### **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



# **Key Account development Background and core concepts**

The difficult environment of the Account Manger

**Effective training pyramid** 

**Program measurement** 

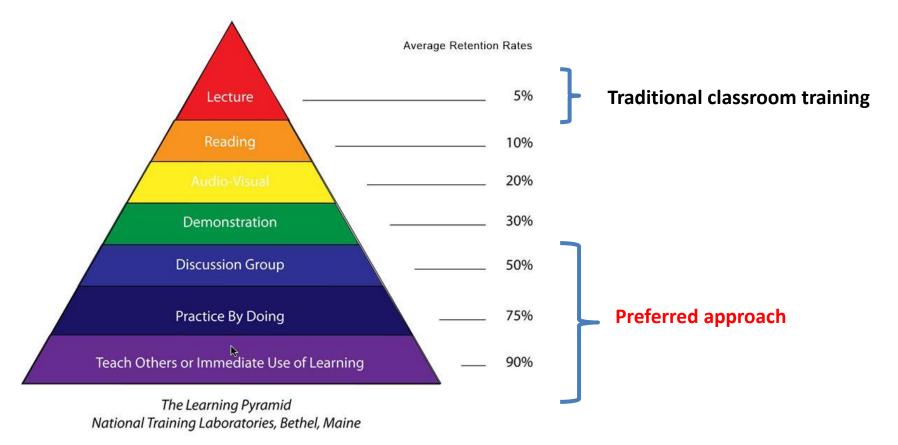
Criteria for successful implementation

# 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

Source: National Training Labs. Bethel, Maine

# 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 emphasis 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



Key Account Growth
Planning Conference
What is a best practice
business growth plan and
how should we recognise...

Best practice and case study sharing



David Pearson (former MD Sony UK) Interview with David Pearson former MD Sony UK as Sales Director

## 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**

**KA Selling Skills** 

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

Introduction to KAM

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

**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

Managing the **Complex Sale** 

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

> The Strategic KA **Growth Plan**

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

**Negotiation Skills for KAM** 

**Fundamentals Styles & approaches Preparation Starting Tactics** Closing

**Advanced** 

**Joint Business Planning** 

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

**Cross Functional Team Selling** 

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

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** 

> **KA Value Based Partnerships**

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

12 Leadership & Team Management

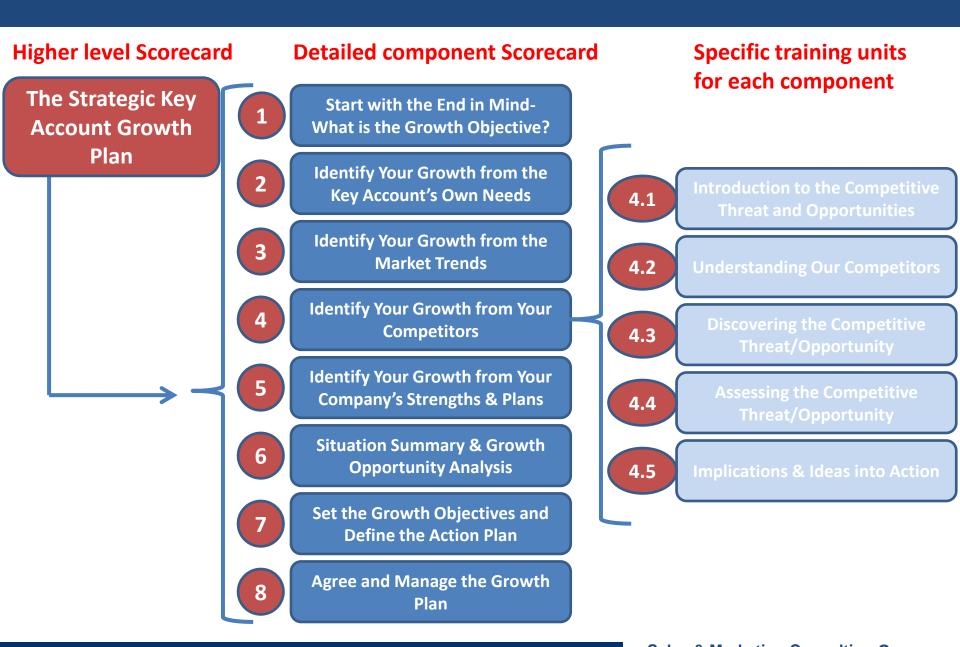
Personal assessment objective review Recruitment **Training & coaching** Managing the team **Getting results through** people

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

Vision Every Key Account Manger has a well thought through mutually agreed Business Growth Plan for each Key Account summarising the opportunity analysis, the objectives and activity plan KA Situation summary KA Opportunity Analysis KA Performance summary Components Customised KA Opportunity Assessment External assessment KA Objectives and measures Module **Templates** KA Business Growth Plan format **KA Perception Audits** KA Performance Review Skills Assessing the situation Opportunity assessment Write and manage the Plan **Training** Module **Defining Key Understanding** Writing the **Understanding** Leveraging our Flow **Understanding the** Account the market and the competitive **Business** own **Planning Cycle** Growth capabilities **Growth Plan** trends impact **Opportunities** We have a defined Key Account planning process based on a planning cycle **Generic Scorecard Checklist** We have a thorough understanding about the Key Account We conduct a review of the competitive activity and expected activity and its implications for the Key Account We conduct a review of the market activity and expected movement and its implications for the Key Account We consider our own strengths and weaknesses in relation to the Key Account We summarise the most important issues and trends and their implications for our business with the Key Account We identify the various growth opportunities for us with the Key Account including their likely costs and returns We have a standard agreed model for our plans We prioritise the opportunities and set clear growth goals/targets The growth targets are agreed internally along with the required resources and support We define the activities and responsibilities for achieving the objectives and growth plan We present and agree the plans with the Key Account We communicate the plans internally so that there is clarity throughout the organisation The plans are reviewed formally every month internally and with the Key Account

We produce a formal performance review every quarter for the Key Account

# 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

FACE TO FACE SELLING SKILLS

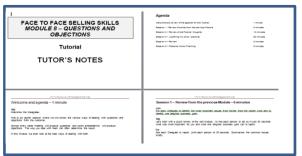
MODULE 8 - QUESTIONS &

OBJECTIONS

Week 15 - Pre-Tutorial

DELEGATE'S WORKBOOK

John Smith



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

Video lectures in short 'units'



M8 U3 - Dealing with guestions and objections

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

Video illustrated examples



The price justification exercise - review

Name of the presenter:
In your opinion:
Did the sales person summarise the product/service benefits effectively? 1-10

Did the sales person present the price with confidence? 1-10

Did the sales person justify the price clearly and effectively? 1-10

Do you feel this product/service offers value for money in the way it was presented? 1-10

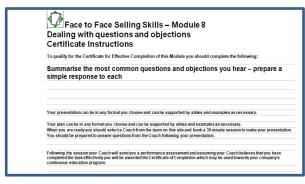
How could it have been improved?

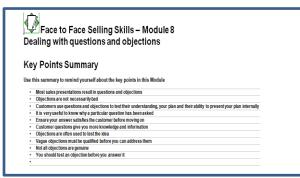
Line Manager's
Assessment of
the Manager's
Application of
the Specific
Skills

## ...along with a range of supporting material

### As well as supporting documentation...

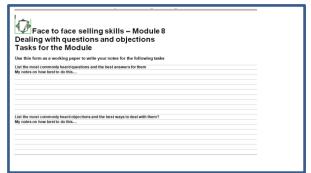
Competence Certificate Test

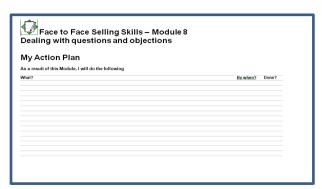




**Key Points Summary** 

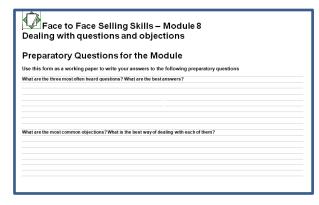
Individual Tasks for each Module (personalised by Line Manager)





Manager's Action Plan

**Preparatory Questions** 



KEY ACCOUNT BEST PRACTICE Q-C/
Consider the work you have done to plan for the sales me
Quality Question
1 Have I set a realistic, specific measurable meeting objective?

3 Have I properly researched the market latest news and the history of the relationship?

2 Have I properly researched the customer and the people I will meet?

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 "Qeeting Cards" (Ask
Yourself Aide
Memoire)

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)

Sales & Marketing Consulting Group

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



**Certified Assessed Task** Present real world work and results for review by Line Manager/colleagues





Pre-Tutorial Work eBook

Self study and prepare for the Tutorial

FACE TO FACE SELLING SKILLS **MODULE 6 - CUSTOMER NEEDS ANALYSIS** Week 11 - Pre-Tutorial

**DELEGATE'S WORKBOOK** John Smith **Acme Products Corporation** 



**Online Video Presentation** explain the main issues



**Key Account Business Growth Planning** 

Every Key Account Manger must have a well thoughtthrough business growth...

# **ONE MODULE CYCLE**

In this example – the Customer Needs Analysis **Unit from the KA Selling Skills Module** 



"Buddy" Task and Coaching Sharing with 'Buddy' and coaching with internal manager or independent Coach



**Post-Tutorial Work eBook** 

Practice the new skills in the real world

FACE TO FACE SELLING SKILLS **MODULE 6 - CUSTOMER NEEDS ANALYSIS** Week 12 - Post-Tutorial

**DELEGATE'S WORKBOOK** John Smith **Acme Products Corporation** 



Discussion, sharing In person or on line



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...

Richard IIsley
Managing Partner
Sales & Marketing Consulting
Group

richard.ilsley@smcg.net +44 (0) 7866 471382

