

## How Well Do You Really Know Your Client's Business?

Level of Knowledge

Needs  
Work

- Strategy and goals.** What is the stated strategy, and what long-term goals have been set?
- Key organizational and operational initiatives** for the next year (e.g., new product introductions, cost-cutting, culture change).
- Financial performance.** This includes revenue and profit growth, stock price performance, market share, and competitive rankings.
- The organization.** Who are the key executives? What are their responsibilities?
- Major competitors** and overall industry structure.
- Industry and market trends.** What are the 4-5 most important trends for this client's business?

Level of Knowledge

Needs  
Work

- The customer base.** Who are the key customers? How concentrated is their purchasing power? Why do they buy from your client?
- The suppliers.** Who are major suppliers? How much leverage do they have?
- Partnerships and alliances.** Which are the major ones? How well do they function?
- Culture.** What is the culture (values and beliefs) today? What core values do they espouse? What do they aspire to in the future?
- ...*Plus* relevant information about the particular function or organizational unit you work with most directly.