

# Growing revenue from existing customer accounts

*Why your existing customer book deserves a place in your growth strategy*

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## **The growth opportunity already in your business**

When revenue needs to grow, the conversation often starts with winning more customers. New leads, proposals and sales targets are easy to see. Meanwhile, existing accounts can receive most of their attention when something goes wrong, an invoice needs chasing or a contract is about to expire.

That creates a commercial gap. A business can be working hard to win new revenue while overlooking customers whose needs have changed, relationships that need attention or opportunities to provide greater value. Keeping an account active does not mean it is growing, and responding to requests does not always reveal what the customer needs next.

Forrester reports that renewals and expansion from existing customers account for 61% of B2B revenue. The share varies with business maturity and growth strategy. [1] This is a substantial revenue base to understand and develop, alongside new customer acquisition.

## **Who this paper is for**

This paper is for owners and leaders of Australian B2B businesses, particularly those with annual revenue of around \$1 million to \$10 million, where the owner or a small team carries much of the customer workload. It explains why existing accounts can be overlooked, what the research tells us and what that can mean commercially.

My view is that existing customer growth needs deliberate attention. That means understanding the customer, recognising where service activity has crowded out commercial conversations, and being clear about who is responsible for developing the relationship.

The opportunity is to protect valuable revenue and earn additional business by helping customers achieve more. Its size will depend on your customer mix, capability and capacity to deliver.

*Clarity that drives growth.*

## What the research tells us

### Attention can fall away after the sale

Forrester's 2023 State of Digital in B2B Marketing survey, reported in January 2025, found that 92% of companies used personalisation in marketing, compared with 54% in customer engagement. [2]

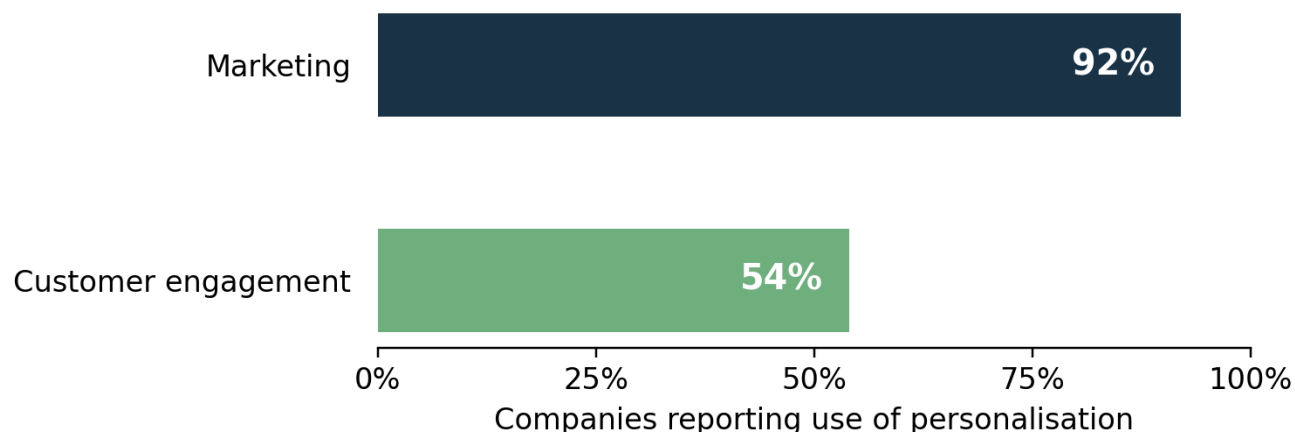


Figure 1. Use of personalisation in marketing and customer engagement. Source: Forrester, 2023 survey reported in 2025. [2]

The 38 percentage point difference is evidence of a gap in one aspect of engagement. It does not measure the share of businesses neglecting their accounts. For an owner, it raises a useful question: does the effort spent understanding a buyer continue once they become a customer?

### Existing customers are a recognised growth priority

Gartner reported that 73% of chief sales officers were prioritising growth from existing customers for 2025. Its survey covered 243 chief sales officers and senior sales leaders in October and November 2024. [3] This shows that the opportunity is recognised; it does not establish that businesses have the capability or time to act on it.

### Acquisition can crowd out customer development

McKinsey's 2023 analysis describes an acquisition trap in which companies concentrate on short-term acquisition measures while underinvesting in engagement and retention. Its discussion centres on large incumbent businesses. [4] The relevant question for a smaller business is whether new sales have a clear owner and visible targets while existing account growth is left to happen when someone has time.

These are broader B2B and corporate findings, not Australian SME benchmarks. They support a reason to examine your own customer book rather than an assumption that every business has the same problem. Evidence notes and links are provided at the end of this paper.

# How the existing customer book changes growth

New sales figures can look encouraging while overall growth remains modest. Customer departures and reduced purchasing absorb part of the new revenue. Expansion within existing accounts can make a further contribution that is easy to miss when reporting focuses mainly on new wins.

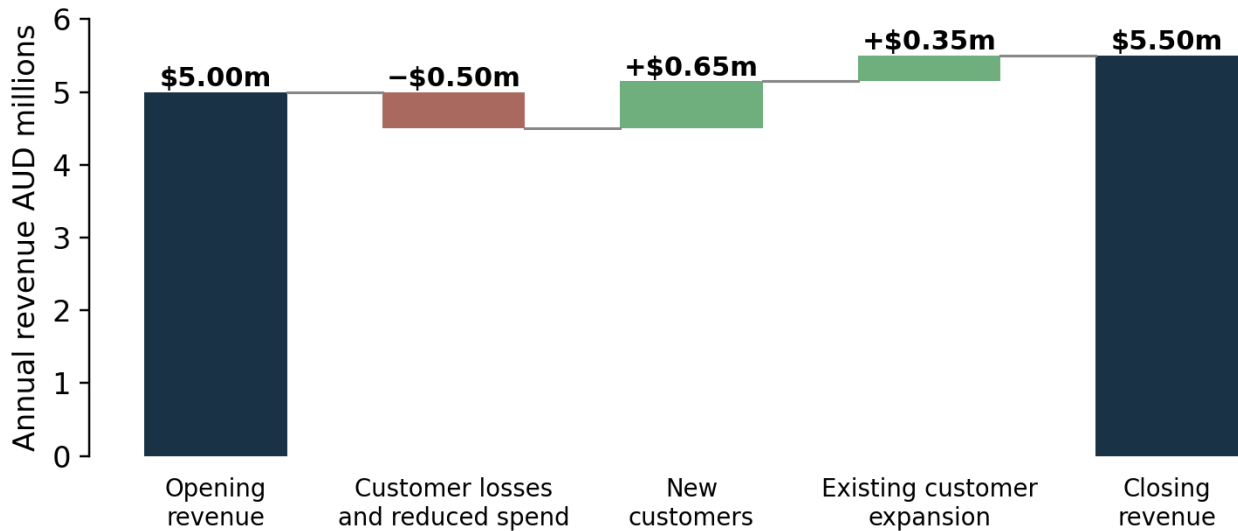


Figure 2. Hypothetical annual revenue movements for a \$5 million business. Created by Intentional Growth Co. All values are illustrative assumptions, not research findings, client results or a forecast.

## New sales can partly replace lost revenue

In this example, \$650,000 in new customer revenue delivers only \$150,000 of net growth before expansion, because \$500,000 is lost from the existing book. Adding \$350,000 from existing customers brings closing revenue to \$5.5 million, or 10% growth.

## Retention and expansion contribute differently

Protecting revenue reduces the amount that needs to be replaced. Expansion increases revenue when customers have a genuine need for more of what you can deliver. A business needs to understand both movements to see where its growth is coming from.

A customer may still be on your books but purchasing less. Another may be growing quickly while buying only one part of your offering. Neither situation is fully explained by the number of active accounts.

This simplified model compares annual periods and omits timing, delivery costs, acquisitions and cash collection. Additional revenue is not automatically additional profit. Growth should make commercial sense for the business and deliver value to the customer.

# What owners can recognise in their own business

## Service activity can consume the relationship

Customer contact may be frequent but dominated by urgent requests, administration and fixing problems. Those activities matter. The commercial issue arises when they leave little room to understand what is changing in the customer's business or discuss future needs.

## Responsibility for growth can be unclear

Someone may handle the day-to-day account without anyone clearly owning retention and development. The owner assumes the team is looking for opportunities; the team assumes the owner will have the commercial conversation. Opportunities can sit between those expectations.

## A good relationship still needs depth

A longstanding customer or a friendly contact can create confidence. It may also hide dependence on one person, limited understanding of the wider business or uncertainty about who makes the next buying decision. Relationships need to remain relevant as people and priorities change.

## Growth starts with customer value

The useful starting point is what the customer is trying to achieve and whether your business can help. A relevant additional service, a wider relationship or a better commercial arrangement may follow. Pushing more products without understanding the need can weaken trust.

## Questions worth bringing to the leadership table

- Who is responsible for growing our existing accounts, and do they have time to do it?
- How much of our customer contact is reactive, and how much helps us understand future needs?
- Can we explain which customers are growing, reducing spend or becoming harder to retain?
- Where might customers have needs we can meet, but have not discussed with them?

## How I can help

I work with the business owner or relevant stakeholder to understand how existing accounts are managed, where the team's attention goes and what is getting in the way of growth. I help identify the issues and build a practical framework that supports retention, deeper customer relationships and commercially sound account growth.

Support includes account management assessments, customer retention and growth planning, workshops and coaching, and fractional account management support. My background includes roles with NAB and Fiserv and training in Miller Heiman and Trusted Advisor Selling.

To discuss the opportunity within your existing customer book, contact Rachel Eddon at [rachel@intentionalgrowth.com.au](mailto:rachel@intentionalgrowth.com.au) or visit [intentionalgrowth.com.au](https://intentionalgrowth.com.au).

# References and evidence notes

Sources reviewed on 12 October 2026. Published findings are identified below. The business observations and interpretation are Intentional Growth Co.'s commentary; the revenue example is hypothetical. No guaranteed financial improvement is claimed.

## 1 Existing customers and B2B revenue

Forrester. How Well Are You Protecting Existing Customer Revenue? 17 April 2025. Reports 61% of B2B revenue from renewals and expansion, with variation by business maturity. The public article does not provide the underlying sample size, fieldwork dates or an Australian SME breakdown. The figure describes revenue, not the percentage of new growth attributable to existing customers.

[Read the Forrester revenue article](#)

## 2 Engagement before and after the sale

Forrester. New Contract, Who Dis? Why B2B Personalization Drops Off After The Sale And How To Fix It. 21 January 2025. Reports 92% using personalisation in marketing and 54% in customer engagement, citing its State of Digital in B2B Marketing, 2023 survey. Public summary does not state sample size or geography. These activities can overlap; the percentages are not a division of budget or customer groups.

[Read the Forrester engagement article](#)

## 3 Sales leadership priorities

Gartner. Gartner Survey Finds 73% of CSOs Are Prioritizing Growth from Existing Customers for 2025. 20 May 2025. Survey of 243 chief sales officers and senior sales leaders, October to November 2024. The 73% figure describes a stated priority for 2025, not achieved growth or a 2026 Australian result.

[Read the Gartner survey release](#)

## 4 The risk of overemphasising acquisition

McKinsey & Company. Experience-led growth A new way to create value. 23 March 2023. Used for its analysis of acquisition emphasis and underinvestment in customer engagement and retention. The article focuses on large incumbent companies across sectors; its discussion is not evidence of the prevalence of this pattern among Australian SMEs.

[Read the McKinsey analysis](#)

The sources concern different populations and periods. Their percentages should not be combined into one benchmark. A business's own records and customer conversations are needed to establish its opportunity.