

Create more value with strategic Customers

# Key Account Management Services

Presented by : Olivier Rivière

Managing the most important Customers

# Hard Facts which can't be ignored

**The vast majority of companies with a strong Key Account Management (KAM) practice grow faster than their competitors**

Sankt Gallen University Survey (2008)

Strategic Account Management Association Surveys (2012, 2014)

Managing the most important Customers

# Defining (true) Key Account Management

Methods, processes and practices to create more value for and with carefully selected truly strategic customers in order to accelerate growth

A focused instrument to accelerate the implementation of the company's strategy

Managing the most important Customers

# Key Account Management



## Frequent Challenges (often hidden)

- Losing ground to competitors on your important customers.
- Not identifying your most strategic customers.
- Lack of a systematic approach to manage strategic customers.
- Disappointed customers who would appreciate a deeper form of engagement and more value.
- Missed growth opportunities due to the absence of a KAM initiative.
- Existing Key Account Management initiative not delivering on expectations.
- Lack of internal alignment on KAM.
- Growth rate below market average.
- Customers and Talents attrition.

Managing the most important Customers

# Key Account Management



## Ambitions of KAM Leaders

- Co-create more value with selected Customers.
- Accelerate the implementation of the company's strategy.
- Strengthen the capacity to innovate.
- Grow faster than competitors.
- Transform the organisation and foster collaboration.
- Make the organisation more attractive to talents.

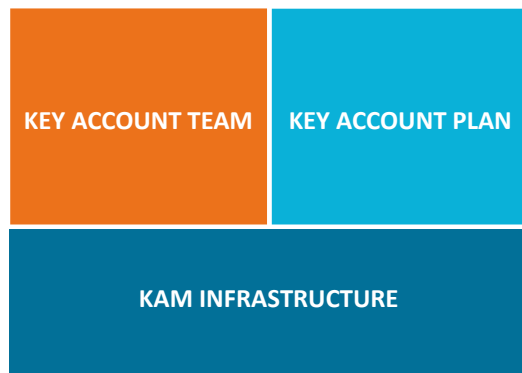
## Methodology

# KAM Reloaded™

KAM Reloaded™ provides the exhaustive, yet flexible, framework required to build a Key Account Management strategy and successfully advance the phases of implementation over time. Far more than existing KAM methodologies, it places strong emphasis on KAM teams, their collaboration dynamic along with the quality of key account plans and crucial interactions with Key Accounts. It also offers a highly effective and pragmatic framework to analyse an existing KAM programme and define a roadmap for improvement.

### The 3 Pillars

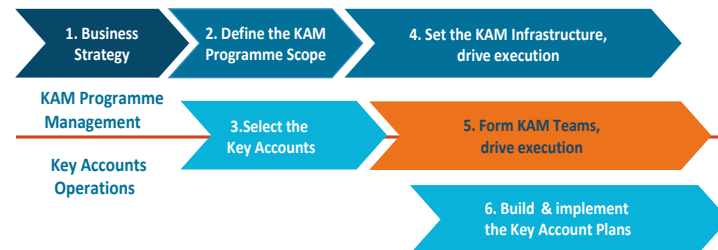
With its 3 Pillars - KAM Infrastructure, KAM Teams, Key Account Plans – the methodology adapts to the size and specifics of your organisation.



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### Design and implementation

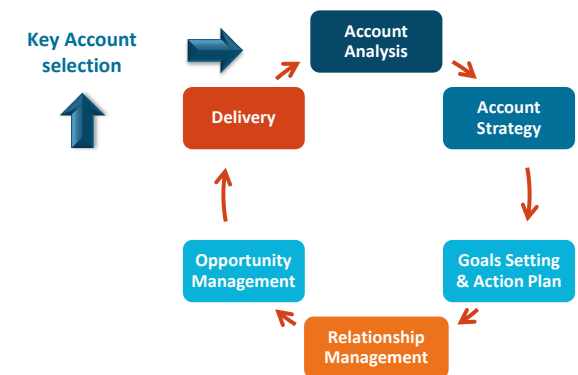
Regardless of the size of your organisation or the nature of its business, KAM Reloaded™ allows you to articulate the programme design and management as well as the operations.



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### Key Account Plan life cycle

KAM Reloaded™ emphasizes the quality of key account plans and their effective execution. In addition, customised training and coaching support helps key account managers and their teams develop and enhance their skills along with the success of their account plans.



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# KAM Services for Executives

## 1. ORIENT

- Workshop “An introduction to KAM”
- KAM Strategy workshop

## 2. GET STARTED

- Design of a KAM initiative and roadmap
- Definition and selection of Key Accounts
- Design of KAM processes and tools
- Support to the Head of KAM
- Support to the deployment  
(mobilisation, implementation of processes, training, coaching, agile adaptation)
- Change Management

## 3. ASSESS & IMPROVE

- 360 Analysis (audit) of an existing KAM initiative
- Evolution and improvement roadmap

## 4. DEEPEN

- Co-creation with Customers
- Assistance in selecting and implementing a KAM-software platform
- Development of synergies Sales Effectiveness / Account Management / KAM

# KAM Services for Key Account Managers

## 1. TRAINING AND SKILLS DEVELOPMENT

- Tailored basic KA-Manager training
- Tailored advanced KA-Manager training
- Return on Experience sessions
- Collaborative workshops for skills reinforcement
- New KA-Manager: Coaching on the first 90 days

## 2. ACCOUNT TEAM AND ACCOUNT PLAN

- Collaborative workshop to reinforce training
- Operational help and coaching to create and implement a strong Key Account Plan
- Operational help and coaching to motivate and engage the Account Team

## 3. ENGAGE THE KEY ACCOUNT

- Collaborative workshops and coaching on:
  - High-value Business Reviews
  - Networking and Influence-Building Plan

## 4. DEEPEN

- Collaborative workshops and coaching on co-creation with Customers
- Collaborative workshops on deepening collaboration with support functions



# KAM Services for Support Functions

## FOR ACCOUNT TEAM MEMBERS

- Tailored basic KAM training
- Tailored advanced KAM training
- REX: Return on Experience workshops

## FOR MARKETING TEAMS

- Linking KAM and Account-Based Marketing
- Collaborative workshops with Key Account Teams

## FOR HUMAN RESOURCES

- Design of a KAM competencies reference framework
- Design of KAM skills development path
- KAM skills assessment tool
- KAM certification

## FOR OTHER SUPPORT FUNCTIONS

- Tailored KAM training workshops
- REX: Return on Experience workshops

# Zoom on KAM Skills Development

Reaching a high degree of proficiency in Key Account Management is not a trivial task. It takes time, requires a progressive approach as well as a balanced and sustained effort. It is also a very motivating process for the involved people. We co-develop with you an adequate system to develop KAM skills by leveraging best-of-breed knowledge presented in the context of your own business.

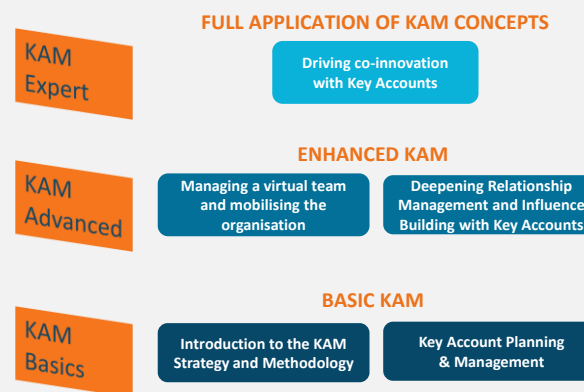
## State-of-the-Art Pedagogy

Our KAM Skills Development services and tools leverage all established best practices. They make an intensive use of case studies and role plays, combine face-to-face and remote sessions with e-learning modules as well as collaborative workshops.



## Tailored KAM Training Path

We co-design with you a KAM Skills Reference Framework and a KAM Training Path adapted to your context and to the level of maturity of your organisation.



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## Variety and flexibility

Our Training Content is always customised to your company's specifics and according to your level of maturity with KAM.

- 2-, 4 or 6-days Core Training Programmes for Key Account Managers and Head of KAM
- Additional modules
- Easy integration in your Skills Development Framework
- Training for Key Account Team members and for support functions
- Content organised to ease reinforcement
- Possibility of KAM certification

# Customer Case

## Global Construction Material company Enhancing of effectiveness of a KAM initiative Coaching of the Global Account Managers

We helped a global construction materials organisation in the infrastructure market to revamp their global account methodology (I-KAM programme) and make it simpler and more operational.

- Analysis of the existing methodology and tools.
- Collaborative workshops with the team.
- Adaptation of the tool kit and of the Account Plan template.
- Support to the Global Head of I-KAM.
- Work with the Programme Manager on the skills reference framework.
- Individual coaching and operational support to each Key Account Manager on the design of Account Plans and mobilisation of the organisation.

**Lasting tangible impact:** Simplification of the tools and enhanced impact, acceleration of the adoption across the organisation and step-function improvement of support - In a year, the programme generated a pipeline of projects worth over 250 M€.





## Key Account Management

# Customer Case

### Global Electrical Equipment company French subsidiary Audit and improvement roadmap

We audited the 2,5 years old Key Account Management initiative.

- Attended several Programme Management and internal Business Review meetings.
- Interviews and online surveys conducted on a broad sample of staff involved in KAM operations.
- Deep dive on 3 of the most important customers: Account Team, Account Plan, metrics and results, communication and update processes. Support to the Global Head of I-KAM
- Delivered a detailed report with evaluation and suggestions on improvement measures. Interactive presentation to various audiences.
- Collaborative workshop with the Senior Management Team to set priorities and decide on the roadmap implementation.

**Lasting tangible impact:** The results of the audit have triggered a 3-years rolling improvement plan. The company is realising continuous improvement of its KAM practice as measured by the quality of its account plans along with noticeable relationship improvements and revenue growth with several of its key accounts.

# Our Differences

Working with me/us on Key Account Management gives you access to:

- An experience of managing strategic customer relationships, before becoming a consultant, acquired in 4 global companies (not one, not two, four).
- The experience of a deep engagement with a broad variety of KAM consulting customers.
- A rigorous, flexible, non-dogmatic KAM methodology.
- A wealth of knowledge and experience in related and complementary areas: Sales Effectiveness, Business Ecosystems, Complex Sales, Account & Key Account Management,
- The capacity to mobilise a team of senior operational consultants across the world (via Powering - see “Ecosystem” on our web site).
- Regular experience sharing and learning by engaging the global KAM ecosystem.



# Our Field of Intervention



**Engage with your business ecosystem**  
Open a dialogue, create value, and pave the way to increased sales revenue.  
**Business Ecosystem Selling.**



**Win new customers**  
Master the sales process within a complex business ecosystem. **Sales Enablement & Complex Sales.**



**Retain and grow customers**  
Efficiently and effectively manage your entire customer portfolio. **Account Management**



**Create more value with key customers**  
Execute strategy faster and accelerate growth with **Key Account Management.**

[www.kam-with-passion.com](http://www.kam-with-passion.com)

# KAM WITH PASSION

Consulting, Training, Coaching, Digitalisation

## Olivier Rivière

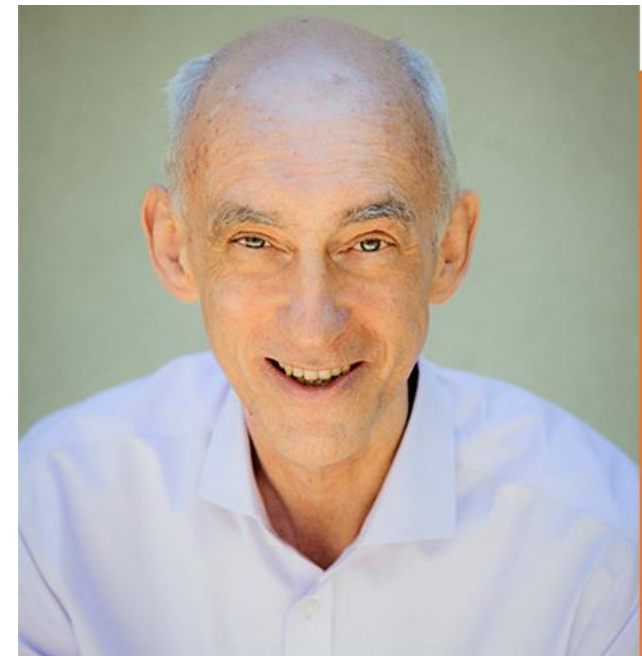
### The Power of Purpose and Passion

I believe in the combination of intellectual rigor and pragmatism, in system thinking and collective intelligence, in the power of a rich experience across sectors, countries and cultures.

I do not believe in one-fit-all approaches and secret sauces.

I believe in the right mix of **Ambition and Humility**.

What about you?





# Contact Me

Whatever your needs, sharing experience, connecting as a member of the same ecosystem, or looking for external help, I will be delighted to have a conversation with you.



## K.A.M. With Passion



[or@kam-with-passion.com](mailto:or@kam-with-passion.com)



FR: +33 6 37 04 98 40  
DE: +49 173 5731 586



[www.kam-with-passion.com](http://www.kam-with-passion.com)