

Please select the single best answer for each of the questions. Multiple answers may be correct, but you are to select the best answer as it relates to public power key accounts and public power systems. Read the questions carefully and select **the best answer**. Good luck!

1. Which is the best definition of a key account?
 - A. A top 100 customer
 - B. Any person or organization that can have significant financial impact on your system
 - C. The mayor
 - D. All of your customers are key accounts

2. What do your key accounts mean to your utility?
 - A. Revenue
 - B. Jobs
 - C. Growth
 - D. All of the above

3. Which of the following is an early step in the key account process?
 - A. Features presentation
 - B. Define success of the program
 - C. Conduct a key accounts survey
 - D. All of the above

4. Why is a key accounts program important to a public power system?
 - A. It helps maintain stable rates
 - B. It allows you to provide better service to high impact customers
 - C. It helps you retain your C&I customer base
 - D. All of the above

5. Which of the following is not a reason to have a key accounts program?
 - A. Revenue retention and acquisition
 - B. Load factor enhancement
 - C. Most public power systems have one
 - D. Increasing competition for large load customers

6. What is revenue mobility?
 - A. The customer's ability to change operations and reduce your annual sales to the customer
 - B. The customer's inability to pick another supplier

- C. The customer's inability to install distributed generation
 - D. All of the above
7. Why is a program mission statement or philosophy important?
- A. It allows the casual reader to understand all that you will do during the life of the program
 - B. It fits on the back of your business card
 - C. It provides direction during program development
 - D. A and C
8. Typically, what is a reasonable number of customers an account manager can handle?
- A. 1-100
 - B. 1-75
 - C. 1-35
 - D. 1-15
9. What is the primary difference between working with typical key accounts and political key accounts?
- A. Revenue impact is based on different issues
 - B. The same
 - C. Political key accounts are more important
 - D. Typical key accounts are more important
10. In an ideal environment, who should the account manager report to?
- A. The marketing manager
 - B. The operations manager
 - C. The accounting manager
 - D. The utility director/CEO
11. Which of the following is an attribute of at-risk revenue?
- A. Chain/national accounts
 - B. Location
 - C. Primary-metered customer
 - D. All of the above
12. Why is at-risk revenue important?
- A. It defines the financial risk associated with your key accounts
 - B. It is a precise measure of revenue loss from a single customer
 - C. It can be used to prioritize your account planning
 - D. A and C
13. Which of the following are typical departments that support the account manager?
- A. Engineering
 - B. Operations
 - C. Accounting

- D. All of the above
14. What is one of the most important attributes of a key account goal?
- A. Specificity
 - B. Easy to achieve
 - C. Fits in existing evaluation forms
 - D. Provides wiggle room at year end
15. What will management commitment to your key account goals accomplish?
- A. Force everyone to participate
 - B. Increase the probability of success
 - C. Make believers of the management team
 - D. Show the governing board how important key accounts are
16. After kicking off your new key accounts program, which of the following customers should you call on first?
- A. The ones with the largest at-risk revenue
 - B. The one that complains the most
 - C. The ones that showed the most interest at the kick-off
 - D. Both A and C above
17. Which of the following is not a good source of data for a company profile?
- A. Trade association web sites
 - B. Your utility customer accounting system
 - C. The customer's competitors
 - D. The key account
18. What is the most common mistake in creating a budget for a key accounts program?
- A. Over-estimating the cost of personnel
 - B. Over-estimating the cost of collateral materials
 - C. Inaccurate estimates in labor required to meet the needs of the key accounts
 - D. A and B
19. How long should it take to complete the four phases of key account program development?
- A. 2 years
 - B. 3-6 months
 - C. 18 months
 - D. None of the above
20. Which is an acceptable goal for your key accounts program?
- A. Visit each customer once per month
 - B. Develop an action plan for each customer based on issues that drive their business by the end of the year

- C. Travel to their corporate headquarters to meet with the senior energy officer
 - D. All of the above
21. How can you keep your fellow employees participating in a key accounts activity?
- A. Effective communication
 - B. Ease their burden
 - C. Set expectations early
 - D. All of the above
22. Your Rapid Response Team should include which of the following?
- A. Engineering
 - B. Operations
 - C. City Hall (if applicable)
 - D. All of the above
23. Of the following, which are not important steps in the early stages of implementation of a key accounts program?
- A. Set expectations with leadership
 - B. Identify your pit crews
 - C. Identify influencers within your utility
 - D. Knowing the hobbies of your key contact
24. Which of the following is not a correct key account goal?
- A. Conduct a seminar for some of the key accounts
 - B. Tell your accounts about your energy service programs
 - C. Meet with the CFO
 - D. All of the above
25. Which of the following are characteristics of an "ideal" key account manager?
- A. Takes ownership
 - A. Open-minded
 - B. Focused and organized
 - D. All of the above
26. Complete the following statement: "Working with key account customers is..."
- A. a process
 - B. not for engineers or accountants
 - C. a way to get the customer to always do what you want
 - D. None of the above
27. What is a potential problem with not having measurable goals?
- A. You cannot meet them
 - B. You do not know how you are really doing
 - C. They cannot be tracked over time

- D. All of the above
28. Which of the following is true?
- A. Key accounts are public power's top priority
 - B. Working with key accounts is a process
 - C. Customers will always tell you what they want
 - D. Customer service is the same as key accounts
29. Why must a utility have integrated goals for its key accounts program?
- A. To increase the importance of the account manager
 - B. To help the other managers do their job
 - C. To increase interdepartmental participation
 - D. All of the above
30. Which of the following is true regarding key accounts programs?
- A. The program will address the needs of all commercial customers
 - B. The program will keep customers from selecting alternative energy suppliers
 - C. The program should be goal driven
 - D. A and B
31. Complete this statement "A successful program is..."
- A. a community-wide effort
 - B. one that gets the key accounts representative recognition
 - C. one that benefits the utility
 - D. All of the above
32. What key account program levels are available?
- A. Masters
 - B. Basic
 - C. Standard
 - D. All of the above
33. What is common among ALL key account program levels?
- A. Mission and vision
 - B. Business plan
 - C. Defined key accounts list
 - D. A and C
34. What defines a decision maker?
- A. A person with strong opinions
 - B. A person with budget authority
 - C. A person with leadership qualities
 - D. Job title
35. Which is NOT a step in the Four-Step Key Accounts Development Cycle?
- A. Brainstorm principles with launch team

- B. Repeat step one until all four phases are complete
 - C. Brief the review board on progress
 - D. Set expectations with the rapid response team
36. Which is one of the phases of the four phases of key account program development?
- A. Road map
 - B. Clarity
 - C. Validation
 - D. All of the above
37. What is the purpose of a vision statement?
- A. To check the box on program development
 - B. Every plan should have a vision statement
 - C. Announces where you want to go
 - D. None of the above
38. Which principle is important when crafting a mission statement?
- A. It should fit on the back of your business card
 - B. Provides clarity and is easy to remember
 - C. It should be posted where everyone can see it
 - D. A and C
39. Which of the following should be included in your strategic analysis?
- A. What other utilities are doing
 - B. Course of action analysis
 - C. Line item budget
 - D. A and C
40. What is important to remember when crafting goals?
- A. You should have no more than ten goals
 - B. They should be measurable
 - C. They should be specific
 - D. B and C
41. Which is NOT part of the decision matrix?
- A. Lowest score wins
 - B. Screening criteria
 - C. Highest score wins
 - D. Weighted criteria
42. Why is a budget important?
- A. It brings decision makers on board in support of your program
 - B. It gives you money to spend on entertainment
 - C. It validates a deliberate planning process
 - D. A and C

43. What are things you don't want to forget to consider for your budget?
- A. Car expenses
 - B. Travel
 - C. Training
 - D. All of the above
44. What is the purpose of a business plan?
- A. Check the box to get your key accounts program up and running
 - B. Get funding
 - C. Have something to show your boss
 - D. Keep yourself busy
45. What do you need before you officially launch your key accounts program?
- A. Support from everyone within your organization
 - B. Funding
 - C. Alignment with your leadership
 - D. A and B
46. Which element is part of a 3-tiered kick-off?
- A. Colleagues
 - B. Leadership
 - C. Key accounts
 - D. All of the above
47. Which is most important when hosting an event?
- A. Valuable content
 - B. Great venue
 - C. Boring speakers
 - D. A and B
48. What is the recommended length of your leadership kick-off presentation?
- A. 15 minutes
 - B. 60 – 90 minutes
 - C. 30 minutes
 - D. None of the above
49. What do you want to do after each of the tiered kick-off meetings?
- A. Give out awards
 - B. Hand out your business cards
 - C. Have a call to action
 - D. A and B
50. What is an acceptable participation goal for your key accounts kick-off?
- A. Not important
 - B. 50%

- C. Whoever you can get to attend
 - D. 100%
51. How long do you have to complete all the requirements to receive your Key Public Power Account Executive Designation from APPA?
- A. 2 years
 - B. 18 months
 - C. 1 year
 - D. Whenever you can get to it
52. What is a key accounts program?
- A. It is the same as an economic development program
 - B. It is a program focused on high-impact customers
 - C. It is a residential customer program similar to a DSM program
 - D. None of the above
53. What is one-stop shopping for key accounts?
- A. The ability to buy motors and power from your utility
 - B. Sole sourcing your utility
 - C. A single point of contact for all utility issues
 - D. All of the above
54. Typically, who at your utility should have frequent contact with the key account?
- A. The account manager should be the primary contact
 - B. Anybody who has a need to talk to the account
 - C. The account manager and the utility director
 - D. All of the above
55. When should you use a pre-call planning checklist?
- A. Not until you are very experienced
 - B. Always
 - C. Only on your most important calls
 - D. At the end of the day when you are likely to forget something
56. What is the frequency for number of times a year you should visit a key account?
- A. Once a month
 - B. Twice a month
 - C. As often as is required
 - D. Once a quarter
57. When meeting with your key accounts, who is the most appropriate person to meet with?
- A. Anyone who will meet with you
 - B. Regional vice president
 - C. Decision maker
 - D. Facility manager

58. Listening is...?
- A. An important skill of a good account manager
 - B. Hard to do
 - C. A learned skill
 - D. All of the above
59. Why is gaining customer commitment important?
- A. It allows you to budget for next year
 - B. It increases the likelihood the customer will act on your recommendations
 - C. It is a binding contract
 - D. It is part of the sales process
60. When shaking hands you should:
- A. Take note if the customer shakes palm up, palm down, or neutral
 - B. In the case of a female customer, wait for her to extend her hand
 - C. Not offer your hand unless the customer offers theirs
 - D. B and C
61. Following a site visit, which of the following is the most appropriate course of action?
- A. All of below
 - B. Act on the agreed upon follow-up items
 - C. Send a thank-you card
 - D. Send a follow-up email summarizing the action items discussed in the meeting
62. What is a significant key accounts advantage in dealing with public power utilities?
- A. Size
 - B. One-stop shopping for all products and services
 - C. Governmental agency
 - D. Flexible policies and procedures
63. Which of the following is measurable for a key accounts program?
- A. Frequency of contact
 - B. Access to decision makers
 - C. Customer survey results
 - D. All of the above
64. Which of the following is the customer going to expect you to know the most about on your first meeting?
- A. How your utility operates
 - B. How their business operates
 - C. How to lower their rates
 - D. A and C

65. Of the following, which pair is core knowledge that all account managers should have?
- A. Energy efficiency and power quality
 - B. De-regulation and regulatory policies
 - C. Energy production and delivery
 - D. None of the above
66. What is a customer visit objective?
- A. A written, specific result you desire from your meeting with the account
 - B. What you feel should happen with the account
 - C. A waste of time
 - D. A and B
67. Customers formulate a lasting first impression in:
- A. 10 minutes
 - B. 1 minute
 - C. 90 seconds
 - D. The first meeting
68. In making an appointment with a customer you should communicate:
- A. Time required, who should be there, agenda and best time to meet
 - B. Just enough information to get them to let you visit
 - C. Time and date only
 - D. Agenda only
69. Which of the following body language traits displays a positive attitude?
- A. Eye contact
 - B. Neutral or palm open handshake
 - C. Palm down handshake
 - D. A and B
70. What is the advantage of a cold-call visit to a customer?
- A. You catch the customer by surprise and they must see you
 - B. The customer can't plan excuses
 - C. There is no advantage to a cold-call visit
 - D. You have the upper hand
71. When you get a customer's voice mail you should always:
- A. Hang up and try to talk directly to them
 - B. Leave a cryptic message that will make them wonder and call back
 - C. Give them all the data you had planned on speaking to them about
 - D. Leave a simple message and your name, phone number, and intent to follow-up
72. Of the following which belongs on your pre-call planning checklist?
- A. Call objective
 - B. Materials needed

- C. Likely decisions required
 - D. All of the above
73. What is one of the three sacrifices you make when building relationships?
- A. Ego
 - B. Money
 - C. Time
 - D. All of the above
74. Which statement best describes the use of e-mail?
- A. It's your primary means of communication
 - B. You should always respond in a timely manner
 - C. It's fine to forward messages to your key accounts
 - D. A and B
75. Which of the following is a GOOD e-mail subject line:
- A. Urgent!
 - B. Follow-up
 - C. WE NEED TO TALK
 - D. Follow-up from my voicemail regarding our energy prices
76. Which is most important when calling on a customer?
- A. Always have an objective
 - B. Bring promotional items
 - C. Stop by when you're in the area
 - D. All of the above
77. Why are personal hand-written notes important?
- A. It sets you apart from the "noise" of the world
 - B. It sends a message of "sacrifice" because it takes extra time
 - C. It signals to your customers that the relationship matters to you
 - D. All of the above
78. What is the primary purpose of an on-site customer visit?
- A. Learn more about the customer
 - B. Gain intel on possible customer expansion
 - C. Build relationships
 - D. Check the box for one annual visit
79. What is the "magic move" that allows for a continuous follow-up process?
- A. A follow-up e-mail
 - B. Book the next meeting
 - C. Bring your leadership with you
 - D. Dressing well
80. What does the 3x3x3 relationship rule mean?

- A. You develop 3 relationships in 3 different departments at 3 different levels within a customer's organization
 - B. You meet with 3 people at least 3 times a year at 3 different places
 - C. You learn 3 personal issues, 3 professional issues, with 3 different people within a key account
 - D. None of the above
81. According to APPA research, what is the biggest issue facing key account representatives?
- A. Focus and organization
 - B. Underpaid
 - C. Motivation
 - D. Clarity
82. Which of the following are elements of a perfect key accounts day?
- A. Working with clarity
 - B. No complaints from your key accounts
 - C. Managing expectations
 - D. A and C
83. Which of the following provides the key account with revenue mobility?
- A. Size
 - B. Multiple locations
 - C. Alternative fuel capability
 - D. All of the above
84. What is the role of a key accounts program in economic development?
- A. None since they are different programs
 - B. Key accounts programs help economic development by attracting new customers
 - C. Economic development is more important than key accounts since it is new revenue
 - D. B and C
85. Which of the following best describes the key account manager position?
- A. Utility decision maker
 - B. Program manager
 - C. Sales representative
 - D. Customer advocate
86. Which of the following is an advantage of aggregating key accounts by industry sector?
- A. Similar customers have similar needs
 - B. Easier to meet with them
 - C. You can call them all into a meeting at the same time
 - D. A and B

87. What is the purpose of a Customer Action Plan when gaining customer commitment?
- A. Making sure you have something to show your governing board
 - B. Ensuring the customer understands the benefits of your program
 - C. Increasing the probability - you will discover ways to add value to your customer
 - D. B and C
88. In what format and/or storage system should key account profiles be maintained?
- A. Electronic database
 - B. Paper filing system
 - C. In your head
 - D. Nowhere due to a competitive threat potentially gaining access to it
89. How do you determine which new programs, products, and services to provide to your key accounts?
- A. Customer surveys
 - B. Attending training and national conferences
 - C. By determining what's important to the utility
 - D. None of the above
90. What type of information should you obtain for a company/customer profile?
- A. Personal data on key contacts
 - B. Operational data on the facility
 - C. Number and location of utility meters
 - D. All of the above
91. Where might you search inside your utility for data about your key accounts?
- A. Old energy audit files
 - B. Customer accounting
 - C. Other municipal departments
 - D. All of the above
92. How long should it take you to complete ALL of the Customer Action Plans on each key account?
- A. 6 months to a year
 - B. 18 months
 - C. As long as it takes
 - D. 2 years
93. What outside organizations can be of assistance in a key accounts program?
- A. Joint Action Agencies

- B. American Public Power Association
- C. Trade allies
- D. All of the above

94. How do "sunshine" laws impact the implementation of a key accounts program?
- A. We are doing things we don't want the public to know about
 - B. The utility budget for key accounts should be a secret
 - C. Some useful customer profile data cannot be collected due to the public nature of your files
 - D. It has no impact
95. Which best describes a key accounts tool?
- A. A service that will help the utility save energy
 - B. Something that benefits the community
 - C. A and B
 - D. Anything that advances the relationship and adds value to the key account
96. What is the recommended length of an annual meeting?
- A. As long as it takes
 - B. 30 minutes
 - C. 60-90 minutes
 - D. 15 minutes
97. What are the two key drivers when hosting an annual meeting?
- A. Entertain and inform
 - B. Get 100% participation and follow-up
 - C. Promotional items and networking
 - D. None of the above
98. Which of the following is most important regarding advocacy?
- A. It builds trust
 - B. It's easy to do
 - C. It's fun
 - D. It's not that important
99. Which is a good reason to consider offering bill consolidation?
- A. It reduces manpower and late charges
 - B. It combines all the utility bills into one comprehensive bill
 - C. Allows the customer to compare utilities and facilities with ease
 - D. All of the above

