

Our Growth Model

Of all the different ways to grow a business, selling more of your current products or services to your existing customers should be the easiest.

And that's what this Sprint Guide is focusing on – the top left quadrant of our Growth Model, shown below ▼



We're going to use the concept of asking Killer Questions - bold, powerful questions which will deliver significant growth value when answered well. Here's a list of Killer Questions that you can consider for your business in regard to this first quadrant on the Growth Model.

Making each sale bigger or better by adding extra value for your customers

1. How can you add more value for your customers at zero cost?
2. How can you provide expert recommendations that encourage customers to buy a set of products rather than just a single item?
3. Which customers aren't engaging with you fully because they are unaware of something – and how do you correct this so they can engage effectively?
4. Why does the fact that you exist enable customers to achieve something? How can you maximise this?
5. Where are you leaving easy money on the table with your current customers?
6. What should you stop doing?
7. How can you make buying more fun for customers?
8. Are there additional uses for your product that aren't yet known by your customers?
9. How can you create great memories for customers with your existing products and services that they'd be willing to share with others?
10. What makes customers want to share your company's story by word of mouth?
11. What would it take to develop a referral program from your current customers?

Understanding more about your customers, how they are being inefficient, and the un-served needs they have that you can provide

12. What products or services could customers buy from you – but don't?
13. How well do your existing products solve the customers' problems and meet their expectations – and can you make this even better?
14. Who uses your product in interesting or unusual ways – and how can you learn from them and take advantage of this new knowledge?
15. What's the most sensible thing you've ever heard a customer say you could do?
16. What are you not doing that customers might reasonably expect you to be doing?
17. What's important to customers in your market that you aren't doing?
18. How can you engage more with your edgy customers who are pushing you to the limit to force you to learn and grow?
19. Why don't some customers like you – and what can you do to fix this?
20. How do you inspire customers – and what should you inspire them towards?
21. Of all the products and/or services you sell, which item do most customers buy first and why? What can you learn and apply elsewhere from this?
22. What can't customers get anywhere else – and how can you do more of this?
23. If you could make a 30-second speech to all your customers, what would you say?
24. What new ways are there for customers to use your existing products or service?
25. What can you do to convince your customers to buy in larger quantities?
26. How can you find out the reasons that customers don't buy specific things from you?
27. How can you make customers feel that they have a special relationship with you?
28. What goals or ambitions are customers trying to achieve that you can help them with?
29. What are the three most-important things that customers value about a business like yours?
30. If you were to divide your customers into different types (or segments) what would be the defining characteristics of each of these segments?
31. How could you serve these customer segments differently so each gets what they value most?
32. Which customer segments deserve more attention from you and what are you going to do about this?
33. Have you ever spent a day in your customers' shoes to understand their needs, issues and pains? How can you arrange to do this?
34. Do your customers come into your premises, or use your services, with a pre-determined budget in mind? How can you find out more about this?
35. Are you making any assumptions about your customers? How can you be sure these are correct?
36. When do customers make their decision to buy the things they do from you – and how can you influence this to make it better for you and for them?

Understanding the things you don't know about your business

37. Do you make bad profits that are distracting you – and if so, how do you address this?
38. Do you know how much business you get from referrals, and what is your plan for maximizing this?
39. What inefficiencies exist in your business that can be eliminated to help you to rocket forward to greater growth?
40. Which one thing do you wish you'd done differently? Is it too late to change this – or can something still be done?
41. Do you know which parts of your business make the most profit for you? If you don't know this, what will you do differently when you do find this out?
42. If you could go back in time five years, what decision would you make differently – and can you make changes now that will be for the better?

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Understanding the things you don't know about your business (continued)

- 43. Are you working on the right thing today? What makes it right? But are you doing it the same old way?
- 44. Are there additional uses for your products or services that aren't yet known by you?
- 45. If someone just starting out with extremely limited resources wanted to do what you do, how would they enter the market? How can you protect these vulnerable areas?
- 46. If your customers were to go about choosing a new vendor for your products or services, what criteria would they use to determine who to use? How do you stack up against the competition with regard to these criteria?
- 47. Which of your customer segments offers you the most opportunity for growth, and what can you do to achieve this?
- 48. Frequently, two important considerations for customers are the quality and speed of service they receive. Do you know how your business compares to others in this regard?
- 49. Is it important that you are seen as a professional business by your customers? If so, what can you do to improve this perception?
- 50. If your business has busy periods and quiet periods, what things could you be doing in the quiet periods that will add the most value in the longer-term?
- 51. If a new customer walked into your premises for the first time, what will be their first impression? Does this change dependent upon the time of day or day of the week? How can you optimise this whenever they come in?
- 52. Do you, your team, and your business "connect" with your customers? What does this term "connect" mean to you – and what does it mean to your customers?
- 53. Are you able to compete effectively with the market leaders in your business area? If not – do you know how you will differentiate yourself from them?
- 54. If you've been in business for a while, what would you do differently if you were about to start-up a new business providing similar products or services?
- 55. Are you on-track to achieve your business plan's goals? If you don't have any growth goals – don't you think you should set some?

How to dominate your market and protect your customer base

- 56. Given the current economy, it's probable that your competitors have never been more aggressive – and at the same time more vulnerable – than they are being now. So, what are some offensive and defensive activities you can do to protect your business, and potentially grow?
- 57. Many businesses can satisfy a customer – but what additional or different things can you do so you can continually delight your customers to make them keep coming back to you?
- 58. What small changes can you make to exceed your customers' expectations in every interaction that they have with you?
- 59. Imagine that your competition has employed a consultant whose job it is to analyse their competition (which includes you) to see how they can steal business away from you – and potentially put you out of business. If you were the consultant employed by your business to perform this same role – what would you suggest your business should do?
- 60. What one word do you want to own in the minds of your customers and what can you do to achieve this?
- 61. Which competitor would you like to put out of business – and why? What can you learn and apply from this?
- 62. What can you do to neutralise a competitor's advantage over you?
- 63. If someone was going to put you out of business, what would they do? What if you did the opposite?
- 64. If a competitor had unlimited resources, how would it attack you? Where would it hit first? Where are you most vulnerable – and how do you counteract this?
- 65. To what degree is your offering clearly differentiated in the marketplace – and how can you stand out even more?
- 66. In the past, what's the smallest change you've ever made that had a really big impact – and how can you do this again?

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How to dominate your market and protect your customer base (continued)

- 67. How easy is it for one of your customers to switch to a competitor's offering – and what can you do to influence this?
- 68. How do you make it so customers never want to leave you?
- 69. How do you become number one in...?
- 70. What things must you change to achieve double digit growth this year in...?
- 71. If you were to win a prestigious award, what would it be for and what do you need to do to achieve this?
- 72. What are you most proud of – and how can you gain more benefit from this?
- 73. How would you go about stealing away your own biggest client? How difficult do you think it would be for a competitor to do this – and how would you prevent this?
- 74. Which business would you acquire to put yourself out of business? What can you learn from what that business does that you can apply in your own business?
- 75. As a competitor, which people would you steal away from your company to do the most damage to your revenues? How can you prevent this – and get more value from these people?

Want to learn how to answer Killer Questions brilliantly?



This video is a must watch as it shows you a really effective approach. Once you've seen the video and had a go at answering some Killer Questions for yourself, then here's another tip for you...

If you've seen previous Sprint for Growth videos and used the Sprint Guides for them, you'll know who your Pathfinders are.

So, why not use your Pathfinders to help you answer some of your Killer Questions from this list? Only take one or two Killer Questions to discuss with them at any time – *and take your notebook to capture their suggestions!*



As was suggested in the video, why not try some research on your customers to understand more about them? Each day, ask one simple question, such as:

- Can you tell me one way in which our competition is better than us?
- What else do you need that we don't supply?
- What else could we do to provide a better service?
- What would we have to do in order for you to recommend us to other people you know?
- What could we do that would make your life just a little bit easier?



On the last page of this Sprint Guide is an example of a daily research template that's been filled in, while on the next page is the template itself, which you can print out to use for your own research.

When a customer first mentions a topic, write it in the left column and add a single mark to the right to show 'one mention'. Each time that same topic gets mentioned add another mark.

You can pre-fill some of the topics that you expect in advance. If a new topic is mentioned, simply write it in an empty box. The ones with the highest number of mentions show you where you need to prioritise your efforts.

 **Thursday 28/3**

Today's customer research question is ▶

Can you tell me one way in which our competition is better than us?

Cheaper price	
Quicker service	
Opening hours	
Friendliness	
Product knowledge	
Premises	
Range of products	

What's the research question you're going to ask first? ...and why not start tomorrow?



Share this Sprint Guide

If you like the way Sprint for Growth helps you grow your business - then please do me a favour and **share this with other people** who you think would find it valuable for their business.



Next time...

The next Sprint Guide will:

Help you sell new products or services to your existing customers...