

STRATEGIC KEY ACCOUNT MANAGEMENT



International School
Of Management

— UNLOCKING KNOWLEDGE —

INTRODUCTION



Why would companies increase their costs and decrease their margins? Sounds counter-intuitive, right? But companies do it every day in the interest of serving their best customers. They establish “key account” programs that provide additional dedicated resources to top customers (which increases their costs) while at the same time offering those same customers their biggest discounts (which decreases their margins).

They do all of these, of course, in the name of increasing volume. Key account programs are absolutely worth having, but the questions many sales leaders are asking are, “How can we do this better?” and “What do the best key account management programs look like?” Done right, better key account programs can obtain more customer volume at lower discounts while not adding to costs. It all comes down to the behaviour of the key account managers. These programs go by different names: key accounts, national accounts, strategic accounts, global accounts, etc.

For simplicity, we are going to refer to all of them as key account programs, and the people who are responsible for each account as key account managers

Key account managers need to fully understand the buying motivators of each member of the Decision-Making Unit (DMU). They must ensure that all functions in their organisation are communicating the right messages to the right people at the right time. Improving cross-functional relationships is key to the development of the communications and sales matrix, which enables the organisation to take full advantage of the opportunities for peer to peer selling.

The struggle is that many key account programs generally do not demonstrate the volume growth that companies expect. Why is that happening? This course is designed and delivered by some of our best minds and the experienced in business analysis and advisory services for unravelling the paradox surrounding key account management and its strategic programmes.

Delivered over a period of four full days, delegates are totally immersed in series of specialized strategy sessions dedicated to reviewing some of the best key account management programmes and reviewing their application to the need and peculiarity of specific customers.

Delegates will learn how to create tailor made programmes with features that can be varied from time to time to address the dynamic motivations of the different decision-making members of the different types of key accounts. This course is structured as a mix of training classes supported with intense coaching sessions that all attempt to help delegates to breakdown the issues and hone their skills at high level engagements that create real and lasting partnership between their organisations and the key accounts.

LEARNING OUTCOMES



By the time this course is satisfactorily completed, delegates should be able to;

1. Understand the difference between sales and key account management.
2. Understand the macro level processes that enhance key account value.
3. Understand the role played by other organisational functions in delivering customer value.
4. Understand how to run a customer journey planning workshop.
5. Understand the motivations of different members of the DMU.
6. Understand how to develop closer relationships with non-sales functions.
7. Understand the roles that senior managers can play in enhancing the key account relationship and advancing the sales process.
8. Understand different methods for the communication of value.
9. Understand how different people take in information and how to create rapport with a wide cross-section of people.
10. Understand the importance of structure for all meetings and sales calls with a customer.
11. Understand the role of qualification criteria in building a campaign.
12. Understand how to run a campaign planning workshop and develop campaign plan.
13. Understand the role and structure of an account development plan.
14. Appreciate the choices of leadership style and learn how to determine the appropriate style for each key account strategy

COURSE OUTLINE

This course is delivered in modular style and each module contains a mix of experiential or action learning discussions, problem identifications, campaign crafting and critiques, simulations, live cases & analysis, strategic planning and advisory;

- **Module 1: Beyond selling: Key Account Management as Business Strategy**
Determination of the holistic role of key accounts and how to use key accounts generated insights for the benefit of a proposed partnership and mutuality
- **Module 2: Customer Value and Cost**
Fundamentals of Customer Value & the Contribution of Cost as a factor
- **Module 3: Power games and Relevance**
Understanding different power games, different incentives or motivations and winning the political battle for creating lasting rapport
- **Module 4: Campaigns and account planning**
Techniques for campaign planning and addressing the need for, and structure of, individual account development plans myth of time management, catch-up games and prioritization models.
- **Module 5: Practical Case Studies, Analysis & Conclusions**
Detailed Analysis of relevant Key Account Management plans, processes and behaviours

REGISTRATION & ENQUIRIES

Duration : 4 days

Registration : N15,000 (*non-refundable*)

Tuition : N350,000

FOR FURTHER ENQUIRIES, PLEASE CONTACT:

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