

Key Account Management

The management skills, practices and processes that lead to better customer relationships and higher revenues

Detailed Program Agenda

Module 1: Introduction

- Program overview – goals and outcomes
- The star contributor
- What is Account Management
- A trend toward commoditisation

Module 2: Account segmentation

- The model and approach – why segment accounts?

LIVE DEMONSTRATION 1: Effective segmentation tools

Participants will observe the use of an effective account segmentation tool and develop and understanding of the key variables and weightings necessary to develop the best account plans and treatment strategies.

- Treatment strategies

GROUP ACTIVITY 1: Developing your treatment strategy

- Learning process check

Module 3: Managing account teams – Internal and External

- Account team methodology
- Key roles and responsibilities
- Attributes of an effective team member – A checklist

GROUP ACTIVITY 2: Identifying the account team

You will learn the latest best practices and the processes/methodologies that are being used successfully by the high performing global companies. The ultimate goal is to ensure that you have the right team construct for your account and the right team members/roles for servicing your key accounts.

- Managers – What's on your Dashboard?
- Learning process check
- Facilitating and leading internal cross-functional discussion and action

Module 4: Developing account strategy

GROUP ACTIVITY 3: The difference between goals, strategies and activities

- Metric-based key account planning – The source of strategy
 - Tools such as the Metric-based account plan including dashboard metrics:
 - > Relationship penetration index
 - > Loyalty index – The voice of your key accounts
 - > Opportunity management – Qualifier rating, account rating
 - > Project cost – Gross margin
 - > Wallet share – Keeping and increasing
 - > Economic value indicator (Spend vs cost analysis)
 - > Internal risk assessment
 - > Revenue growth
 - > High value activities
 - Voice of the key account – metrics that drive sales success!
- ACTIVITY: Relevant facts and insights**

Case study 1 – A global chemical company

How a global chemical company increased revenue performance in their top 100 accounts by integrating important customer feedback into strategy development.

LIVE DEMONSTRATION 2: Best-in-class metric based key account planning tools

Module 5: Financial impacts

GROUP ACTIVITY 4: "Know your potatoes"

You will review a scenario, provide feedback and develop some strategies. The goal is to provide an introduction to defining, presenting and validating economic value for Key Accounts. Through this activity, you will gain a greater understanding of the concept of value and potential sources of value for Key Accounts.

- Economic value proposition – The critical importance of developing, presenting and validating ROI and EVP with Senior Leaders within Key Accounts

LIVE DEMONSTRATION 3: Best-in-class ROI/EVP Calculator Tools

- Relationship management strategy

Case study 2

How a Fortune Global 1000 US based multinational firm successfully manages a large key account globally.

Module 6: Opportunity management

- Opportunity management process
- Opportunity profiling and qualification
- Dynamics of decision making
- Developing a winning opportunity strategy

Case study 3 - Dell

How Dell, Inc. increased average Key Account revenue from less than \$2million per team member to over \$8 million, in less than 2 years.

Module 7: Internal account reviews

- Process for conducting the internal account review

GROUP ACTIVITY 5: Creating an action plan and effective vs ineffective reviews

- Learning process check

Module 8: External account reviews

- Process for conducting the external account review

GROUP ACTIVITY 6: Your external account review

Delegates will complete an External Account Review Plan for a key account. This will provide a guide to effectively engage Key Accounts in discussions that go beyond products and pricing, i.e. important relationship facts, challenges and opportunities. As a result, delegates will learn the process and knowledge points that will help them more effectively guide the key account and the KAM teams in sustaining longer and more mutually beneficial relationships.

- Methods for executing the external account review
- Learning process check
- Executing ongoing mutually beneficial Business Outcome Planning

Testimonials from the Trainer's Programs

"Our rapid growth made training our sales force virtually impossible - or so we thought. The trainer and his company was able to solve every problem in less than 90 days."
-- DELL COMPUTER, Manager, Worldwide Training Operations

"The trainer's company was very successful in management and facilitating training for approximately 200+ sales representatives and senior level management. They did this within just a few months. Because our product was a new one, we were very demanding and they were able to meet our deadlines. Our sales success is thanks to trainer's company's excellent training and presentation style."
-- NORTEL, Marketing

"I was really impressed with the program and presentation at the branch manager's meeting. I have seen a lot of presentations, but I must say, yours is one of the better, if not the best, I've had the pleasure of seeing." -- THE WILLIAMS SCOTSMAN GROUP, President/CEO

"When we originally talked with the trainer's company and they told us we could expect to close accounts within a relatively short period of time and better manage our existing accounts I was doubtful. We are receiving payoffs that were advertised. We are getting the benefits plus more at a fraction of the cost compared to other solutions." -- General Electric Betz (became GE Water Technologies), Director of Global Corporate Sales

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Why Should I Attend?

- Discover the key account management best practices that will enable you to grow critical relationships and revenues
- Master processes, methods and skills that will help you create additional competitive advantages within your top accounts
- Explore ways to accelerate revenue flow (shorten the sales cycle)
- Examine how to expand coverage at the decision making and influential management levels of selected accounts / prospects
- Improve your ability to identify incremental opportunities earlier and position your organisation for a win by more effectively aligning to senior level management (influencers)
- Analyse how multinational companies have improved revenues on average 8% - 16% yearly within their key accounts using the best practices of a structured Key Account Management program

How Will I Benefit?

- Establish a standardised Key Account Management Process with tools, metrics and measurements to institutionalise best practices
- Elevate the skills of your Key Account Managers and Account teams through training on best practices (skills and process)
- Proactively engage with customers to understand their strategic direction including goals, objectives and business needs
- Implement and coach to metric-based Key Account Plans with strategies and tactics to help achieve both customer and supplier goals and objectives
- Identify and deliver on opportunities that create quantifiable mutual value – Return on Investment (ROI) and Return on Effort (ROE)

The Course:

This program will introduce participants to the global best practices in Account Management Process. Participants will learn the advanced skills and methods that high performance sales leaders, within large, successful multinational companies are using to keep and grow their most strategic accounts. It will establish a common language and approach to more effectively manage accounts to grow relationships and revenues.

How this program can help in tough times like this?

In tough times like these, your top customers/accounts are more valuable than ever. Revenue splits are growing ever larger between top accounts and transactional customers; what used to be known as the 80-20 Rule (80% of the revenue from 20% of the account base) is increasingly becoming more like 90-10. This means that an organisation's key accounts are more important than ever and losing one of these key accounts could have catastrophic repercussions. Establishing a Key Account Management Program is one of the most critical strategies any organization can deploy to optimise customer relationships. Key Account Management is an enterprise-wide initiative focused on developing more strategic, meaningful relationships (higher, wider, and deeper) that enable the customer and supplier to work in concert toward mutual goals and objectives for creating mutual gains. It is this type of a key account management program that will ensure, even through tough times like these, an organisation has the resources, tools, processes and skills to not only retain their most important accounts but also grow and develop key relationships and revenues.

Pre-Course Questionnaire

As part of our effort to ensure that you gain maximum benefit from this event, a detailed questionnaire will be sent to you to establish exactly what your training needs are. The completed forms will be analysed by the course trainer. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time.

Who Should Attend?

This course is an essential for business-to-business and Account Management Leaders who are focused on building global business and growing key strategic accounts. This workshop and its' philosophies are applicable across all industries.

CEOs, COOs, EDs, Directors, SVPs, VPs, General Managers, Senior Managers, Managers of:

- Strategic Account Management
- Marketing
- Business Development
- Global Account Management
- Sales
- Key Account Management
- Channel Management

Trainer's Profile

The trainer's core expertise is to help clients develop effective processes and methodologies to enhance their relationships with key accounts and grow revenue. A global business strategist, he has developed high-performing programs for multinational clients in the areas of Key Account Management best practices, Metric Based Strategic Account Planning, Account Segmentation, and Customer Loyalty.

Before joining the current consulting firm, the trainer's career included:

- Vice President, Business Development for UPS Logistics Technologies, Inc. (a subsidiary of United Parcel Service)
- Senior Vice President, Sales and Marketing for Fortress International Group, a global technology consulting and engineering firm specializing in mission critical datacenter infrastructure.
- Implementing innovative sales and account management initiatives in collaboration with firms such as Unilever, Coca-Cola, Nestle, Pepsi-Cola, Frito-Lay, Colgate-Palmolive, 3M, Ingersoll Rand, and Kraft Foods.
- Being interviewed and quoted in major international trade journals and speaking at several industry conferences globally.

Trainer holds a Bachelor of Science in Business Administration from the University of Maryland, an MBA with a concentration in marketing and finance from Loyola University and has completed graduate studies in International Business at The George Washington University in Washington, DC.