Key Account Best Practice

Introduction to Key Account Management Capability Assessment

This deck outlines the options and examples for assessing the current capabilities of the Account Management team in order to create a development program

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

July 2014

KEY ACCOUNT MANAGEMENT

Sales & Marketing Consulting Group

Before we train we should assess – assessing provides a benchmark and a vision for the training

The assessment model must define the core skills and capabilities which we expect from the most effective Account Manager

The assessment model must:

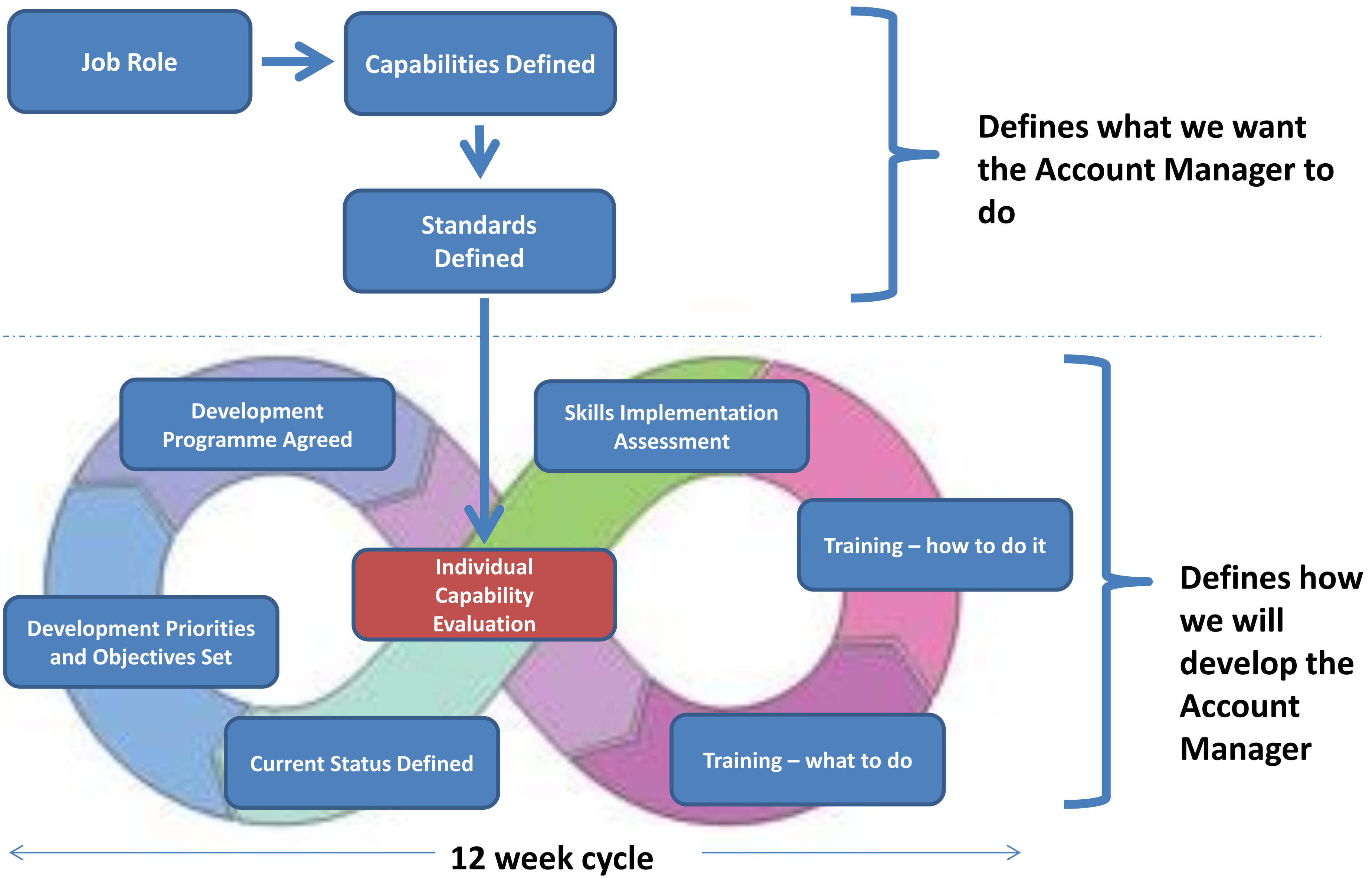
- **Be driven by the job description**
- **List the core capabilities**
- **Identify clearly the elements which make up the core capabilities**
- **Be clear in what is required ('be a good communicator' is not clear)**
- **Be objective**
- **Be measurable - in such a way that two people assessing should assign the same score**
- **Lead to the development program**
- **Be repeated after 12-24 weeks to demonstrate improvement**

Errors to avoid in assessment models

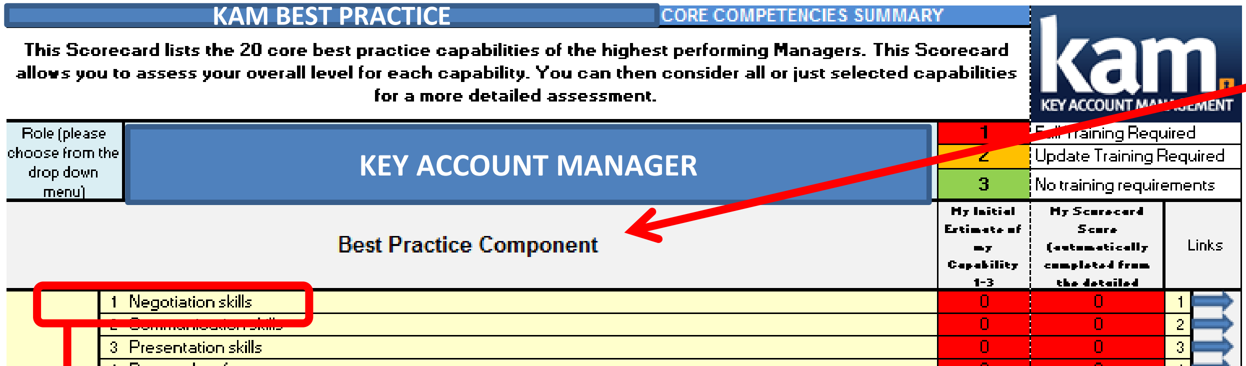
The most common errors we have found can be summarised as:

- **The capabilities are not defined and/or open to multiple interpretation**
- **The definitions are vague**
- **The model lacks objectivity**
- **There is no measurement scheme**
- **The measurement scheme is subjective**
- **The scoring system is unclear**
- **No action results from the assessment**
- **The assessment is not repeated following training/development**

Skills development is driven by the role capability best practice requirements

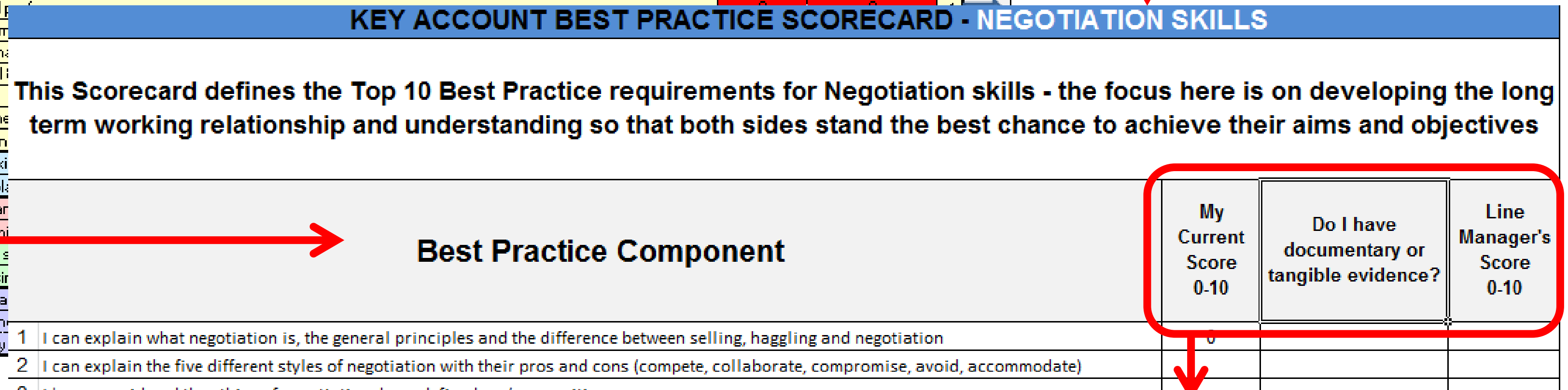


Examples of the hierarchical Scorecards to assess current capability



‘Headline’ capabilities…

…defined by measurable best practice standards…



…which drive the skills development programme

Sales Team Capability Assessment

Each element of the is customised to your requirements – client example below

Key Account Manager | **BEST PRACTICE SCORECARD - CORE COMPETENCIES SUMMARY**

kam KEY ACCOUNT MANAGEMENT

This Scorecard lists the 19 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.

Role (please choose from the drop down menu)	Country Manager	Rating	
		1	Full Training Required
		2	Update Training Required
		3	No training requirements

	Best Practice Component		My Initial Estimate of my Capability 1-3	My Scorecard Score (automatically completed from the detailed subject Scorecards)	Links
Core Skills	1	Negotiation skills	0	0	1
	2	Communication skills	0	0	2
	3	Presentation skills	0	0	3
	4	Personal performance	0	0	4
	5	Meeting management skills	0	0	5
	6	Project management skills	0	0	6
	7	Financial & Legal Awareness	0	0	7
	8	IT Skills	0	0	8
	9	Environmental, Health & Safety	0	0	9
	10	Influencing and networking skills	0	0	10
Selling Skills	11	Selling skills	0	0	11
	12	Growth planning skills	0	0	12
Team Management	13	Team management skills	0	0	13
	14	Leadership and engagement skills	0	0	14
Advanced Selling Skills	15	Complex selling skills	0	0	15
	16	Joint business planning skills	0	0	16
Technical Sales Skills	17	Product and service knowledge	0	0	17
	18	Market knowledge	0	0	18
	19	Company knowledge	0	0	19

Component Areas

Component

Role

Rating

Self Assessment Rating

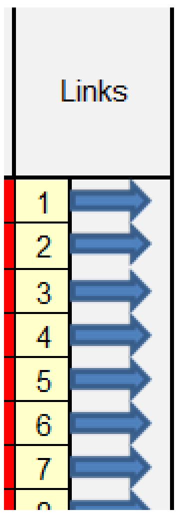
Calculated Rating

– Scoring

1	Full Training Required
2	Update Training Required
3	No training requirements

The Traffic Light systems is used to identify training requirements.
The rating has been set 1 to 3 to make the rating an easy process but this does not dismiss the level of complexity that goes into each skill

– Moving About



Arrows take you to the Component Tab

Logo takes you back to the Main Competency Page

Sales Team Capability Assessment

Step One

– Choose your Role – Depending upon the role, some elements may be removed – for example, not every role may be required to have high public speaking skills

All roles are indicated on a drop down list

Role (please choose from the drop down menu)		1	Full Train
	Country Manager Distribution Manager Key Account Manager Sales Manager Technical Sales Manager	2	Update T
		3	No trainir
	Best Practice Component	My Initial Estimate of my Capability	My Scorec (autom completec detailed

Technical Sales Manager	1	Full Training Required	
	2	Update Training Required	
	3	No training requirements	
est Practice Component	My Initial Estimate of my Capability 1-3	My Scorecard Score (automatically completed from the detailed subject Scorecards)	Links
	Not Required	Not Required	1
	0	0	2
	0	0	3
	0	0	4
	0	0	5
	0	0	6
	Not Required	Not Required	7
	0	0	8
	0	0	9
	0	0	10
	0	0	
	Not Required	Not Required	
	Not Required	Not Required	
	Not Required	Not Required	14
	Not Required	Not Required	15
	Not Required	Not Required	16
	0	0	17

For example, Components a Technical Sales Manager is not required to Complete

Technical Sales Manager
Required scores
3.0
3.0
3.0
3.0
3.0
3.0
3.0
3.0
2.0

To the Right of the grid there is a blue panel which identifies the fully competent rating for your role against each of the components

Sales Team Capability Assessment

Step Two

– Self Assess against each Component

	1	Full Training Require
	2	Update Training Rec
	3	No training requirem
	My Initial Estimate of my Capability 1-3	My Scorecard Score (automatically completed from the detailed subject Scorecards)
	0	0
	0	0
	0	0
	0	0
	0	0
	0	0
	0	0
	0	
	0	0
	0	0
	0	0

	1	Full Training Required	
	2	Update Training Required	
	3	No training requirements	
	My Initial Estimate of my Capability 1-3	My Scorecard Score (automatically completed from the detailed subject Scorecards)	Links
	2	0	1
	0	0	2
	0	0	3
	0	0	4
	0	0	5
	0	0	6
	0	0	7
	0	0	8
	0	0	9

As this is a development tool it is good
to conduct a self assessment .
"Your initial estimate of your capability" shows the Manager's view
of his/her skills

Sales Team Capability Assessment

Step Three

– Rate the Manager against each element. (Read Carefully and be honest in your answers)

	BEST PRACTICE SCORECARD - NEGOTIATION SKILLS		
	This Scorecard defines the Top 10 Best Practice requirements for Negotiation skills - the fo[illegible] is on developing the long term working relationship and understanding so that both sides stand the b[illegible]st chan[illegible] achieve their aims and objectives	kam KEY [illegible] UNT MANAGEMENT	
	Best Practice Component	My Current Score 1-3	Am I s[illegible] Can I show documen[illegible] or tangible evidence that I have this or do this?
1	I can explain what negotiation is, the general principles and the difference between selling, haggling and negotiation *(I have a detailed understanding of the different principles and can show when I have put the appropriate one in practice)*	0	
2	I can explain the five diff[illegible]t styles of negotiation with their pros and cons (compete, collaborate, compromise, avoid, accommodate) *(I have knowledge of [illegible]ilmann approaches and have used these techniques, if required I am able to explain the differing styles and when to use them)*	0	
3	I have considered [illegible]e ethics of negotiation, have defined my/our position *(I am able to provide evidence to show my defined position on negotiation an[illegible]hat techniques I utilise)*	0	
4	I can explai[illegible]e concept of leverage in its different forms and how I should gain leverage in my negotiations *(I can explain the meaning of leverag[illegible]nd have utilised the techniques such as margin and potential return on investment)*	0	
5	I can e[illegible]ain the four core 'rules' of negotiation (separate people/problem, focus on interests, options for gain, objective criteria) *(I have rea[illegible]e book by Fisher and Ury and have used their four principles in practice, I can show this with detailed evidence)*	0	
6	I [illegible]n explain the concept of variables, can define my likely variables and can explain how to trade concessions *(I am aware that a good [illegible]egotiator considers variables before a meeting, I can show where I have considered areas such as price, delivery, credit terms etc. Looking at "What is cheap for me to give away but valuable to the other party")*	0	
7	I set my objectives, minimum position (Best Alternative to a Negotiated Agreement) and estimate the other side's objectives *(I can show that prior to my meetings I have defined the different positions I can look to achieve both my minimum and optimum position)*	0	
8	I can identify the most common tactics and explain how I should best respond to each *(I can provide an explanation of common tactics such as Brinksmanship, Defence in depth and Auction and can show how I have dealt with these tactics in previous negotiations)*	0	
9	I consider a range of possible solutions which would come closest to meeting the needs of both sides *(I can show when I have estimated the other side objectives and have put a range of possible solutions in place prior to the meeting that would meet the requirements of both sides)*	0	
10	I can explain how to open, manage the process, when to close and how to gain agreement *(I have managed many negotiations and have a set format I follow that results in close and gained agreement)*	0	
	TOTAL	0.0	
	Adjusted Average	0	

Best Practice subject

Scoring table against each 10 requirements

10 component requirement statements

Sales Team Capability Assessment

Step 4

– The adjusted score will then show on the Main sheet.
– Use the Logo link to go back to the main sheet.
– Continue to complete all the components
– Your training priorities are defined

Fully completed assessment document

Role (please choose from the drop down menu)	Country Manager				
			1	Full Training Required	
			2	Update Training Required	
			3	No training requirements	
	Best Practice Component		**My Initial Estimate of my Capability 1-3**	**My Scorecard Score (automatically completed from the detailed subject Scorecards)**	Links
Core Skills	1	Negotiation skills	2	1	1
	2	Communication skills	3	3	2
	3	Presentation skills	2	2	3
	4	Personal performance	1	1	4
	5	Meeting management skills	1	1	5
	6	Project management skills	2	1	6
	7	Financial & Legal Awareness	1	1	7
	8	IT Skills	2	1	8
	9	Environmental, Health & Safety	3	3	9
	10	Influencing and networking skills	1	1	10
Selling Skills	11	Selling skills	1	2	11
	12	Growth planning skills	2	1	12
Team Management	13	Team management skills	2	1	13
	14	Leadership and engagement skills	1	2	14
Advanced Selling Skills	15	Complex selling skills	3	2	15
	16	Joint business planning skills	1	2	16
Technical Sales Skills	17	Product and service knowledge	2	2	17
	18	Market knowledge	1	1	18
	19	Company knowledge	2	2	19

Key Account Management Development Roadmap - skills development units can be selected from the core menu

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/Profitab
- 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

The Key Account Management Group is a global network of academics, senior practitioners and consultants

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…

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