

SUCCESSFUL KEY ACCOUNT MANAGEMENT

Go from being a supplier to a valued partner by implementing effective key account management in your organisation

24th - 25th July 2017 | DoubleTree by Hilton Kuala Lumpur, Malaysia



COURSE FACILITATOR: **Tom Richardson** Independent Consultant

- Over 20 years of experience in the areas of sales strategies, managing key accounts, customer loyalty and sales force management
- Fellow Australian Institute of Management (FAIM)
- Member of Australian Marketing Institute (MAMI)
- Certified Practicing Marketer (CPM)
- Have consulted and provide international talks in the areas of Key Account Management within the Australasia region
- Partial list of clients includes Shell, ExxonMobil, PwC, Deloitte, L'Oreal, Kodak etc

MAIN LEARNING OBJECTIVES AND BENEFITS

- Help your organisation to control its future through effective management of its most valuable asset, the key account customers
- Raise your status in the eyes of the key account from just another supplier to a valued, trusted partner
- Develop a strategic Key Account Plan to identify actions to maximise business with Key Account Customers and secure greater profitability, loyalty and retention
- Identify the competencies and qualities required to be an effective key account manager – why can't most salespeople make the grade
- Strategically manage the complex matrix of relationships between you and your key account customer
- Allocate and prioritize resources more effectively – 80/20 rule
- Gain a DEEP understanding of your customer's needs, challenges and ambitions and use your strengths to assist and support your customer
- Facilitate strategic thinking and planning at all levels of your organisation
- Gain a competitive advantage through creating unique value propositions for your key accounts
- Encourage cross functional cooperation, break down the silos and orchestrate the pursuit of a common goal – the long term satisfaction of key account customers
- Overcome the many barriers and obstacles to transitioning to key account management within your organisation

COURSE DESCRIPTION

Key Account Management (KAM) is a company-wide initiative which focuses on building strong and mutually beneficial relationships with your strategically important customers. These customers are arguably your greatest asset and it therefore critical that you effectively identify, plan, manage and maximize business with these customers in a strategic, structured and systematic way.

Many organizations fail to deal with their key accounts in an effective manner. They still sell to these customers at a transactional level instead of managing the business at a strategic level. While the theory of key account management is simple and straightforward enough - good common sense in most cases - its practical application is not so easy and takes longer than you think! It is within your organisation that you will face the biggest challenges.

The successful implementation of key account management, which can take from 1-3 years, will require an internal KAM champion or driver and a step by step transition plan. This class will provide unique insights and experience in implementing key account management in many leading organisations that has resulted in lasting change, increased profitability and improved performance.

WHO SHOULD ATTEND

- Key Account Managers
- Account Managers
- Channel Managers
- Sales Managers
- Customer Engagement Managers
- Business Development Managers
- And any other Professionals who are seeking to improve their skills in managing and developing key accounts for their organization and clients

Organized by:



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AGENDA

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Day 1 24th July 2017

Session 1: Defining Key Account Management (KAM)

- Identify what Key Account Management is, its purpose, scope and importance
- Define the difference between selling to large account customers and Key Account Management
- Identify the role of a key account manager – what are the competencies required

Session goals:

Gain insight into the principles of key account management and why KAM is different to selling to large customers. There will be case studies of companies who have successfully implemented KAM.

Session 2: Key account identification

- Learn the correct process to identify your Key Account customers which is the first step in key account management
- Understand that not all customers are the same, not all large customers are a key account customer – BIG is not always beautiful
- Identify the criteria you would use for selecting a customer as a Key Account in your business
- Manage a portfolio of customers – what is the correct number of key accounts, potential key accounts, opportunistic and maintenance accounts that a key account manager can manage effectively?

Session Goals:

Participants will identify key account customers from their customer base and understand the criteria they would use to nominate a customer as a key account.

Session 3: The key account plan

- Identify the elements of a Key Account Plan – sample template
- Identify the major barriers to effectively using a Key Account Plan and how to overcome
- Identify all the essential information you must gather for your Key Account Plan
- Identify methods of collection information – private and public & DEEP private and DEEP public
- Identify any information gaps needed for strategy development and decision making

Session Goals:

Participants will take away a Key Account Plan template for use in their organization and learn how to complete effectively by researching the right information.

Session 4: Critical strategic planning tool - “Key Account SWOT Analysis”

- Using a practical case study, you will work through a practical, step by step process to correctly complete a Key Account SWOT (competitive) analysis
- Avoid the common mistakes that are made when developing a SWOT analysis for a key account
- Identify your strengths and weaknesses at the key account and ensure you know the difference between a capability and a strength
- Identify the customer’s ambitions, goals, opportunities and threats

Session Goals:

The Key Account SWOT analysis is a very different tool to the usual SWOT. Participants will learn how to properly complete a Key Account “SWOT analysis” – the nucleus of the Key Account Plan.

PRE-COURSE QUESTIONNAIRE

To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concerns.

Your completed questionnaire will be analyzed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation on the day of the training.

Day 2 25th July 2017

Session 1: Creating and adding value

- Examine a number of practical tools that can be used to develop and create unique value for key account customers
- Using the tool - “enhanced SWOT analysis”- develop strategies for using your strengths to assist the customer to achieve their goals and ambitions and overcome threats
- Identify the customers “internal value chain” and how we can add value for internal customers
- Work through case studies to understand how successful organizations have developed unique ways of adding value for their key account customers that sets them apart from the competition

Session Goals:

Using case studies, participants will go through a process for developing and creating value for key account customers.

Session 2: Strategically managing the relationship

- Using practical tools, identify the complex matrix of relationship between you and your key account customer and strategically manage to maximize your advantage
- Identify decision makers and influencers within the key account so that you can cultivate sponsors and neutralize anti-sponsors
- Understanding the different priorities and needs of the various influencers at the key account – adapt your value proposition to each influencer
- Conducting effective review meetings through both internal and with the customer to promote intangible benefits and manage the internal support team
- Measure the “health” of the relationship using traffic light tool – if you can’t measure it you can’t manage it

Session Goals:

Using a case study, exercises and practical tools, participants will work through the process for strategically measuring and managing complex web of relationships.

Session 3: Putting the key account plan into action

- Going from theory to action – making sure that key account plans turn into action
- Structuring sales & support programs to ensure that value added strategies are fully supported internally
- Conducting internal and external reviews to measure progress, check milestones and ensure that objectives are achieved and that the whole team is fully involved
- Evaluating progress and measuring success of key account implementation.

Session Goals:

This session will ensure that participants are able to put the key account plan into action and get results.

Session 4: Implementing KAM in your organization

- Transitioning to KAM – step by step plan and timetable to make the change to KAM in your organization
- Case studies from successful companies on how to gain buy in and overcome resistance to change
- Identify important HR issues such as recruitment, training, job descriptions, performance management, rewards systems, KPI’s and lines of reporting

Session Goals:

The greatest challenge in key account management is within your own organization. Silo mentality, a transactional culture and resistance to change will thwart the best laid plans. Learn how to facilitate the transition to key account management in your organization.

Programme schedule day 1&2

08H30	Registration
09H00	Session 1
10H40	Refreshments & Networking Break
11H00	Session 2
12H45	Lunch
14H00	Session 3
15H30	Refreshments & Networking Break
15H50	Session 4
17H00	Course Ends

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Tom Richardson | Independent Consultant

Tom Richardson is an independent consultant with a B.Bus (Marketing) degree from Monash University, Melbourne Australia. He is a Fellow of the Australian Institute of Management (FAIM), Associate Member of the Australian Marketing Institute (AMAMI) and Certified Practising Marketer (CPM). During his corporate career, Tom held senior sales & marketing management positions with Shell Oil, Kodak and Ampol Road Pantry, where he developed a passion for coaching and providing strategic advice to business owners, franchisees and managers in his various executive roles. He is a guest lecturer at a number of universities and business schools in Australia including AIM, Melbourne Business School & Swinburne University. A sample of some of Mr. Richardson's projects and "success stories" are as follows:

- Macquarie Group – Strategic Account Management program for the global (30) team of account managers at Macquarie Bank – Technical (IT) Services Dept.
- Designed and facilitated a Strategic Account Management and sales development strategy program at MacConnell Dowell, a large construction and engineering company.
- Custom designed and facilitated a two tiered leadership and sales/account management training program for L'Oréal management and staff. This was the first time that L'Oréal had used an external consultant in the Asia Pacific region.
- National Bank of Australia – customer centric/focus group coaching program for 100 staff in national contact/call centre.
- Motorola Premier Dealer network...designed and implemented a marketing and sales development program for Motorola Premier Dealers in Australia and NZ. This included business coaching in local marketing plans.
- Custom designed and facilitated a group coaching "Leadership" program for Siegwark, a major German Industrial Ink Company – held at the Marriott Hotel Putrajaya, KL, Malaysia. This was attended by 50 senior executives from 6 different countries – China, India, Malaysia, Thailand, Singapore & Indonesia.
- At Aconex Australia, designed and implemented an account management/leadership initiative for global sales/BDM team. Presented a workshop for 100 global staff at International Conference held in Penang Malaysia.
- Designed and facilitated a national culture change program for leadership group at Myer which included group executive coaching in "Leading your Sales Team". This was a national initiative for Australia's largest retailer and spanned 2 years from inception to implementation and evaluation.
- Designed and facilitated a "Leadership" coaching program for a team of 6 Project Managers at Callista Software Pty Ltd.
- Custom designed and facilitated a "Leadership" program for 80 senior management at Inchcape Motors which was part of the Melbourne Business School's (Mt Eliza) Entrepreneurial Leader program.
- Completed a Leadership Coaching project in conjunction with Norris Management and Victoria University at the Greater Shepparton City Council in leadership, team effectiveness & motivation.

Testimonials:

"Thanks for the preparation and presentation during last week, the account managers for the first time have been highly complementary and are willing to follow the outline that you offered relating to advanced sales skills and account management. Recognizing that our account management team is predominantly experienced and mature sales executives, this is a significant achievement; one which I believe will add value to our business in the future. Once again thank you for a successful presentation and look forward to developing opportunities into the future."

"Tom's account management presentation has really made a difference to our team. His professionalism, depth of knowledge and relaxed friendly style were just what we needed. Our national sales have increased 16% (over same period last year) and I believe that the presentation Tom conducted for us has been one of the main reasons for this increase."

"Tom designed and presented a workshop at our 2009 National Sales Conference for our state and sales managers. It was the first time that we at L'Oréal have used the services of an external consultant/presenter. We were delighted with the result and all were full of praise for Tom. We had no hesitation in asking Tom back for this year's conference again."

"Tom, we have received excellent feedback from the people who attended the International Sales Conference in Penang Malaysia last week. Thanks very much for your professionalism and the time you spent in researching and designing a very practical and dynamic seminar. Look forward to the sessions that you are running for us in Melbourne early next year."

Partial list of articles that Mr. Richardson has published:

- Key Account Management: Critical Competencies
- Strategies To Retain Major Account Customers
- Training Fish To Fly? Tips To Convert A Sales Force To Key Account Managers
- Beyond Loyalty To Profitability – Prioritising Customers
- How To Energise Your (Potentially) Most Valuable Asset

Mr. Richardson is widely known in the following Australasia countries due to his presence in seminars and conferences:

- Australia
- New Zealand
- Singapore
- Malaysia
- Thailand
- Philippines

Partial list of companies that have benefited from Mr. Richardson's expertise:

- Konica Minolta
- Siegwerk
- Motorola
- L'Oréal
- Metso Minerals
- Shell
- Optus
- Orica
- ExxonMobil
- Avery
- Southcorp
- Kodak
- Standard & Poors
- Deloitte
- PWC