
WHERE VALUE LIVES

WVL-EIG-06-v1.0

Executive Implementation Guide

Supporting Chapter 6 – The Customer Attention Portfolio

Customer Attention Portfolio

A practical decision-support tool
for evaluating where an organisation
should invest its strategic attention

Fred Mills

Author
Where Value Lives
millsconsultancy.com

Before You Begin

Product Promise

**Congratulations on taking the next step beyond simply reading.
By opening this toolkit, you've already begun the process of implementation.**

This Executive Implementation Toolkit has been designed to help you convert the ideas from Where Value Lives into practical commercial judgement.

Reading creates understanding.
Implementation creates capability.

This toolkit does not attempt to replace your experience, your knowledge of your customers or your professional judgement.

Instead, it provides a structured framework that helps you think more clearly, challenge assumptions, organise evidence and make better commercial decisions.

Every organisation is different.
Every customer is different.

For that reason, there are no automatic scores, no universal answers and no AI-generated conclusions.

The value of this assessment lies not in completing the pages, but in the quality of the conversations and thinking they encourage.

Use the toolkit honestly.

Challenge your own assumptions.

Invite colleagues to disagree with your conclusions.

Return to it whenever circumstances change.

Because the customer has changed.

Or because you have.

Remember

Frameworks support thinking.
Evidence informs judgement.

Professional judgement remains essential.

Customer Profile

WVL-EIG-06-v1.0

Establishing the factual context

Purpose

Before evaluating a customer's strategic importance, establish the factual context of the relationship. Capture objective information only. At this stage, avoid making judgements or assigning strategic importance.

Organisation

Industry/Sector

Country/Region

Relationship Duration

Primary Contact(s)

Customer's Strategic
Objectives

Current Commercial
Opportunities

Current Commercial
Risks

Evidence supporting your thinking

What evidence supports the information recorded above? Consider meetings, published information, customer conversations, financial reports or other reliable sources.

Challenge Your Thinking

- Which statements are based on evidence rather than assumption?
- What important information is still missing?
- Whose perspective should be included before completing this profile?

Understanding Customer Value

Understanding value through the customer's eyes

Purpose

Before deciding how much organisational attention a customer deserves, understand how they define value. Consider the outcomes they are trying to achieve rather than the products or services they purchase.

Customer Success

How does this customer define success?

Business Drivers. What strategic priorities or business drivers appear to influence their decisions?

Evidence supporting your thinking

What evidence supports the information recorded above? Consider meetings, published information, customer conversations, financial reports or other reliable sources.

Challenge Your Thinking

- Are these conclusions based on evidence or assumption?
- Have you confused what you value with what the customer values?
- What additional questions should you ask to understand their world more fully?

Customer Value Assessment

WVL-EIG-06-v1.0

Understanding value through the customer's eyes

Purpose

Before deciding how much organisational attention a customer deserves, understand how they define value. Consider the outcomes they are trying to achieve rather than the products or services they purchase.

Buying Decision Factors. Which factors seem most important when selecting suppliers?

- ☐ Price
 - ☐ Quality
 - ☐ Reliability
 - ☐ Innovation
 - ☐ Speed
 - ☐ Risk Reduction
 - ☐ Expertise
 - ☐ Sustainability
 - ☐ Relationship
 - ☐ Other _____
- (Tick all that apply.)*
-

Value Opportunities. Where could your organisation create additional value beyond its products or services?

Evidence supporting your thinking

What evidence supports the information recorded above? Consider meetings, published information, customer conversations, financial reports or other reliable sources.

Challenge Your Thinking

- Are these conclusions based on evidence or assumption?
- Have you confused what you value with what the customer values?
- What additional questions should you ask to understand their world more fully?

Strategic Importance Assessment

Distinguishing strategic value from commercial value

Purpose

A customer may be key to us, but we may not be key to them. Assess the relationship using the criteria below before deciding where the customer belongs within the Customer Attention Portfolio.

Strategic Reflections

Does this customer influence our future capability?

Do we learn from this customer?

Would losing this customer damage more than revenue?

Does this relationship create innovation?

Are senior executives engaged on both sides?

Does this customer strengthen our reputation?

Would we actively choose to invest more attention in this relationship?

Remember

Frameworks support thinking.

Evidence informs judgement.

Professional judgement remains essential.

Strategic Importance Assessment

Distinguishing strategic value from commercial value

Reflection Notes

Record the most significant observations arising from the questions above.

Strategic Reflections

Remember

Frameworks support thinking.
Evidence informs judgement.

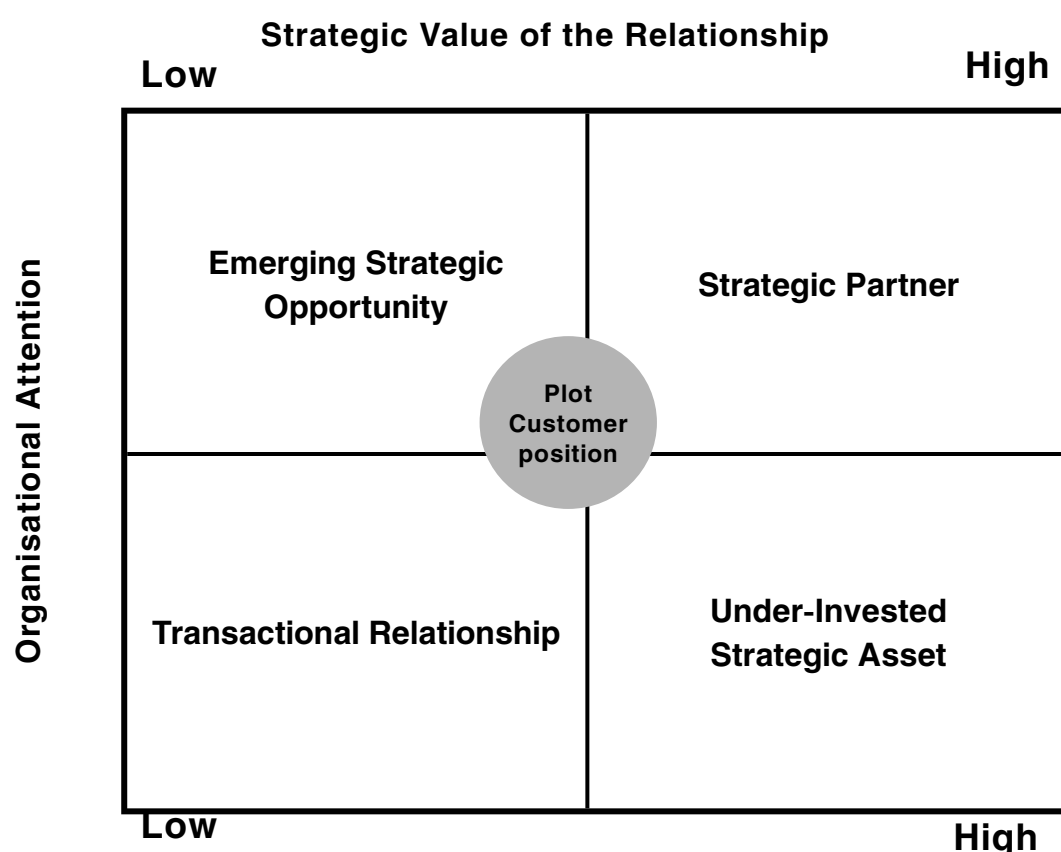
Professional judgement remains essential.

Customer Attention Portfolio

Positioning customers according to strategic value and organisational attention

Purpose

The Customer Attention Portfolio helps organisations decide where scarce executive attention should be invested. It is not a measure of customer revenue or importance alone. It is a framework for making deliberate decisions about where leadership time, innovation and organisational effort will create the greatest long-term value.



Emerging Strategic Opportunity

Review whether current investment remains justified

Strategic Partner

Continue investing leadership time, innovation and executive relationships.

Transactional Relationship

Deliver excellent service efficiently without disproportionate executive involvement.

Under-Invested Strategic Asset

These customers often represent the greatest opportunity for future growth.

Remember

Organisational attention is finite.

Every hour invested in one customer is an hour unavailable to another.

Strategic account management is the discipline of making those choices deliberately.

Attention Strategy

Translating assessment into deliberate action

Purpose

Once a customer has been positioned within the Customer Attention Portfolio, determine the appropriate level of organisational attention. The objective is not to maximise attention for every customer, but to invest scarce executive time where it will create the greatest long-term value.

Recommended Attention Strategy

Portfolio Position	Recommended Strategy
Strategic Partner	Sustain and deepen the relationship.
Under-Invested Strategic Asset	Increase organisational attention.
Emerging Strategic Opportunity	Validate the opportunity before increasing investment.
Transactional Relationship	Deliver excellent service efficiently.
Strategic Partner	Sustain and deepen the relationship.

Remember

Organisational attention is finite.

Every hour invested in one customer is an hour unavailable to another.

Strategic account management is the discipline of making those choices deliberately.

Attention Strategy

Translating assessment into deliberate action

Executive Attention Plan

Executive Sponsor

Review Frequency

- ☐ Monthly
- ☐ Quarterly
- ☐ Six-monthly
- ☐ Annually

Cross-functional Involvement Required

- ☐ Sales
- ☐ Operations
- ☐ Customer Service
- ☐ Finance
- ☐ Marketing
- ☐ Product Development
- ☐ Executive Leadership
- ☐ Other _____

Success Measures

How will we know the strategy is working?

Challenge Your Thinking

- Are you investing attention where it will create the greatest value?
- Have you confused customer size with strategic importance?
- What organisational capability could this relationship help you develop?

Customer Attention Action Plan

Turning strategic intent into organisational action

Purpose

Strategic account management succeeds when organisational attention is translated into deliberate, coordinated action. Use this page to identify the most important actions that will strengthen the relationship and increase customer-defined value.

Priority	Action	Owner	Target Date
1			
2			
3			
4			
5			

Executive Engagement

Which senior Stakeholders should become more actively involved?

Challenge Your Thinking

- Which action is most likely to increase customer-defined value?
- Are these actions focused on the customer's success or your own objectives?
- Which action should begin immediately?

Customer Attention Action Plan

Turning strategic intent into organisational action

Organisational Alignment

Which internal functions need to work together more effectively?

- ☐ Sales
- ☐ Operations
- ☐ Customer Service
- ☐ Marketing
- ☐ Finance
- ☐ Product Development
- ☐ Executive Leadership
- ☐ Other _____

Customer Value Opportunities

What additional value could we create for this customer over the next 12 months?

Success Indicators

How will we know this plan has been successful?

Challenge Your Thinking

- Which action is most likely to increase customer-defined value?
- Are these actions focused on the customer's success or your own objectives?
- Which action should begin immediately?

Continuous Review

Turning strategic intent into organisational action

Purpose

Customer relationships evolve. Organisations change. Markets shift. Competitive positions strengthen and weaken. Review your assessment regularly to ensure organisational attention continues to reflect where long-term value can be created.

What Has Changed?

Since completing this assessment, have there been significant changes in

- ☐ Customer strategy
 - ☐ Executive leadership
 - ☐ Commercial priorities
 - ☐ Market conditions
 - ☐ Competitive landscape
 - ☐ Financial performance
 - ☐ Relationship strength
 - ☐ Our organisational capability
 - ☐ Other
-
-

Refection

What new evidence has emerged since the previous assessment?

Does the customer's position within the Customer Attention Portfolio still accurately reflect today's relationship?

☐ Yes

☐ No

If no, why?

Challenge Your Thinking

- Which action is most likely to increase customer-defined value?
- Are these actions focused on the customer's success or your own objectives?
- Which action should begin immediately?

Continuous Review

Turning strategic intent into organisational action

Reassessment

Recommended organisational attention

☐ Increase

☐ Maintain

☐ Reduce

Explain your reasoning.

Next Review

Assessment completed by

Review Date

Executive Sponsor

Final Reflection

Strategic Account Management is not about giving every customer equal attention.

It is about making deliberate decisions to invest scarce organisational attention where it will create the greatest long-term value.

The objective is not simply to manage important customers. It is to create relationships where value continues to grow for both organisations.

Executive Implementation Guide

Customer Attention Portfolio

About this Guide

This Executive Implementation Guide has been developed to help leaders and Strategic Account Managers apply the principles from Where Value Lives in a practical and structured way.

Rather than providing answers, it provides a disciplined framework for making better strategic decisions about where organisations should invest their scarcest resource: executive attention.

About the Author

Fred Mills is an international consultant, author and executive educator specialising in Strategic Account Management, Customer Experience, Commercial Excellence and Leadership. Through Mills Consultancy, he helps organisations create greater value by understanding where value truly lives: inside the customer's mind.

Part of the Where Value Lives Executive Implementation Guide Series

Customer Attention Portfolio

Relationship Architecture

Executive Sponsorship

Political Mapping

Customer Value Mapping

(Further guides available as the series develops.)

Continue Your Learning

Visit: millsconsultancy.com/where-value-lives

to access:

companion resources

videos

AI prompts

implementation tools

future Executive Implementation Guides

Or the inline companion course at

<https://www.udemy.com/course/strategic-account-management-in-the-digital-age/?referralCode=63130C32643C6DBAD09C>

Designed to support professional judgement, not replace it.