



Mercuri International

KEY ACCOUNT MANAGEMENT



PROGRAM OVERVIEW

Mercuri International KEY ACCOUNT MANAGEMENT

This program aims to guide Salespeople when managing important customers, also known as Key Accounts. This path allows them to implement a customer-focused strategy not just to secure the existing business, but also to grow new, exciting business with the Account.

AUDIENCE

Account managers who could benefit from a structured guide to help them managing an important customer.

DURATION

Digital content: **4 hours 30 min**

DELIVERY FORMAT

100% digital or in combination with face-to-face or virtual classroom.

Videos, exercises, questionnaires, downloadable documents, gamified scenario and open forums to connect with the community. All material is supported on laptops, tablets and smartphones.



PROGRAM OVERVIEW



GAIN ACCOUNT INSIGHTS

Learn how to gather information on the Account to gain insights and analyze the information about the customer's market, competitive situation, objectives and needs.

SET OBJECTIVES & STRATEGY

Discover the most efficient way to fill in your Account Plan and create a sensible and sustainable strategy for Key Accounts.

MANAGE RELATIONSHIPS

Ensure consistent and meaningful engagement with those people who have the power to make decisions within the Account.

IDENTIFY & GENERATE OPPORTUNITIES

Recognise and evaluate new opportunities at the Key Account and develop the best strategy to position your solution.

DEVELOP & DELIVER VALUE

Build an impactful value proposition that resonates with the customer's needs and deliver it as an engaging message.

REVIEW & ADAPT

Understand the importance of the last step - update the Account Plan with useful information and best practices gathered during the cycle.

CONTENT OVERVIEW

1

INTRODUCTION

- Why do we need KAM?
- Succeeding in Key Account Management

2

GAIN ACCOUNT INSIGHTS - CUSTOMER ANALYSIS

- The importance of analysis
- Conducting an account analysis
- White spot analysis
- How to make your value tangible

3

GAIN ACCOUNT INSIGHTS - RELATIONSHIP ANALYSIS

- Contact alignment
- Stability criteria

4

SET OBJECTIVES & STRATEGY

- Set objectives and strategy
- SMART objectives – a guide
- Why the ‘account business plan’?
- The ABP template

5

MANAGE RELATIONSHIPS

- Preparing an impactful positioning statement
- Connecting with the DMU

6

IDENTIFY & GENERATE OPPORTUNITIES

- Assessing the opportunity
- Solution strategy
- How to turn down an opportunity

7

DEVELOP & DELIVER VALUE

- The power of value
- Developing a value proposition
- Using storytelling to engage your audience

8

REVIEW & ADAPT

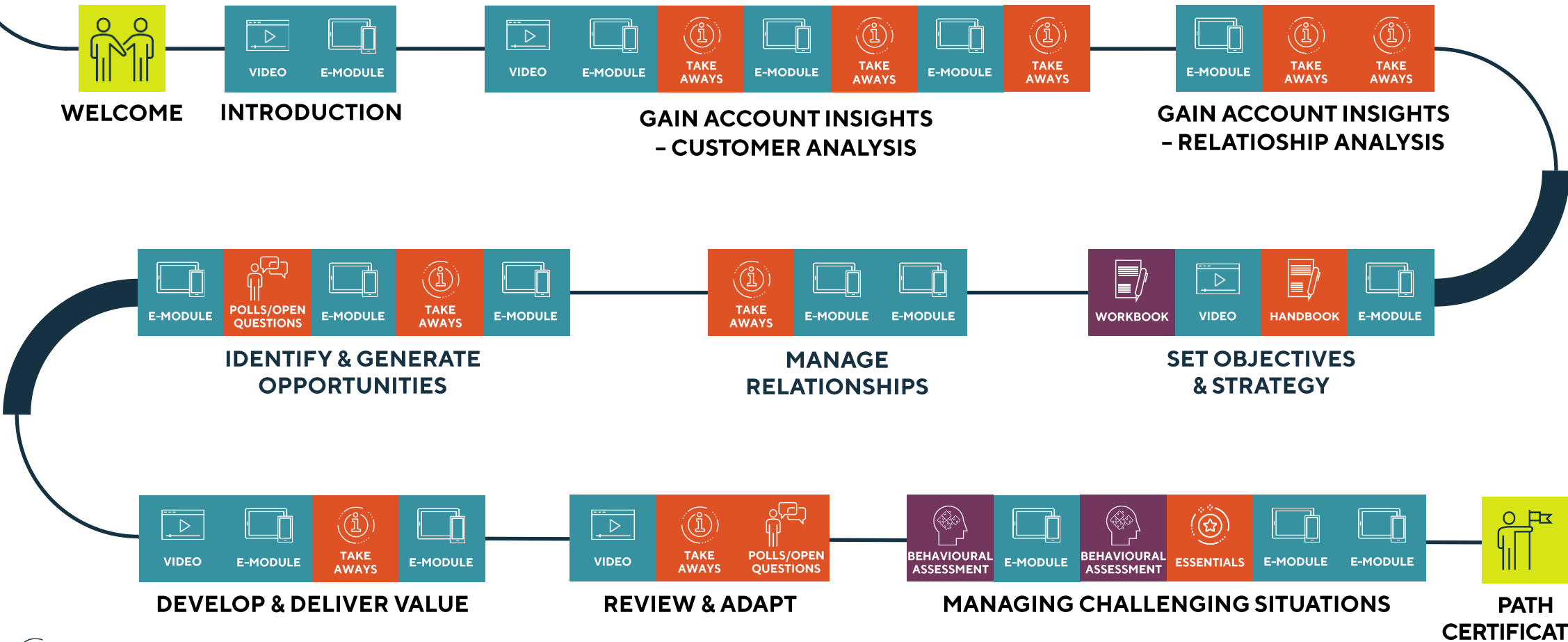
- Let's wrap up!


9

MANAGE CHALLENGING SITUATIONS

- Understanding personality types (with 4P test)
- Managing challenging communication (with life positions test)
- The DESC method

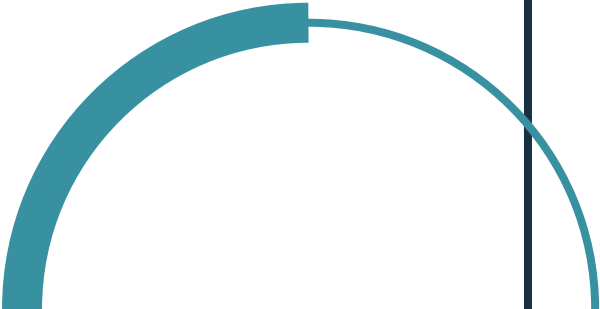
LEARNING PATH



 Also available including face-to-face or virtual sessions along the path



CONTENT DESCRIPTION



STEP 1: INTRODUCTION

The Purpose of Key Account Management

Raising awareness on the importance of a good Key Account Management is the very first step to handle productively an important customer.

Participants are introduced to the concept of Key Account Management, discovering:

- The purpose and reason
- The risks of no active Account Management
- The success factors and challenges



STEP 2: GAIN ACCOUNT INSIGHTS – ACCOUNT ANALYSIS

Gather information on your Key Account

The amount of information that needs to be gathered to gain insights on the Account can be overwhelming. There are many aspects to include in the analysis to get a comprehensive overview.

In this step, participants are given structured models to:

- Ensure an understanding of the external market factors that are impacting the customer's business
- Understand how the customer is measuring success and what is the cause-and-effect chain for it
- Identify new sales opportunities within an existing customer Account



STEP 3: GAIN ACCOUNT INSIGHTS – RELATIONSHIP ANALYSIS

Managing an Account is managing people

It is people that take decisions on whether to have business with a supplier.

That's why it's important to analyze the relationship with the different stakeholders within the customer's buying center, and act accordingly.

This is where participants:

- Map the stakeholders and the buying center, defining power of each and their attitude towards them
- Decide on the meeting plan for "Opponents" and "Friends"
- Define stability criteria and develop corrective actions



STEP 4: SET OBJECTIVES & STRATEGY

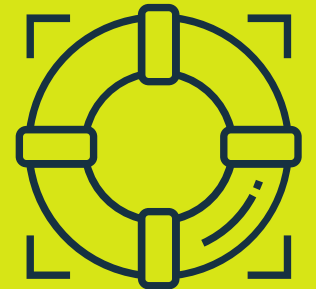
From Account selection to Account strategy

Time to use all the information gathered and the insights gained in the previous steps to set objective and develop an Account strategy.

Here participants find a structured guide to help them in this sensitive transition, that is the very core of the relationship with the customer.

More specifically, they discover how to:

- Create a sensible and sustainable strategy
- Develop an Account Business Plan in line with best practices
- Set objectives using the SMART approach



STEP 5: ENGAGE WITH THE DECISION MAKING UNIT

Talking to people in power requires preparation

Use the findings from previous analytical steps to influence the Decision Making Unit by engaging effectively with them.

In this step, participants:

- Understand the success factors of a good positioning statement to get access to these people
- Learn the structure of an effective positioning statement
- Discover communication frameworks to engage with and deliver valuable propositions to the DMU



STEP 6: IDENTIFY & GENERATE OPPORTUNITIES

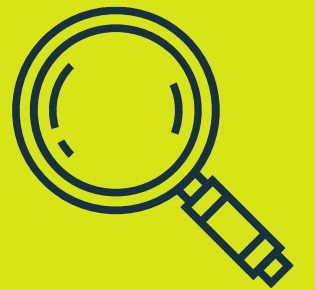
Analyzing new opportunities to generate new sustainable business

By analysing all the different factors and engaging effectively with the DMU, new opportunities may arise within the Account.

Are they worth it? Or is it just a waste of time and resources? How to go for them or turn them down?

More specifically, participants learn to:

- Decide if an opportunity is real, attractive and winnable
- Define their selling situation among the 6 most common ones
- Apply a different selling tactic depending on their selling situation
- Learn how to say no to a Key Customer, if the opportunity is not worth pursuing



STEP 7: DEVELOP & DELIVER VALUE

What's in it for the customer?

The key to unlock new business is to have the customer perceive the value of your solution – they must understand how it will make their life easier and better!

This step is crucial for participants to:

- Understand what value means
- Discover how to convey the value of their solutions
- Use storytelling to make the engagement with the customer more compelling



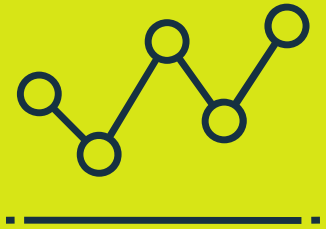
STEP 8: REVIEW & ADAPT

KAM Cycle – a constantly changing activity

The end of the cycle is no less than preparing the ground for the beginning of a new one.

This is where participants:

- Understand the importance of updating the Account Business Plan
- Have a comprehensive view of what the KAM Cycle entails



STEP 9: MANAGE CHALLENGING SITUATIONS

Keeping a positive attitude is key

Sometimes communication with a Key Account can be tricky. To manage it, you need to be aware of communication patterns and styles, as well as defusing techniques.

Here the participants discover:

- Their communication style and how to handle different styles
- Their natural attitude towards collaboration and how to deal with different attitudes in challenging situations
- How to apply a defusing technique to get the best out of any discussion





Mercuri International

GROW YOUR PEOPLE,
GROW YOUR BUSINESS

