KEY ACCOUNT MANAGEMENT
Europe's leading KAM Development Program

Why do people attend?

BECOME BETTER.
START TODAY.

Why do people attend?
DO YOU SUFFER FROM THESE PROBLEMS?

• No measures for profitability
• Short Termism from the top
• Sizeism – ‘big’ doesn’t mean ‘key’
• Resistance from the sales team
• A ‘non-streetwise’ support team
• Too much bureaucracy
• Too many key accounts
• Inappropriate ‘Operational Excellence’
• No plan for servicing the non key accounts

LOOKING AT YOUR COMPANY, DO YOU SEE?

• The largest ones increasing their buying power, wounding your profitability?
• A revolution in their buying practices?
• Value based vendor ratings
• Open book trading
• Regional and global purchasing
• Supplier positioning and rationalization
• Increasing demands for greater commitment from your business, faster NPD, more R & D support, e-commerce systems etc?

THIS TRAINING PROGRAM WILL HELP YOU

• Maximize customer retention
• Win new accounts against the top competition
• Secure your customer relationships
• Understand your customer’s values to achieve profitable Key Supplier Status
• Develop sustainable and profitable added value propositions
• Align your whole business behind a key account management strategy
An unrivalled knowledge of the subject that has established him as one of the world’s leading authorities in KAM and GAM, backed by the writing of the two best selling books on the topic: Key Account Management (6th edition), and Global Account Management (2nd edition).

PETER CHEVERTON

Peter’s experience which spans over 30 year took him to assignments in Europe, North America, Africa and Asia Pacific, working with a wide range of markets, helping companies such as Nestle, Abbott, Merck, Henkel, Carlsberg, SUN Chemicals, INEOS Styrolution, Nokia, Novartis, Danone, Volvo, Bristol Myers Squibb, DMV, Amgen, AstraZeneca, Dow Chemicals, Huntsman, I.C.I., Friesland Foods, ABB, AkzoNobel and many others, to achieve Key Supplier status.

Peter has also developed a famous assessment tool - the KAM Performance Map® Tool that shows Key Account Managers their current KAM capabilities and areas of needed improvement, which is being used by companies all over the world.
This key account management training program gives you the unique opportunity to self-assess your current KAM capability, and to receive personalised feedback on where your priorities for improvement should lie.

Using our Performance Map® tool, you will complete a self-assessment questionnaire before attending the workshop, and receive by return a personalised ‘Map’ showing your strengths, weaknesses, and critical focus areas.
You will receive a questionnaire online and will be asked to 'self-assess' your current capabilities, coached and challenged by your manager. Once you have filled in the questionnaire, you send it back to us.

In return, we will send you your personal Performance Map. The results are displayed in graphic form (using coloured lines to indicate positives and negatives) so indicating where the main priorities lie in order to achieve top level performance.

You will bring your own customer cases and related challenges, and with the help of your personalized performance map we will work with you in order to develop a personal action plan that you can put in place as soon as you get back to work.
In this session we will explore the customer’s decision making process and how you can positively influence that, using plenty of analytical and influencing tools. We will also look in to how to involve, engage and get support from your own colleagues and managers, in order to establish/set up an effectively working cross functional KA team (so called a diamond team).
DEFINITIONS, PURPOSE, BENEFITS AND IMPLICATIONS OF KAM

- **Chains** – The customer’s place in the market chain, and where and how our products and services provide solutions, so understanding our true value
- **Snails** – The nature of the customer’s decision making process and where we can make a positive impact on that process

**OBJECTIVES**
- Understand the purpose, benefits, requirements and implications of AM/KAM
- Assess your current KAM status and identify the most important development needs
- Be able to manage the customer relationship towards planned goals
- Be able to identify and influence the customer’s decision making process
- Be able to plan and implement a cross-functional contact strategy
- Develop responses and plans designed to achieve Key Supplier Status

**AGENDA**

Our own customer’s ‘snail’
PLANNING AND APPLICATION WORKSHOP

- Draw out the full opportunity chain surrounding the target customers
- Identify the nature, and members of the customer’s decision making snail

THE RELATIONSHIP DEVELOPMENT MODEL

- Moving from hunter to farmer mode
- Moving from bow to diamond teams
- Team and individual GROW’s (Goals, Roles, Obligations, Work Plans)

As a result of this workshop the delegates will be able to make the choice between short and long term selling models, and make a start in the journey from 1:1 selling towards a team based consultancy selling approach (diamond team). They will also develop the necessary disciplines to manage cross functional teams. Determine the requirements for applying this process within our own business.

- Identify the ideal diamond team
- Draw up the appropriate ‘Team GROW’s’
- What implications does establishing a true diamond team have on the structure, organization, and long term selling models, reporting lines, levels of authority, communication and etc?
ENTRY STRATEGIES – SELLING TO THE ORGANIZATION

Build the appropriate Diamond Team through an understanding of the customer’s decision-making process, and through a planned and ordered penetration of their decision making units (DMUs).

- DMU analysis
- The Contact Matrix
- GROWs (Goals, Roles, Obligations, Work Plans)

<table>
<thead>
<tr>
<th></th>
<th>Account Manager</th>
<th>Your team member</th>
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<tr>
<td>Their team member</td>
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The Contact Matrix

PLANNING AND APPLICATION WORKSHOP

As a result of this workshop the delegates will be able to analyze their own customer’s decision making process, using a variety of tools, and be able to plan an appropriate contact strategy. They will also put into action the necessary disciplines of managing a diamond team.

- Draw up the Contact Matrix for one of your own key accounts
- Draw up the GROWs for each team member

KEY SUPPLIER STATUS - THE PURCHASING REVOLUTION

- Supply chain management, Centralized purchasing organization
- Supplier evaluation, supplier positioning, and supplier rationalization
- The pursuit of measured value received

PLANNING AND APPLICATION WORKSHOP

As a result of this workshop the delegates will be prepared to work with the purchasing professionals on a more equal basis, having understood the nature of the relationship from the buyer’s perspective. They will also be able to develop more appropriate strategies designed to raise their supplier status.

- Identify the key issues in your own key accounts
- Identify measurable, relevant, and rewardable value based propositions
The session will help you to understand how to identify true key accounts and how to make the right classification of customers in order to know where the huge investment of time and other resources are more likely to return.

We will go through multiple relationship models to establish which one works best for the different classes of customers. Knowing the customer’s place in the market chain, and where and how our products and services provide solutions will help us to understand our true value in order to achieve joint planning with the customer and establish a profitable Key supplier Status.
• Develop a robust process for Customer Classification and the identification of true Key Accounts
• Develop a Customer Distinction strategy designed to match your resources effectively and efficiently to the market opportunities
• Be able to develop and deliver true, customer focused, value propositions
• Develop the skills of joint planning – working with the customer
• Develop the format for practical KA Plans

• The KASM Model

<table>
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<tr>
<th>Supplier Attractiveness</th>
<th>Customer Attractiveness</th>
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<tbody>
<tr>
<td>Low</td>
<td>Low</td>
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<tr>
<td>High</td>
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</table>

- Key Development Account
- Key Account
- Opportunistic Account
- Maintenance Account
PLANNING AND APPLICATION WORKSHOP

- The Customer Distinction matrix

THE RELATIONSHIP DEVELOPMENT MODEL

- Determine the requirements for applying this process within our own business.

THE INTERNAL PLANNING PROCESS

- The planning funnel
- The KA Plan
- What are the essential contents?
- Should they be consistent across accounts (a template): Contents, Format, Style?
- How far ahead should it look?
- Who should be involved in developing it?
- Who is it written for, and who should it be shared with?
As a result of this workshop the delegates will be able to prepare live and practical KA Plans.

Matching the customer’s business strategy: Their growth strategy, Their value drivers, Their money-making logic

Identifying the customer’s business strategy
Developing appropriate responses
Assessing our positive impact: the shared future analysis

Assess your own shared future
Identify priority activities
Moving from benefits to solutions: the activity cycle analysis

<table>
<thead>
<tr>
<th>What future issues excite the customer?</th>
<th>What future issues worry the customer?</th>
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<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
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<tr>
<td>1.</td>
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<td>2.</td>
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**Strengths**

What are we perceived as being good at?

1.  
2.  
3.  
4.  

**Weaknesses**

What are we perceived as being poor at?

1.  
2.  
3.  
4.
- Create a live activity cycle analysis
- Identify new solution based propositions

JOINT PLANNING
- Mutual tools of analysis
- The business review
- Securing the reward

The Customer Activity Cycle
the problems...

PLANNING AND APPLICATION WORKSHOP
- Develop your own plan for a joint planning approach

OBSTACLES, REQUIREMENTS, AND PLANNING FOR ACTION
- The deadly sins
- The key requirements

PLANNING AND APPLICATION WORKSHOP
- Identify your own deadly sins
- Develop your own plan of action against the key requirements
“Fantastic. Everything learned is applicable in real life business, right away. Even those parts that are still ahead of our current market situation, we expect Peter Cheverton’s approach to work at a later time by improving the existing KA organization, upon the arrival of new clients. Since the entire program was divided into well designed modules, we really could focus on the core issues relevant to our business.”

Alen Mitrovic
Sales Director, Podravka

TRAINING MODULES

MANAGING THE RELATIONSHIP PAGE 13-16
November 21-22

SECURING THE RETURN PAGE 19-20
March, 2020 19-20

PRICING PER MODULE

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<th>Standard Price</th>
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<tr>
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<td>2000 EUR</td>
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<tr>
<td>Book 3 people</td>
<td>1850 EUR</td>
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<td>Book 4 people</td>
<td>1700 EUR</td>
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Extra 10% discount upon booking two modules (2 x 2 days) at once