

# — NEW BUSINESS SURGERY

## YOUR QUESTIONS ANSWERED



### "How do I get my account directors to help with new business?"

You need to train and equip them for new business activity. Give them discretionary bonuses but not on target incentives. Appoint a coordinator to monitor and police the activity you expect from them.

Rather than de-motivating existing account directors who may have stereotypical views of 'new business', make sure that this function is specifically mentioned as a phrase in your recruitment advertising and job specs. Challenge cultural assumptions about this too.

The best account directors can win new business because they have a commercial spine and equally embrace client service and business development activity. This makes them better client advisors and better business people. Explain this to your existing ADs.

Finally, the new business team should enthuse internally on the subject and have the sincere support and leadership of the MD/CEO.