

Key Account Best Practice

Introduction to Individual and Account Team Skills Development & Training

This deck outlines the options and examples for training the Account Management team to move towards best practice account management

It is not intended to be a recommendation but rather to act as a platform for discussion

July 2014



Sales & Marketing Consulting Group

©2014 SMCG All Rights Reserved except where attributed to third parties

Key Account development

Background and core concepts

The difficult environment of the Account Manger

Effective training pyramid

Program measurement

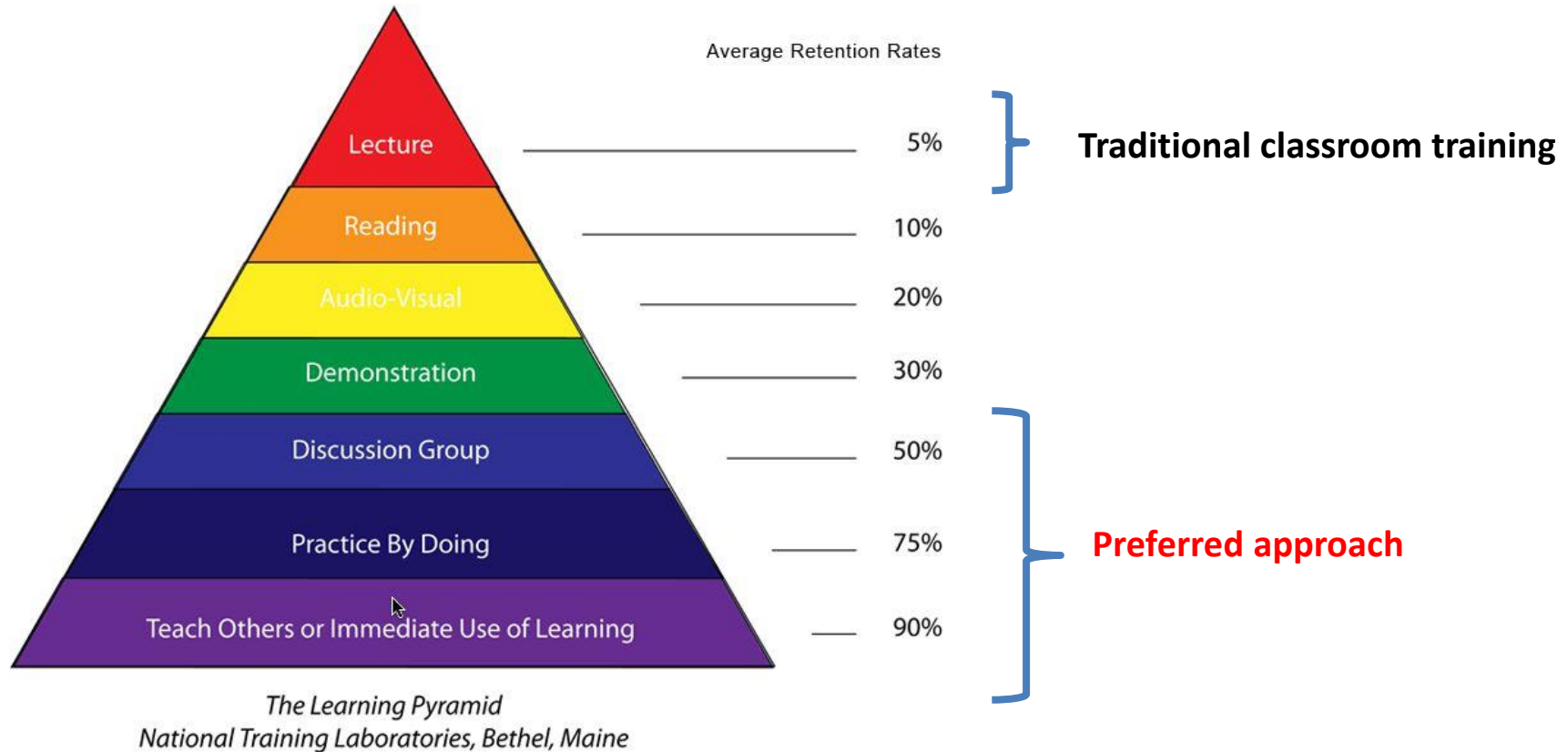
Criteria for successful implementation

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 apparently aiming to commoditise their purchases and suppliers**
- **Suppliers trying to differentiate their overall offer, only part of which will be their products and services but often relying too heavily on price**
- **Not all customers are equal – the effort applied to a customer must be matched by the potential opportunity for growth**
- **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**

Philosophy of implementation – experience suggests that shorter development sessions delivered over a longer period with high interaction offer the most effective model

The program can be delivered in any format - however shorter sessions over a longer period with time to discuss and to learn by doing are the most effective



As a result retention and therefore commercial impact is dramatically greater – sales people sell more

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 aggressive 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

For the skills development to be successful we must have...

- **Active leadership and support from the top**
 - Strong Senior Manager engagement
- **A clear detailed, measurable definition of the capabilities required from each role**
 - 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

Key Account development Approach and options

Blended delivery options

The modular 'library' approach

Overview of the module format

Example of the module division into learning units

Examples of the learning materials

Examples of the teaching and support video

Illustration of the modular process flow

Delivery options – blended learning tends to be most effective – we select the most applicable format for each need

Learning what to do and how to do it – Skills – Process - Tools

Traditional classroom training



On demand video training



Live web training



Self study - via online materials



Combined with...

Learning by Doing & Sharing of Experience - Discussion

Coaching – face to face and online



Company manager and actor role play examples



Group Tutorials – in person or via the web



Supported by...

On-going development and Knowledge Transfer

Video and web conferences



Best practice and case study sharing



Key Account Management Development Roadmap – example of the Modular approach – any elements can be combined to create customised material

This is the initial 'menu' of support - we can extract any elements to create a bespoke programme and create new material if necessary

Foundation

1

KA Selling Skills

Selling fundamentals
Common mistakes
Managing the meeting
Customer needs analysis
Presenting the offer
Questions & Objections
Closing & next steps

2

Introduction to KAM

Why KAM is important
What KAM is
The role of the KAM
The evolution phases
The difference between selling and KAM

3

Establishing the KA Strategy & Model

Three year objectives
Three year strategy
Definition of a KA
Identification of a KA
KAM role & responsibility
KAM measures

Core

4

Managing the Complex Sale

The complex sale
Data – CRM - planning
Point of sale & shopper
In store impact
Consumer knowledge
Online & digital

5

The Strategic KA Growth Plan

Understanding the KA
Market knowledge
Competitive knowledge
Our objectives & plans
Opportunity summary
Objectives setting
Deliver the plan

6

Negotiation Skills for KAM

Fundamentals
Styles & approaches
Preparation
Starting
Tactics
Closing

Advanced

7

Joint Business Planning

Identify the potential KA
Define the objectives and criteria for success
Joint working models
Measuring & Reporting
Resolving issues

8

Cross Functional Team Selling

Leadership from the top
Cross functional teams
Roles & responsibilities
Communications
Measures and reporting

9

Global & Cross Boarder KAM

Demands of GAM
Implications across the business
Common processes, measures
Roles & responsibilities

Elite

10

KA Finance/Profit

Financial understanding
Financial analytics
Financial planning
Compliance demands
Financial impact
Profitability measure

11

KA Value Based Partnerships

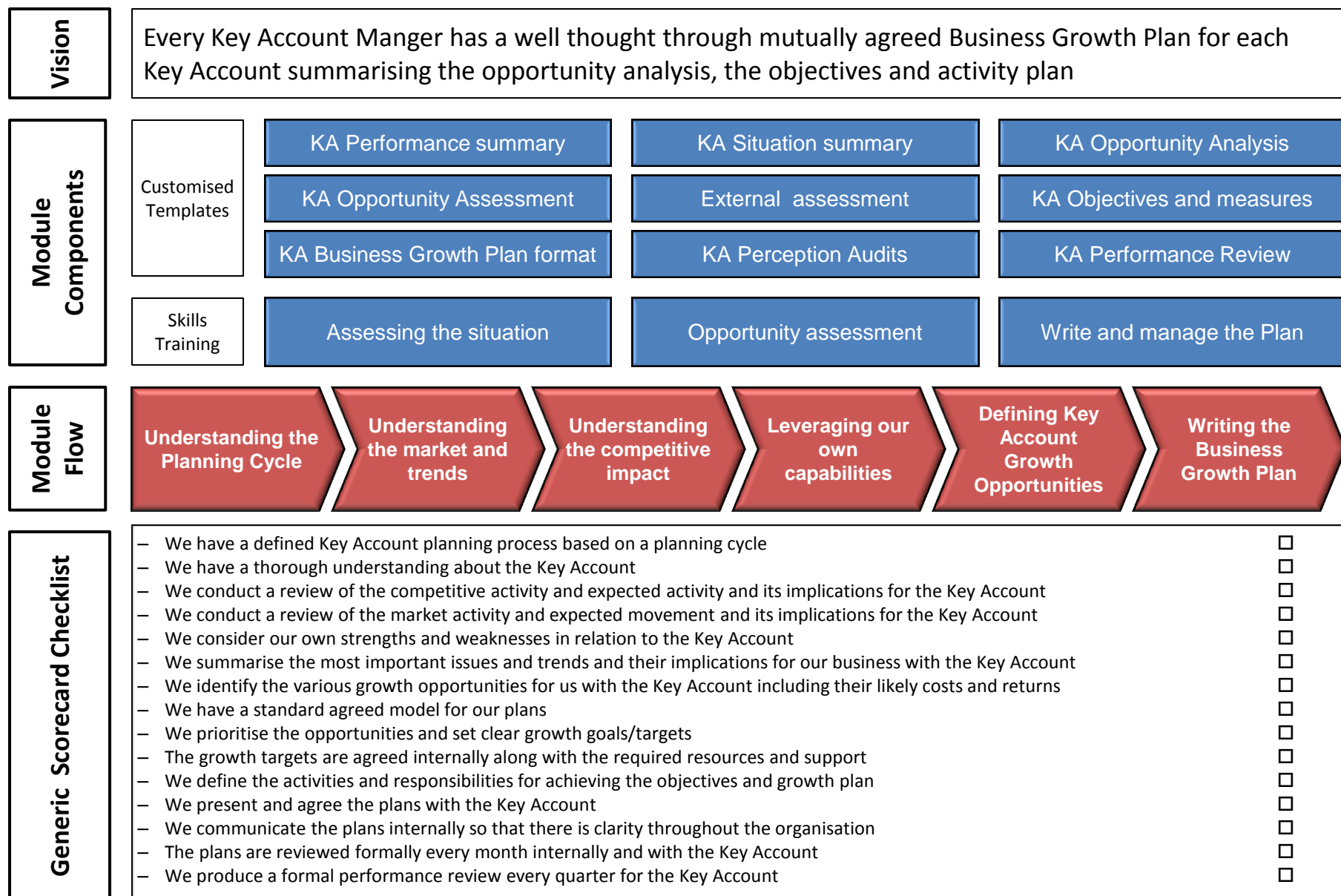
Define value
Measure value delivery
Eliminate/reduce
Enhance/create
Create new model
Pilot new model

12

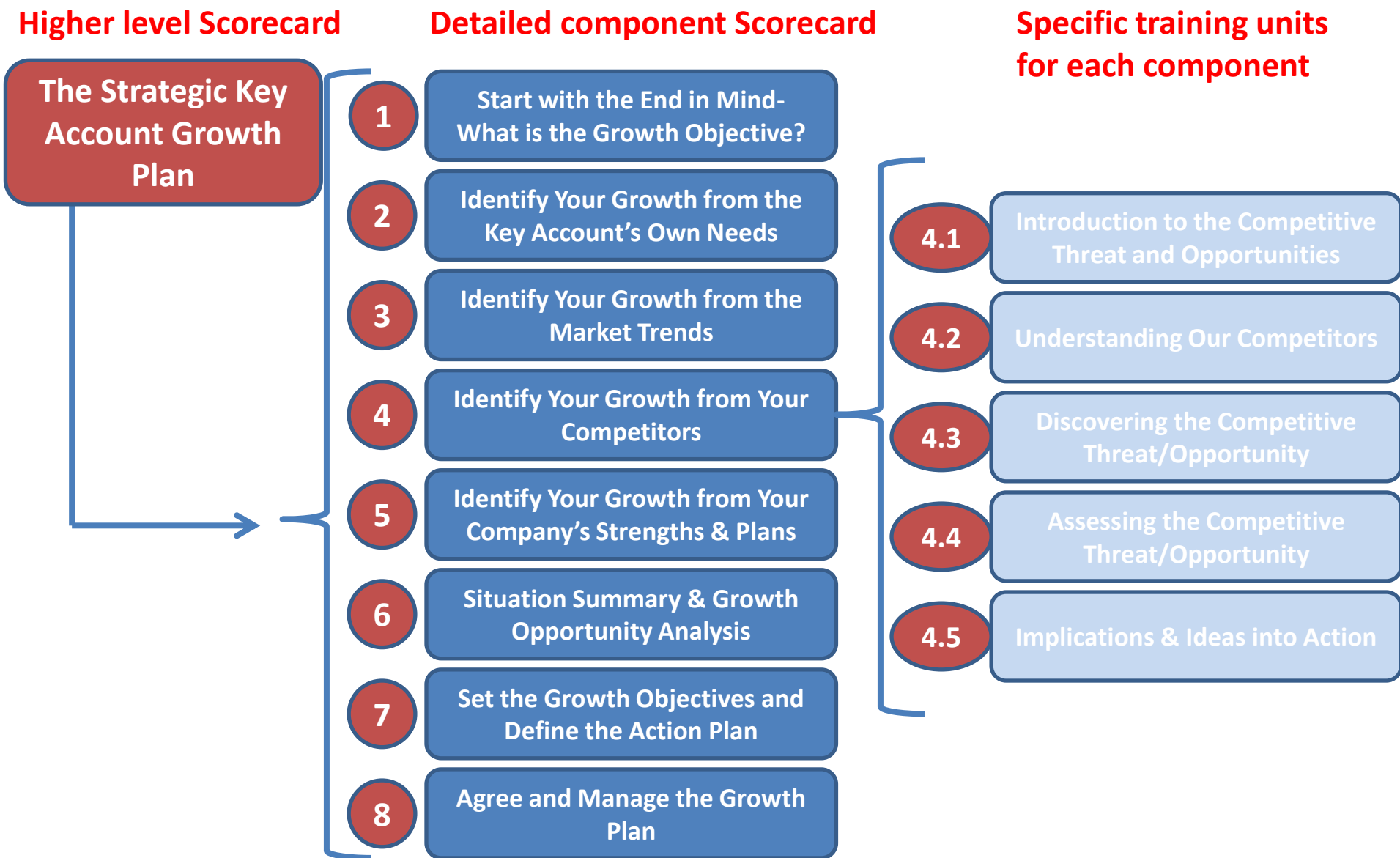
Leadership & Team Management

Personal assessment – objective review
Recruitment
Training & coaching
Managing the team
Getting results through people

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



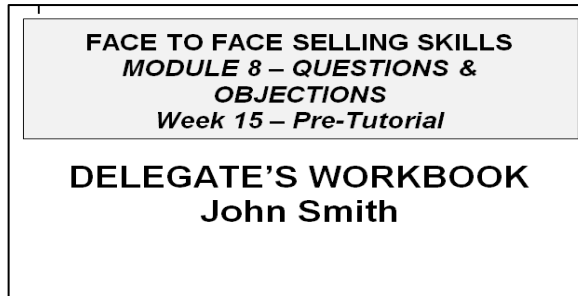
Each subject is defined in terms of its best practice components



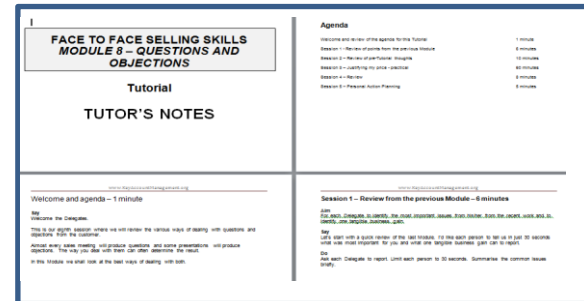
Different types of training format are blended to form a comprehensive module...

For each subject module you have...

Delegate's
Notes



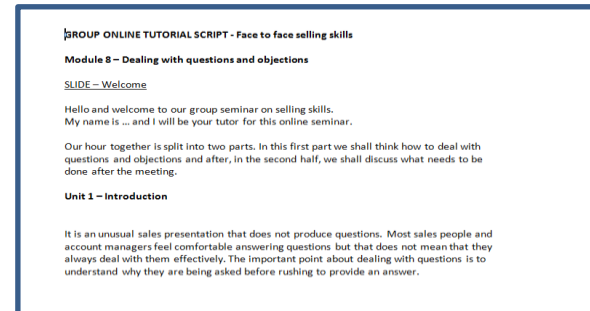
Line Manager's
Tutorial Notes
(the internal team can
support the programme
directly)



Video
lectures in
short 'units'



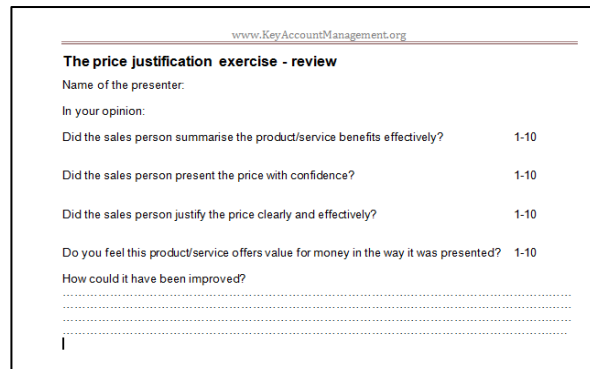
Trainer's
Training Script
and slides (so
anyone can deliver the
programme)



Video
illustrated
examples



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



Examples of the video instruction for “Dealing with Questions and Objections” – this is the generic part of the material - the company examples and case material are not shown



Short
introduction to
set the scene
for the Unit

Normally we will prepare company
and customer specific
examples/case studies in
conjunction with the management
team for the illustrations



Generic introductory
discussion on
answering customer
questions with generic
role play example

For these examples,
we have cut in
generic role play
studies

The video icons are
hyperlinked to the
secure video examples
site – **click on the icon
to view the video**



Generic introductory
discussion on
answering customer
objections with
generic role play
example

Examples of additional video support



Internal Conference

Internal conference following perception audit on Key Account Planning - highlights on video for those who could not attend and to provide a permanent record



Senior Manager experience

Sony UK General Manager discussing the importance of channel management using a company case study



Key Account Manager experience

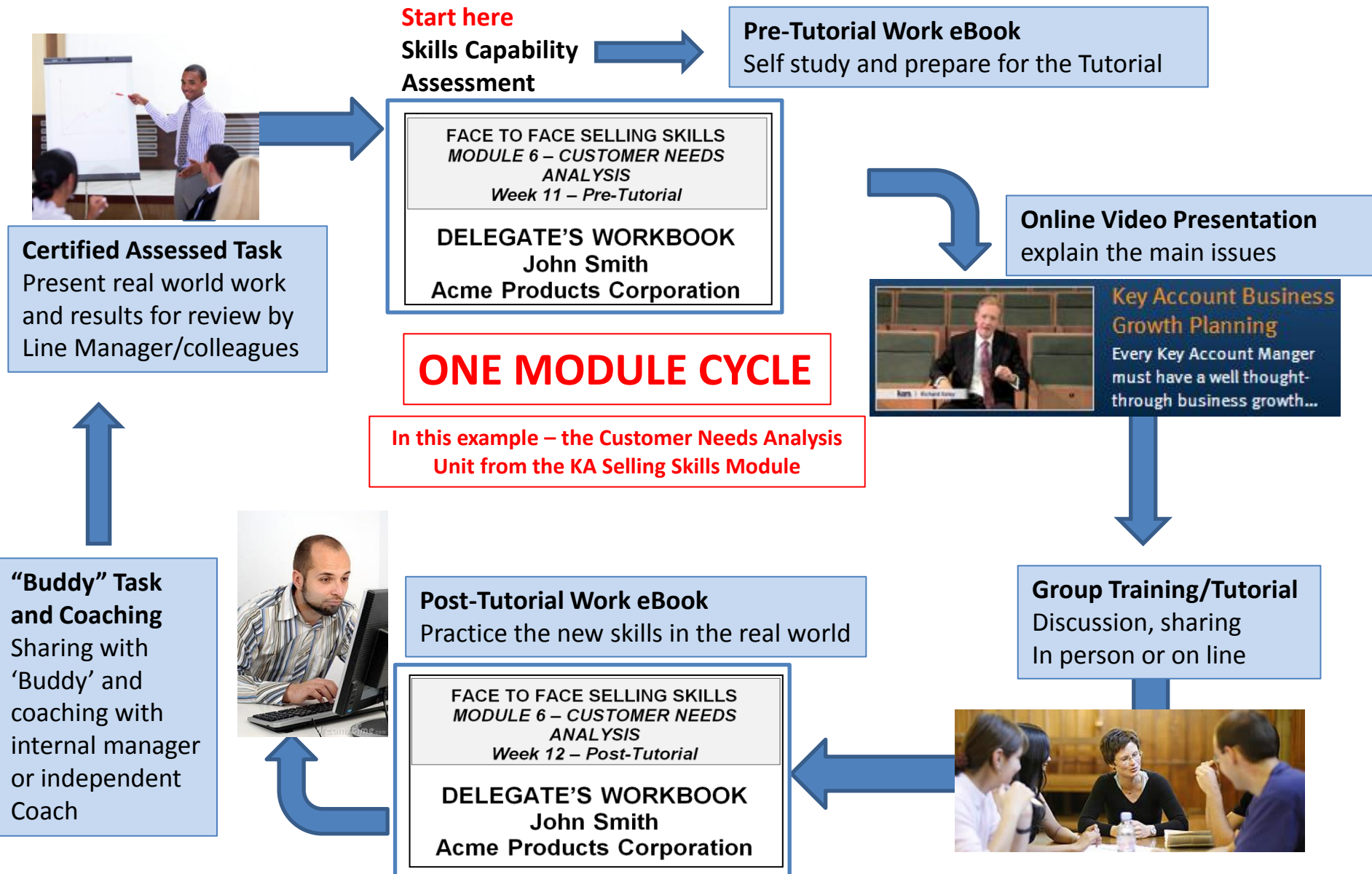
Xerox Global Client Managing Director on the importance of focusing on value with the Key Account



Customer Manager case study

Südpack Manager explains the benefits of the strategic partnership with DuPont – used as part of the 'voice of the KA' (YouTube hyperlink)

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



The Group exists to identify, develop and share best practice thinking in all aspects of key account management – this means our members are engaged in many areas...

- **We run a Linked In Group – KAM Best Practice Knowledge Share**
- **We publish the KAM Journal**
- **Team members publish books and papers**
- **We provide expert commentators and speakers**
- **We provide consultants to support corporate development**
- **We develop programs, processes, tools and skills to support individual and teams**
- **We provide skills development training and coaching**

For more information, in the first instance contact...

Richard Ilsley
Managing Partner
Sales & Marketing Consulting
Group

richard.ilsley@smcg.net

+44 (0) 7866 471382

