

A company changed. What should you say next?

A research sheet for director appointments, office moves and other company updates, with an evidence trail and example openers.

DATA & RESEARCH

01

Source

02

What changed

03

Relevance

04

Question

A practical worksheet for the next account, campaign or conversation.

The problem

Your alerts produce facts, but sellers struggle to turn them into a relevant reason to contact someone.

What it costs the team

Messages congratulate a new director or mention a filing without explaining how the conversation could help.

What you will have at the end

A sourced research note and one opening question that the recipient can answer.

01 / THE METHOD

How should a company update inform your outreach?

Confirm what changed in the original source and whether it affects the business you serve. Write a possible problem as a question, identify the relevant person and choose a small next step. An update can justify research; the buyer still needs to tell you whether the problem exists.

1. Record the actual change

Save the source URL, event date and date checked. Distinguish a filing date from when the underlying event happened. Keep the exact business identifier so a similar company name does not mislead you.

2. Check what it does not tell you

A registered-office move may be an administrative change. A director appointment does not prove a budget, a vacancy or dissatisfaction with a supplier. Write those unknowns beside the fact.

3. Connect the event to your offer

For an IT provider, a confirmed operating-site move could raise a question about handover arrangements. If your offer has no credible connection, retain the research note and look for another account.

4. Find the person who owns the process

The newly appointed director may not own the task. Check the company's own team information and an up-to-date professional profile. Keep the person and the operational question together.

5. Write one answerable question

Mention the specific fact briefly, state the process you help with and ask whether it is relevant. Avoid claims that you know their plans. Log the reply and next step against the company record.

02 / PUT IT TO WORK

Worked example: an office address change

A facilities supplier spots a new registered address. It checks the business website before assuming the trading premises moved. If an operating-site move is confirmed, an opener could be: “I saw your team has moved to the new premises. Who is coordinating the handover for site maintenance?” If the address is just a company-secretarial change, that opener has no basis.

Questions to work through

Situation	What changed, when, and where did we verify it?
Problem	Which process might the change affect?
Implication	What would be delayed if that process were not ready?
Need-payoff	Would a short handover checklist help the person responsible?

Before you use it

- The message is supported by a current fact.
- The record keeps uncertainty visible.
- The question relates to an actual service you provide.
- The reply, rather than the event, determines the next step.

These examples are illustrative. They are not customer results or recommended performance benchmarks.

03 / YOUR WORKSHEET

Apply it to your next piece of work

Use the editable worksheet in this download, or write your answers here. Keep facts, decisions and unresolved questions visible.

Company and identifier

Event and event date

Original source and date checked

Confirmed facts

Unknowns and alternative explanations

Possible operational problem

Person responsible

Opening question and next action

Sources and further reading

[Companies House company search](#). Check company identity, status, officers and filings against the original record.

[Huthwaite: SPIN questions](#). The original methodology explains Situation, Problem, Implication and Need-payoff questions. The examples here are Adapt Leads exercises.

Use the same work in Adapt

Keep the company context and the next step together as the team moves from research into a conversation.

[Explore company changes in Adapt Insights](#)