

Business Development: More Than New Logos

Scenarios

Customer	Capabilities	Opportunity	Reality check	Decision focus
Existing	Current	Lost or dormant business	Often overlooked	Re-engage and validate
Existing	Current	Untapped share	Most organizations do not know or underestimate potential	Define total vs current position
Existing	New	Expand value within existing accounts	Opportunity exists when additional value can be created or captured	Validate need and align early
New	Current	Win new accounts	Value must be clear	Compete on value or expect price pressure
New	New	Enter new markets	Highest risk, longest cycle	Confirm readiness and commitment
New	Either	Fragmented or commodity markets	Price often dominates	Apply strict go/no-go criteria

Guiding Principles

Principle	Implication
Start with existing customers	Most efficient and profitable growth
Capabilities are more than products	Leverage full organization value
No differentiation equals price	Expect margin pressure
Not all business is good business	Apply discipline in selection
Strategy and tracking	Measure, adjust, or stop