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Commercial strategy on one page.

Seven choices, in this order. The steps build on each other; new insights may be a reason to sharpen an earlier choice. Summarise the main choices on one page and keep the analyses separate.

Before you start: what should the strategy deliver?

Where are we now? (revenue, margin, retention)

What needs to change commercially over the next 12 months? (main goal)

Which part from existing customers, which from new ones?

Which capacity and budget do we have?

STEP 1

What is already there

- Who were our best customers of the past two years (margin, short sales cycle, little hassle)?
- Why did they choose us, in their words?
- What do lost proposals and customers who left tell us? Which customers have repeat or expansion potential?

STEP 2

Ideal customer

- Type of organisation, size and sector
- In which situation, and at what moment does the problem become urgent?
- Which customers we want are we not reaching enough? What can we deliver well and profitably?

STEP 3

What we win with

- Against which alternative? (competitor, doing it themselves, doing nothing)
- Our promise, and the proof

STEP 4

Priorities

- 3 to 5 things that need to change this year, each linked to the main goal and with an owner
- What we deliberately won't do

STEP 5

Channels and roles

- Buying process: who experiences the problem, who influences and decides, where does the customer look, what proof is needed? Which channels follow from that?
- Handover: what is a good lead, who follows it up, and who makes sure the customer promise is kept after the sale?

STEP 6

One story

- For whom · which problem · why us · what it delivers · proof
- Where is it already used, where not yet? (website, deck, proposal)
- Can marketing, sales and delivery explain the same promise, and keep it?

STEP 7

The next 90 days

- Per priority: result, owner, 2 to 3 actions, resources, checkpoint and date, adjustment (see sheet 2)
- A fixed moment each month to review what has happened

✓

The test

- [ ] Can the account manager explain this briefly?
- [ ] Does it rule customers and activities out?
- [ ] Does every priority have an owner, a checkpoint and a date?
- [ ] Is it feasible with capacity and budget, and can we keep the customer promise in delivery and service?
- [ ] Do marketing, sales and delivery know what a good lead and handover is?

Guide: stoftotgroei.nl/en/insights/building-a-commercial-strategy

Want to look at where it gets stuck together? Book a free 45-minute introductory call: stoftotgroei.nl/en/introductory-call

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Action overview: the next 90 days.

One row per priority from step 4. Distinguish between a completed contact moment and a commercial result. Within ninety days you can also test an assumption or qualify an opportunity.

Priority	Result after 90 days	Owner	2 or 3 actions	Resources (time, capacity, budget)	Checkpoint and date	Adjustment: continue, change or stop?

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