

# Key Account Management: Actioning and Strategising

Reengineering your strategic account planning processes by embracing 360° transformation to further increase your business profitability and growth

Kuala Lumpur, Malaysia

9<sup>th</sup> & 10<sup>th</sup> October 2017

The first step for successful key account management is to improve rapport, relationship and client engagement processes to increase win rates, conversions, up-sells and cross-sells. It is an intentional journey with a predictable outcome.



## Course outcomes

- Transitioning from traditional selling to key account management: Differentiating your organisation from the competition and building stronger client relationships
- Devising strategies for identifying various customer accounts and their needs to penetrate, expand and protect strategic accounts
- Overcoming potential client miscommunication by developing a strategic template that will help maximise business opportunities and secure greater profitability, loyalty and customer retention
- Sustaining a competitive advantage by creating unique value propositions for your key accounts and protecting your core customer demographic
- Designing specific client account plans that reflect the current business landscape, market analysis, organisational sentiments and upcoming trends
- Creating a win-win partnership by aligning your organisation's core competencies with the key priorities of your client: How are you different from your competitors?
- Managing multi-layered relationship levels by obtaining the commitment of senior management to set specific milestones and account targets

"Bringing experts from all industries was excellent."

Mercedes Benz

"Excellent event with a focus on practical examples rather than theory."

Nike

"Great mixture of participants! I learnt a lot of best practices from other industries."

Petronas

"Thank you for facilitating the Strategic Account Management workshop. The team appreciated your relaxed style, experience and professionalism."

Henkel Pty Ltd

You do not close a sale, you **open a relationship** if you want to build a long-term, successful enterprise.

Patricia Fripp

# Key Account Management: Actioning and Strategising

## DAY ONE

### Session One

#### Reinforcing the Fundamental Differences Between Traditional Selling Methodologies and Key Account Management (KAM)

- Clarifying the distinction between selling to large account customers and Key Account Management
  - Defining the purpose, scope and importance of KAM
- Perfecting the skills and competencies required to develop a successful key account manager
  - Analysing various business perspectives and trends, customer expectations and profitable growth strategies
  - Ensuring long-term lockout of the competition
- Differentiating between a sales person and a key account manager
  - Building relationships: What makes a client leave?

#### Session Goals / Exercise

From the outset, delegates will gain an insight into the main principles of key account management and why it is different selling to large customers. This will be accomplished using relevant case studies of companies who have successfully implemented KAM

### Session Two

#### Key Account Identification: Establishing your Strategic Accounts through a Methodical Prioritisation of Customer Needs

- Specifying the correct process to identify your key account customers: Realising the first step in key account management
- Segregating and prioritising customers according to the value provided to your organisation
  - Knowing that not all large customers are key accounts
- Benchmarking specific criteria for selecting a customer's portfolio as a key account in your business
- Managing a portfolio of customers based on various types of client accounts
  - Key accounts
  - Potential key accounts
  - Opportunistic and maintenance accounts

#### Exercise

Delegates will learn to identify key account customers from their core customer base and acquire the right techniques to nominate a customer as a key account holder

### Session Three

#### Key Account Planning: Prioritising, Protecting and Customising Your Client's Account

- Designing a sample template to establish the core elements of a key account plan
- Breaking down and overcoming the major barriers to effectively utilise a key account plan
- Compiling critical business information by highlighting the different collection methods
  - Private
  - Public
  - Deep private
  - Deep public
- Bridging the gaps between strategy development and various decision-making skills in order to foster a more profitable partnership
- Developing the "Core Business Proposal" (CBP) for the customer

#### Session Goals / Exercise

Creating an actionable key account plan template based on your organisation's critical customer information and feedback

### Session Four

#### The Nucleus of a Key Account Plan: Harnessing the Benefits of Using the Key Account "SWOT" Competitive Analysis Tool

- Exploring your strengths and weaknesses in developing a key account and ensuring you know the difference between capabilities and strengths
- Avoiding the common mistakes that are made when developing a SWOT analysis for a key account
- Securing greater customer profitability, loyalty and retention: What are your customers' ambitions, goals, opportunities and threats?
- Protecting your customers' demographic, interests and needs: Transforming digital marketing platforms

## DAY TWO

### Session One

#### Focusing on Customer Value and Magnifying your Business Potential

- Examining practical tools that can be used to develop and create unique value for key account customers
- Developing strategies for allocating your strengths to assist the customer to achieve their goals and ambitions whilst overcoming threats
- Identifying the customers "internal value chain": How can you add value for internal customers?
- Applying the right pricing model for key account management

#### Exercise

Delegates will work through case studies to assess how successful organisations have developed unique ways of adding value for their key account customers and determine what sets them apart from the competition

### Session Two

#### Growing your Key Account by Strategically Managing and Valuing the Customer Relationship for a More Profitable Partnership

- Maximising and strengthening the complex customer relationship matrix between your organisation and your key account
  - Striking the right balance between profitability and customer retention
- Recognising decision-makers and influencers within the key account
  - Cultivating sponsors and neutralising anti-sponsors
- Dissecting the different priorities and needs of the various influencers
  - Successfully adapting your value proposition to each influencer
- Conducting effective review meetings and managing the internal customer support team to promote stronger benefit to the management and key clients
- Measuring the "health" of the relationship using the "traffic light tool"

### Session Three

#### Putting the Plan To Action: Building a Competent Team and Internal Client Review System

- Selling your Core Business Proposal (CBP) to the customer using the Client-Centred Selling model approach
- Structuring sales and support programmes to ensure that value added strategies are fully supported and integrated internally within the organisation
- Conducting internal and external reviews to measure progress and check specific milestones to ensure that client objectives are achieved
  - Encouraging the involvement of the entire team

#### Session Goals

This session will ensure that delegates are able to put the key account plan into action and get the right results. It will include an explanation of the Client-Centred Selling model and how it applies to KAM

### Session Four

#### Implementing Key Account Management (KAM) in Your Organisation

- Tracking the transitioning KAM: Devising a step-by-step plan and timetable to make the change to KAM in your organisation
- Gaining buy-in and overcoming resistance to change: Obtaining key stakeholder commitment and managing multi-layered relationships at all levels
- Deciphering important HR issues:
  - Recruitment
  - Training
  - Job descriptions
  - Performance management
  - Rewards systems
  - Key Performance Indicators (KPIs)
  - Lines of reporting

#### Session Goals

The greatest challenge in key account management lies within your own organisation. Delegates will learn how to facilitate the smooth transition to key account management within their organisation by removing the silo mentality, preventing a transactional culture and thwarting a reluctance to change

## Why you should attend

In today's competitive and complex commercial environment, businesses need to continue protecting and growing their core customer base, especially their key accounts. The entire premise of Key Account Management (KAM) within most organisations is built on three critical areas; penetration, expansion and protection of customer accounts. Key clients are accounts that contribute to the main bulk of the business according to the "80/20 rule". They are vital for generating the required sales volume, hitting the profit margin and sustaining market share in order to grow and providing clarity to business planning and forecasting. Key account managers play an integral role in the ongoing success of your business. They are charged with the task of handling your company's most important and valuable customers and nurturing positive, long-term relationships with them. It is crucial that businesses start to implement a radically different approach and organisational process to their company's strategically important customers that will help to provide a number of measurable business benefits.

Attend this 2-day training and obtain a strong focus on strategic planning and acquiring the right skills needed to protect losing your key accounts to competitors. This training involves the systematic process of selecting and developing key strategic accounts over the long-term with the view of establishing lasting partnerships based on a win-win and profitable relationship. Learn to take advantage of new marketplaces by forming stronger business alliances in developing, managing, influencing and growing your key accounts.

## Pre-course questionnaire

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.

## Trainers – key to our success!

**marcus evans'** trainers are leading associate trainers. This ensures that our trainers are the best and most appropriate trainers for each individual course in terms of areas of expertise, training style, commercial industry experience and proven results. We choose trainers who are specialists in their respective fields and are dedicated to enhancing the skills and knowledge of our delegates through practical, interactive and applicable training.

## Training style – making training dynamic!

Our trainers are selected on their ability to inspire, motivate and empower delegates. This is achieved by delivering training that is dynamic and relevant to the day-to-day challenges delegates face in the real world.

All of the training courses offered represent a blend of tried and tested methods as well as the latest tools, techniques, market research, case studies and dynamic ways of thinking. A maximum of ten delegates per course in deluxe training venues allows for interactive training through group discussion, role-plays and exercises giving delegates the "how to" applicable and adaptable skills that they can use on returning to work.

**marcus evans** professional training courses combine the latest tools, techniques, market research, case studies and dynamic ways of thinking, delivered by experienced trainers to ensure the skills and knowledge acquired are directly applicable to your organisation.

<b>Research</b>	the latest concepts, tools, techniques and tried and tested methods
<b>Trainers</b>	the highest standard of dynamic trainers with cross-industry experience
<b>Tailored</b>	detailed pre-course questionnaires to address your objectives
<b>Applicability</b>	training relevant to your needs and your workplace
<b>Interactive</b>	limited numbers with group exercises, role-plays and feedback
<b>Action</b>	planning, implementation and follow-up
<b>Documentation</b>	comprehensive supporting notes and further reading materials
<b>Venue</b>	deluxe facilities supporting the training environment

## Programme schedule day one and two

0830	Registration and morning coffee
0900	Morning session commences
1030	Morning refreshments and networking break
1100	Morning session re-commences
1230	Networking luncheon
1330	Afternoon session commences
1500	Afternoon refreshments and networking break
1530	Afternoon session re-commences
1700	Course concludes

## In company training – Any topic, anytime, any place

Leverage our global network of trainers to deliver scalable training anywhere in the world both in English and a range of additional languages. Our global presence delivers local knowledge and operational logistics capable of supporting the most demanding of clients and diverse training needs. What we offer:

- Bespoke course development based on specific needs
- Ability to deliver as a one of course or a global training series across multiple sites
- Unbeatable stable of the best trainers across all industry sectors and disciplines
- Multi-lingual and culturally sensitive delivery
- Unrivalled operational support across our 59 office locations

## Companies that have benefited from our in-house training delivery include

**Hatten group, MCMC, Genensis, Asian Angri Group, Khazanah Nasional Berhad, Guardian, Coca Cola Bottlers** and many more.

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