

Blended KAM Skills Development for Individuals and Teams

Blended skills development provides the most flexible, time and cost effective approach to skills development for Account Managers

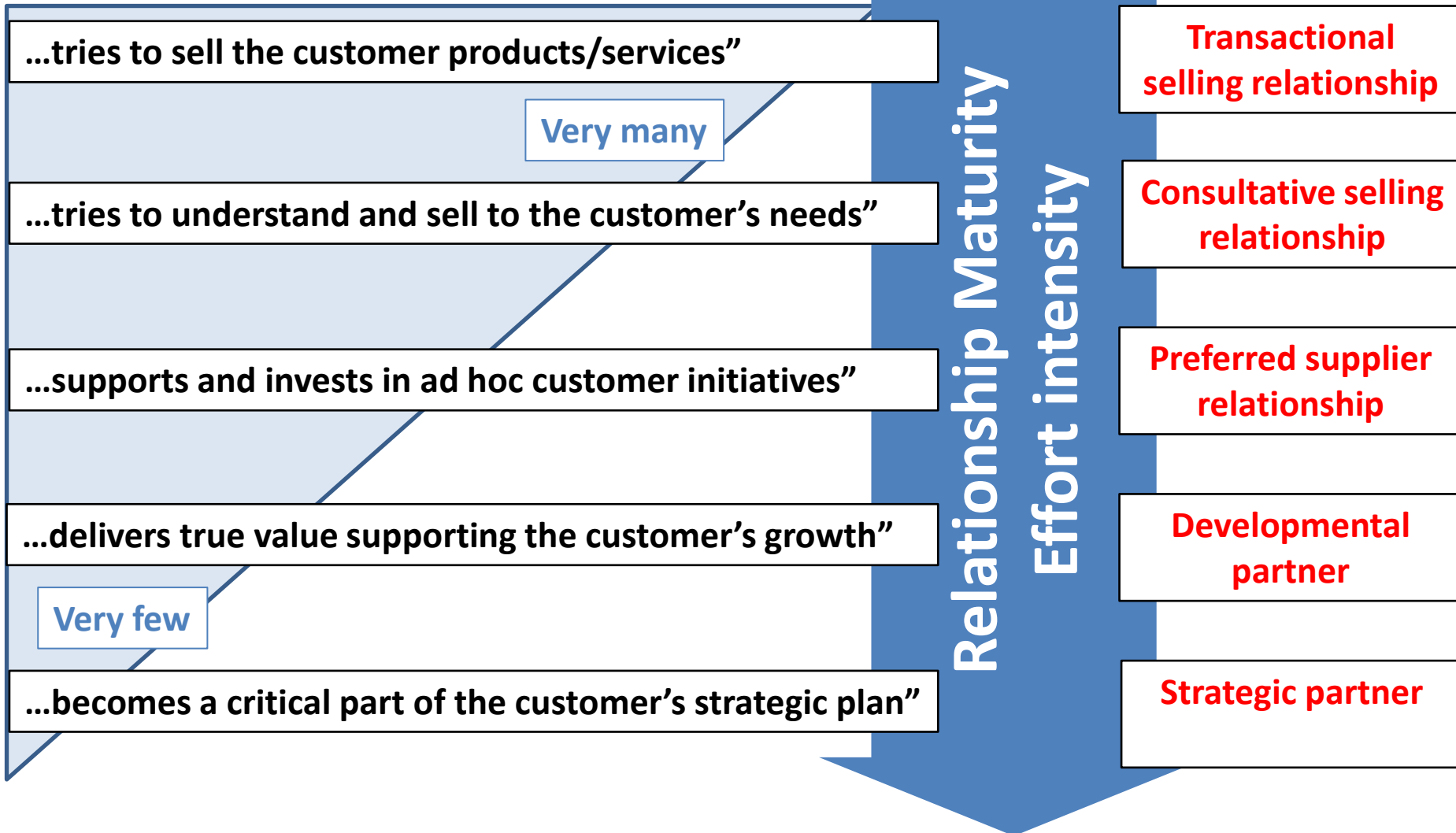
This deck outlines the options and examples for individuals and teams

For many corporations, the traditional buyer/seller model is not producing the required level of growth and return

- **A world of high competition and margin pressure – focus on price and discounts**
- **Customers' purchasing departments apparently aiming to commoditise their purchases and suppliers**
- **Suppliers trying to differentiate their overall offer, only part of which may be their products and services - but often relying too heavily on price and discounts**
- **Not all customers are equal – the effort applied to a customer must be matched by the potential opportunity for growth with that customer**
- **Both sides aiming to:**
 - **Retain and increase business over the long term**
 - **Maximise margins**
 - **Drive down costs**
- **High-level commitment cannot only be one-way - it must become a two-way “strategic partnership” if it is to be sustainable**
- **The longevity and profitability of a “strategic partnership” are driven by the maturity of the relationship**

We can identify five levels of customer relationship

"The supplier..."



For skills development to be successful we should have...

- **Active leadership and support from the top**
 - Strong Senior Manager engagement
- **A clear detailed, measurable definition of the capabilities required from each role along with the output expected**
 - So we know what “high performance” looks like
- **Skills development driven by the capability assessment**
 - So the training is relevant, specific and targeted
- **Modular blended learning**
 - A variety of formats both group and individual - little and often – not days sitting in a hotel once a year
- **Strong focus on application of the skills to the real world**
 - Concentrate on the impact on the business and on the customer – not the activity of training

Success is measured by *business growth* – not training completed

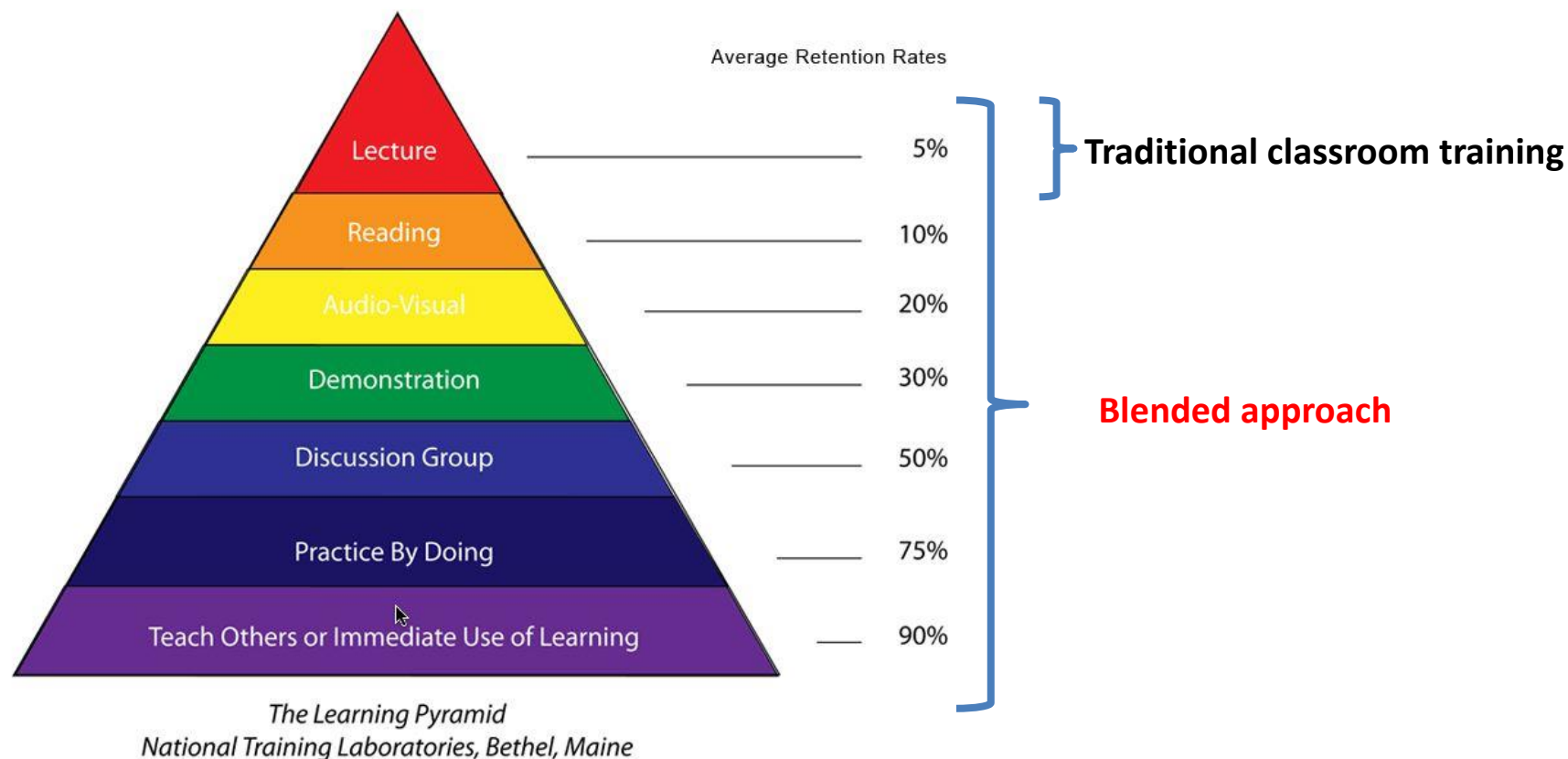
Many companies use classroom training - yet for complex topics this has been shown to be less effective and relatively expensive



One the job training has been found to be far more effective

- Few people can absorb the amount of material in one or two days
- The majority of the learning is forgotten within 20 days
- There is no opportunity to practice by doing in the real world
- There are no opportunities to test the new knowledge in the classroom
- Classroom role playing is no substitute for real customers
- The training is rarely driven by the individual's commercial objectives
- The training is rarely driven by the real world needs

Experience suggests that shorter development sessions delivered over a longer period with high interaction offer the most effective model



As a result retention and therefore commercial impact is dramatically greater – Account Managers become more effective

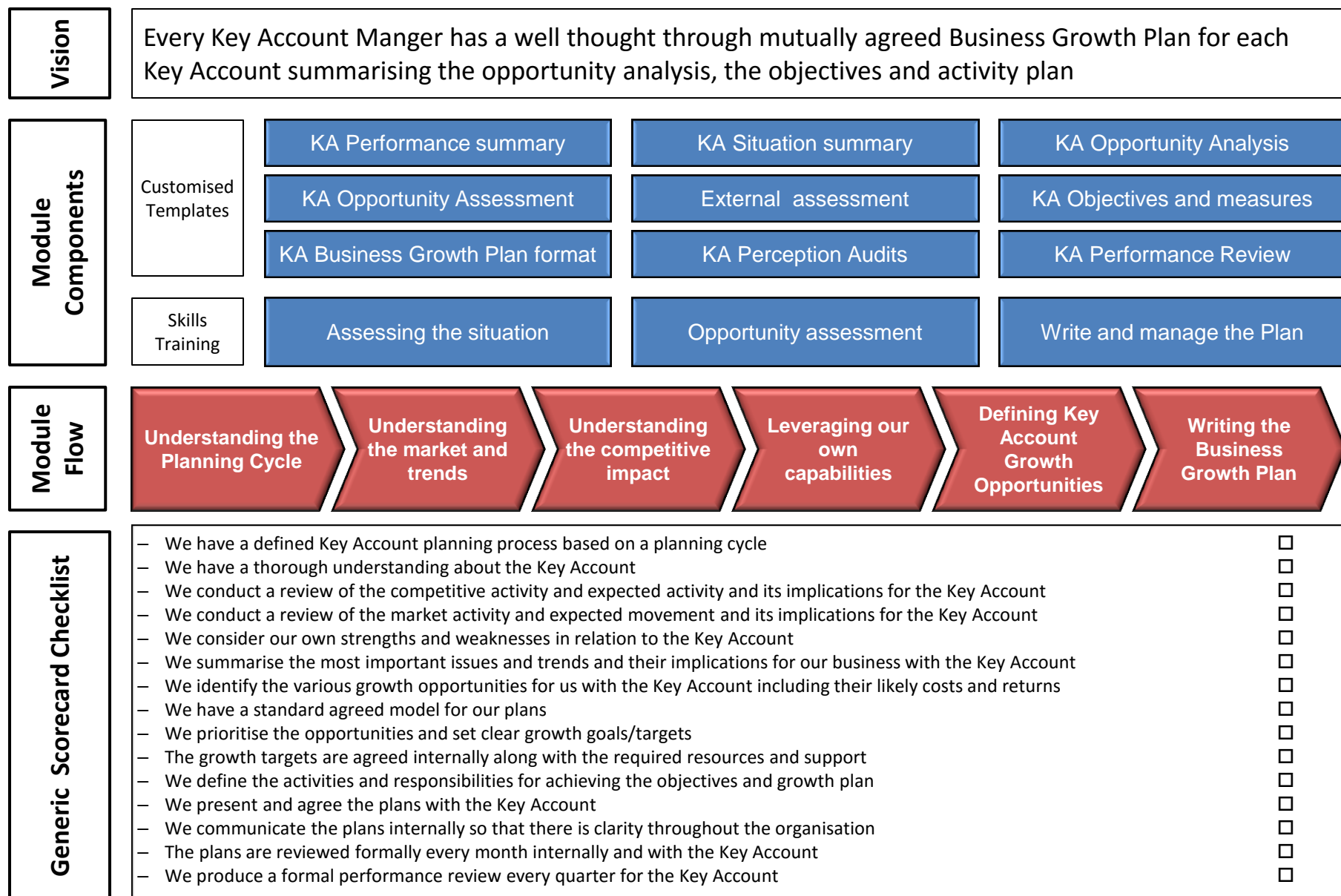
Program Measurement – there are two aspects for measurement - the primary commercial objectives and the personal capability objectives

- The **primary commercial objectives** are set by the company
- Examples include sales, volume, margin, profitability, share, growth and so on
- We recommend setting ambitious commercial objectives for the key account development program because it helps to emphasize the importance of the program and focus everyone's mind on the issues



- The **personal capability objectives** are defined in detail for every topic by using a modular development process
- Each topic is divided into Modules – a Scorecard defines the specific capabilities for each Module
- In this way we can measure objectively the capability level of a Manager and define the output expected from each development Module

Each Module is a comprehensive pragmatic package of integrated knowledge, processes, tools and skills training...here an example of the KA Growth Planning Module



Each subject is defined in terms of its best practice components

Higher level Scorecard

The Strategic Key Account Growth Plan

Detailed component Scorecard

- 1 Start with the End in Mind-What is the Growth Objective?
- 2 Identify Your Growth from the Key Account's Own Needs
- 3 Identify Your Growth from the Market Trends
- 4 Identify Your Growth from Your Competitors
- 5 Identify Your Growth from Your Company's Strengths & Plans
- 6 Situation Summary & Growth Opportunity Analysis
- 7 Set the Growth Objectives and Define the Action Plan
- 8 Agree and Manage the Growth Plan

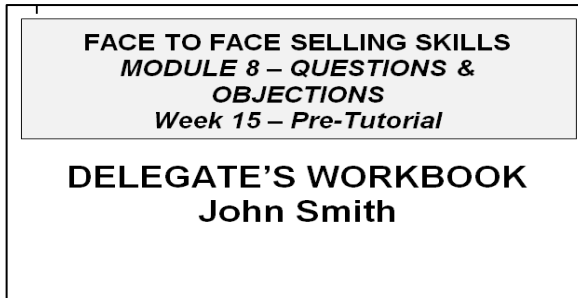
Specific training units for each component

- 4.1 Introduction to the Competitive Threat and Opportunities
- 4.2 Understanding Our Competitors
- 4.3 Discovering the Competitive Threat/Opportunity
- 4.4 Assessing the Competitive Threat/Opportunity
- 4.5 Implications & Ideas into Action

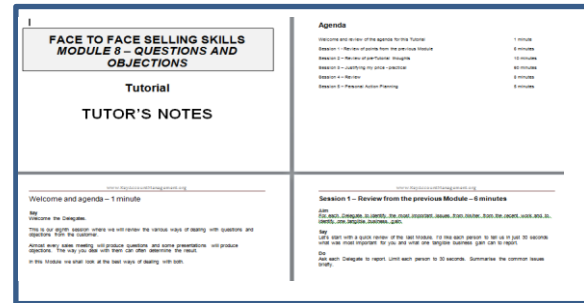
Different types of training format are blended to form a comprehensive module...

For each subject module you have...

Delegate's
Notes



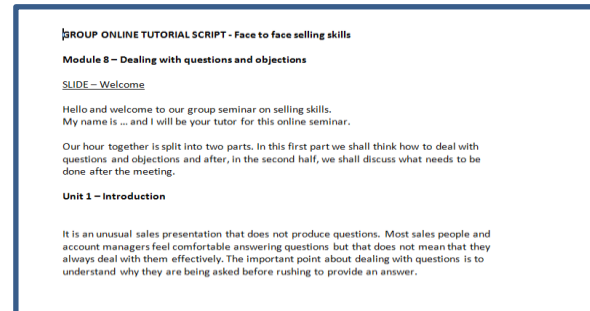
Line Manager's
support Notes



Video
lectures in
short 'units'



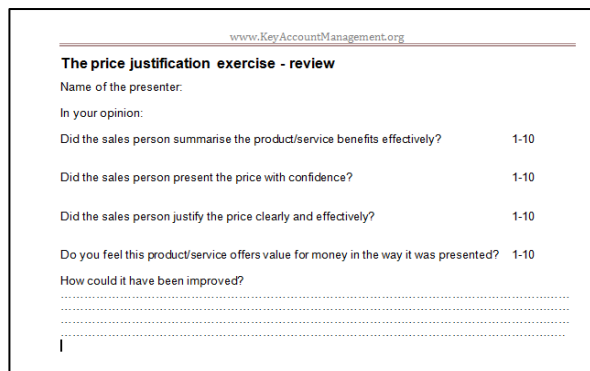
Trainer's Tutorial
Notes (so anyone can
deliver the Tutorial
elements of the
program)



Video
illustrated
examples




Line Manager's
Assessment of
the Manager's
Application of
the Specific
Skills



...along with a range of supporting material

As well as supporting documentation...

Competence
Certificate
Test

 **Face to Face Selling Skills – Module 8**
Dealing with questions and objections
Certificate Instructions

To qualify for the Certificate for Effective Completion of this Module you should complete the following:


Summarise the most common questions and objections you hear – prepare a simple response to each

Your presentation can be in any format you choose and can be supported by slides and examples as necessary.

Your plan can be in any format you choose and can be supported by slides and examples as necessary.

When you are ready you should select a Coach from the team on this site and book a 30 minute session to make your presentation. You should be prepared to answer questions from the Coach following your presentation.

Following the session your Coach will send you a performance assessment and assuming your Coach believes that you have completed the task effectively you will be awarded the Certificate of Completion which may be used towards your company's continuous education program.

 **Face to Face Selling Skills – Module 8**
Dealing with questions and objections


Key Points Summary

Use this summary to remind yourself about the key points in this Module

- Most sales presentations result in questions and objections
- Objections are not necessarily bad
- Customers use questions and objections to test their understanding, your plan and their ability to present your plan internally
- It is very useful to know why a particular question has been asked
- Ensure your answer satisfies the customer before moving on
- Customer questions give you more knowledge and information
- Objections are often used to test the idea
- Vague objections must be qualified before you can address them
- Not all objections are genuine
- You should test an objection before you answer it

Key Points
Summary

Individual Tasks
for each Module
(personalised by
Line Manager)

 **Face to Face Selling Skills – Module 8**
Dealing with questions and objections
Tasks for the Module


Use this form as a working paper to write your notes for the following tasks

List the most commonly heard questions and the best answers for them

My notes on how best to do this ...

List the most commonly heard objections and the best ways to deal with them?

My notes on how best to do this ...

 **Face to Face Selling Skills – Module 8**
Dealing with questions and objections


My Action Plan

As a result of this Module, I will do the following

What?	By when?	Done?
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Manager's
Action Plan

Preparatory
Questions

 **Face to Face Selling Skills – Module 8**
Dealing with questions and objections

Preparatory Questions for the Module

Use this form as a working paper to write your answers to the following preparatory questions

What are the three most often heard questions? What are the best answers?

What are the most common objections? What is the best way of dealing with each of them?

KEY ACCOUNT BEST PRACTICE Q-CARD -

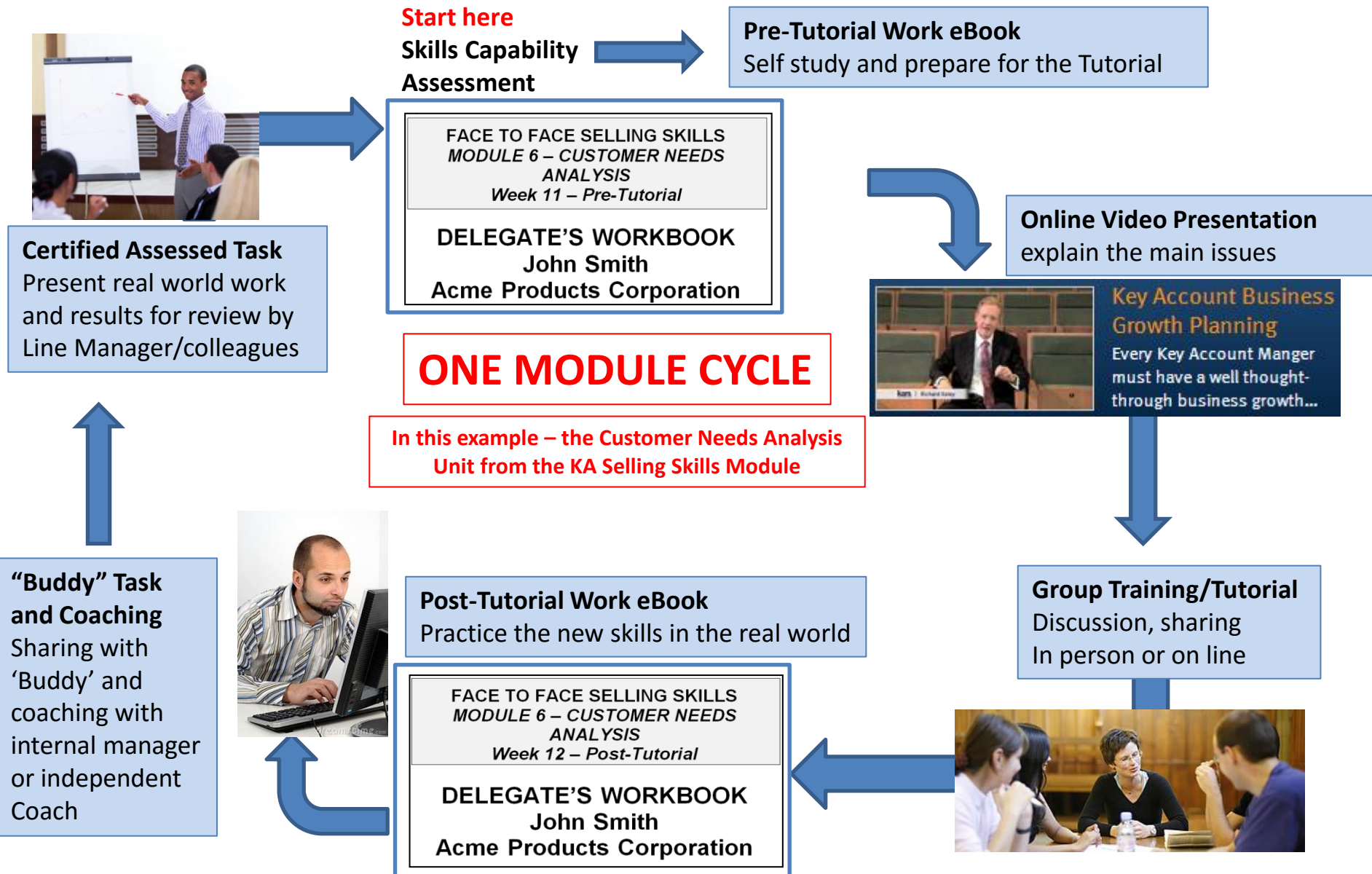
Consider the work you have done to plan for the sales meeting

Quality Question

- 1 Have I set a realistic, specific measurable meeting objective?
- 2 Have I properly researched the customer and the people I will meet?
- 3 Have I properly researched the market latest news and the history of the relationship?
- 4 Do I know what to expect from this meeting with these people?
- 5 Have I prepared a simple meeting plan and agenda?

Manager's "Q-
Cards" (Ask
Yourself Aide
Memoire)

The Modular Unit cycle – Capability assessment, video instruction, e-work books, bespoke assignments, ‘buddy’ support system and live Training – Tutorials - Coaching



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