations**
    - **Statement of Work (SOW) detail**
    - **Contract detail, terms & conditions, expectations**
- **Additional required Access Data support resources**
- **Feedback loop**
    - **Frequency**
    - **Contacts**

VI. Call Report (Example A)

Date(s) of call: ______________
Contact(s) **1.** **2.** **3.**
Business description [This should be as the client would describe itself: general business or industry, business segments, etc.]
Current business activity **1. Access Data's** **2. Competitor(s)'**
Purpose(s) of call [Sometimes this comes from the follow up action of the last call.] **1.** **2.** **3.**
Result(s) [Objective, complete and factual reflection of the discovery or development from the call.] **1.** **2.** **3.**
Follow up action(s) [When an objective is complete, note "none needed". Other "follow up actions" become the "purposes of call" for the next call. The purpose, result and follow up action should tie together by keeping the same number in each section.] **1.** **2.** **3.**

VII. Call Report (Example B)

SteriFx, Inc.

Opportunity Facts Sheet

Company Name
Contact Information

- **Name**
- **Street**
- **City, State Zip**
- **Phone**

Business Need	1.
	2.
	3.

Business Value
Project Description

Budget

Competitive Process

Competition

Important Dates

Decision Makers	1.
	2.
	3.
Decision Influencers	1.
	2.
	3.

Notes