

Scorecards enable an objective assessment of the current situation, identification of priorities and definition of the desired output which again is measurable

BEMIS BEST PRACTICE SCORECARD - CORE COMPETENCIES SUMMARY

This Scorecard lists the 20 core best practice capabilities of the highest performing Managers. This Scorecard allows you to assess your overall level for each capability. You can then consider all or just selected capabilities for a more detailed assessment.

Best Practice Component	My Initial Estimate (of my Capability 1-5)	My Scorecard Score (estimatedly completed from the detailed subject Scorecards)
1. Selling skills	4	4
2. Growth planning skills	4	4
3. Negotiation skills	4	4
4. Joint business planning skills	4	4
5. Strategic partnering skills	4	4
6. Communication skills	4	4
7. Presentation skills	4	4
8. Personal performance skills	4	4
9. Meeting management skills	4	4
10. Team management skills	4	4
11. Project management skills	4	4
12. Leadership and development skills	4	4
13. Influencing and negotiating skills	4	4
14. Product and service knowledge	4	4
15. Market knowledge	4	4
16. Company knowledge	4	4
17. Selling and marketing tools	4	4
18. Joint business planning and partnering tools	4	4
19. Strategic relationship management	4	4
20. IT Skills	4	4
21. Environmental, Health & Safety	4	4
TOTAL		80

← Core capabilities required

↔ We select the relevant capabilities for each Job Description

Job Description
• Job Title
• Summary Description
• Tasks and Responsibilities
• Minor Functions
• Supervisor
• Qualifications
• Skills Necessary
• Experience Desired
• Working Hours

BEST PRACTICE SCORECARD - KEY ACCOUNT MANAGEMENT

This Scorecard defines those components of Best Practice Key Account Management most often observed in high performing companies. This Scorecard focuses on the overall strategy, processes and structure.

Best Practice Component - Strategy and Structure

We have defined exactly what we mean by 'Key Account' (and/or other customer terminology we may use) - the definition is understood and used by all (if we ask any member of the team they will be able to respond; our list of KA across the business is uniform to our definition).

We have a Key Account Strategy Plan which directs our overall Key Account activity. The Plan is understood and implemented. (The Plan is short and defines what we must achieve with our Key Accounts over the coming 2-3 years, along with the implications, in order to achieve the Corporate Strategy and objectives).

We have defined our current and required potential Key Accounts in order to achieve the Key Account Strategy. We have defined those Key Accounts with which we must be doing business in 3 years. (The list shows which KA must be retained and which ones to exclude the objectives).

We have defined the potential business for us with which current and future Key Accounts along with our current share and our competitors' share (We know our share by product group, geography, sector and any other relevant criteria).

We have identified and prioritised the opportunity for us by product group for each Key Account and each future Key Account.

We know exactly where our growth can come from for each Key Account; we have an growth opportunity map for KA.

We measure the profitability for each Key Account; the data is presented in such a way that the KAM can easily assess the profit drivers for each Key Account. (This is a true profitability analysis using actual gross/margin data which weights actual costs & we focus on each Key Account; we are not simply reporting average costs).

We can define the profitability impact on our business with the Key Account of any decision; for example increasing or reducing service supports. The KAM has a profit enhancement plan. (We can use this data to raise interest).

We have a clearly defined properly resourced structure for managing and developing our Key Accounts (We have the right people in the right roles doing the right things).

We have an effective performance reporting system; we have a monthly report of top and bottom line performance along with key learning and issues (Everyone knows what is going on and the implications).

We have common templates and formats for our planning, communicating, presenting and reporting (We use simple commonly understood formats which summarise the right information easily; the KAM does not have to spend long creating

Overall KAM Assessment Scorecard

BEMIS BEST PRACTICE SCORECARD - SELLING SKILLS

This Scorecard defines the Top 10 Best Practice requirements for core selling skills - note that this Scorecard focuses on the skills of selling - customer knowledge and the use of tools and processes are included in other Scorecards

Best Practice Component	My Current Score 0-10	What documentary or tangible evidence do I have?	Line Manager's Score 0-10
1. I have a clearly defined target for each customer	0		
2. I can present a plan which explains exactly how I will achieve the target with each customer			
3. I can show how my plan to achieve the target is driven by the customer's specific needs and my company's needs			
4. I can explain the detailed preparation, objective setting and planning I conduct before the customer meeting			
5. I know how to begin the sales meeting, agree the agenda and output			
6. I know how to use OPA and listen to the customer's needs and uncover 'hidden' needs			
7. I know how to summarise the customer's needs and to present my solution as the most effective for the customer			
8. I know how to answer customer questions effectively and to deal with real and false objections			
9. I know how to get agreement to the next stage and how to close the sale			
10. I know what post-meeting administration must be done to get agreement from all and to follow up effectively			
TOTAL	0		0

Every capability divides into 10 Best Practice measurable components

KEY ACCOUNT BEST PRACTICE SCORECARD - SELLING SKILLS MODULE 8 QUESTIONS & OBJECTIONS

This Scorecard defines the Best Practice understanding for Module 8 of the Face to Face Selling Skills Program - Dealing with questions and objections

Best Practice Component	Is this component relevant to my/our business?	Current score 0-10	Am I sure? Do I have documentary or tangible evidence that I have this or do this?
1. I can explain why getting questions and objections can be helpful			
2. I recognise the need to understand why a particular question has been asked			
3. I can explain why in some cases it makes sense to answer the question with a question			
4. I recognise the need to ensure that my answer is sufficient for the customer			
5. I can explain the various reasons why customers makes objections			
6. I recognise the importance of fully understanding the objection			
7. I can explain how to deal with the vague objection			
8. I can explain what is meant by a false objection			
9. I can explain how to test and then deal with a false objection			
10. I aim to identify objections in advance and deal with them in the presentation			

Each Best Practice component drives a development Module (also with its own Scorecard)