

# Why KAM?

Key reasons your company needs  
a Strategic/Key Account Management Programme  
*(and how our team of practitioners can help)*

*Olivier Rivière Consulting*  
*Advanced Account Management and influence-oriented Marketing*  
*2015*



# In a nutshell

More and more **competitive advantage** and **faster growth** will come from leveraging privileged relationships with **truly strategic clients**. Strategic/Key Account Management (SAM/KAM) is THE Key instrument to grab this opportunity.

We help companies of all size with local or international operations, **design, implement and improve leading-edge SAM/KAM initiatives** adapted to their context and culture.

Delivered by **experienced practitioners**, our modern **proven methodology** is modular, collaborative, flexible and motivating for people.

Benefits are **more loyal strategic clients**, a **stronger profitable growth** and a more dynamic organization, more attractive to talents.

# Are these questions familiar?

## CEO, General Manager

- How to drive long term profitable growth?
- How to drive innovation?
- With whom to partner?

## Sales & Marketing Management

- How to increase sales performance?
- How to ease Client acquisition?
- How to keep loyal Clients?

## HR & Operations

- How do we develop the right culture?
- How do we optimize our operations?
- How to attract & keep best talents?



# Where B2B sales is headed

Sales, Marketing and Delivery need to adapt to this reality



Is your organisation ready?

# Defining Strategic/Key Account Management

**SAM/KAM is about engaging with selected Clients who:**

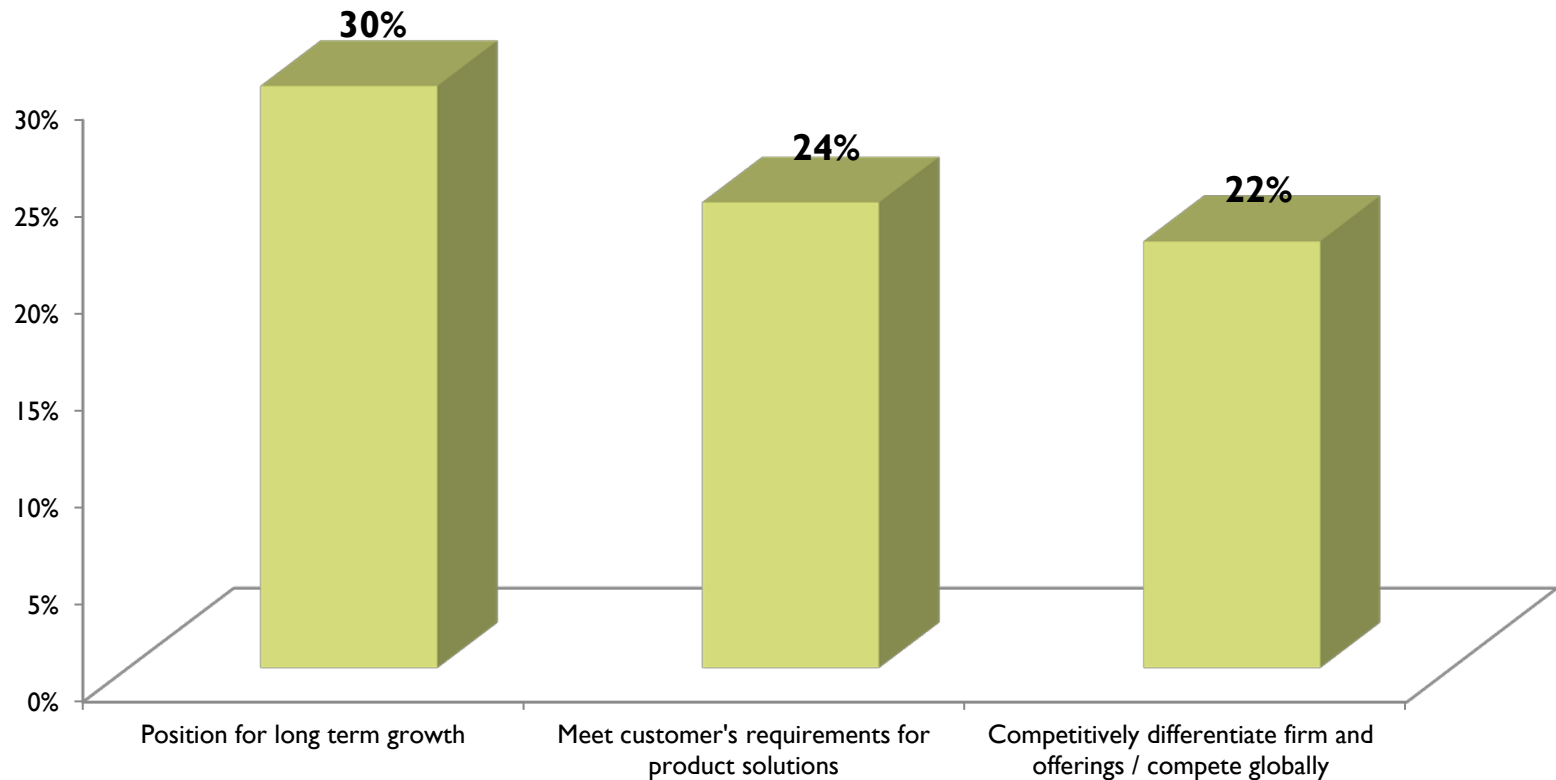
- Play a special role in their industry segment
- Show a cultural fit with your company
- Want more Value
- Are willing to partner
- Are willing to drive co-innovation
- Want a reduced number of Key Suppliers
- Help (consciously or not) implement your strategy



**SAM/KAM is relevant across all industry sectors**

# Key motivations for SAM/KAM

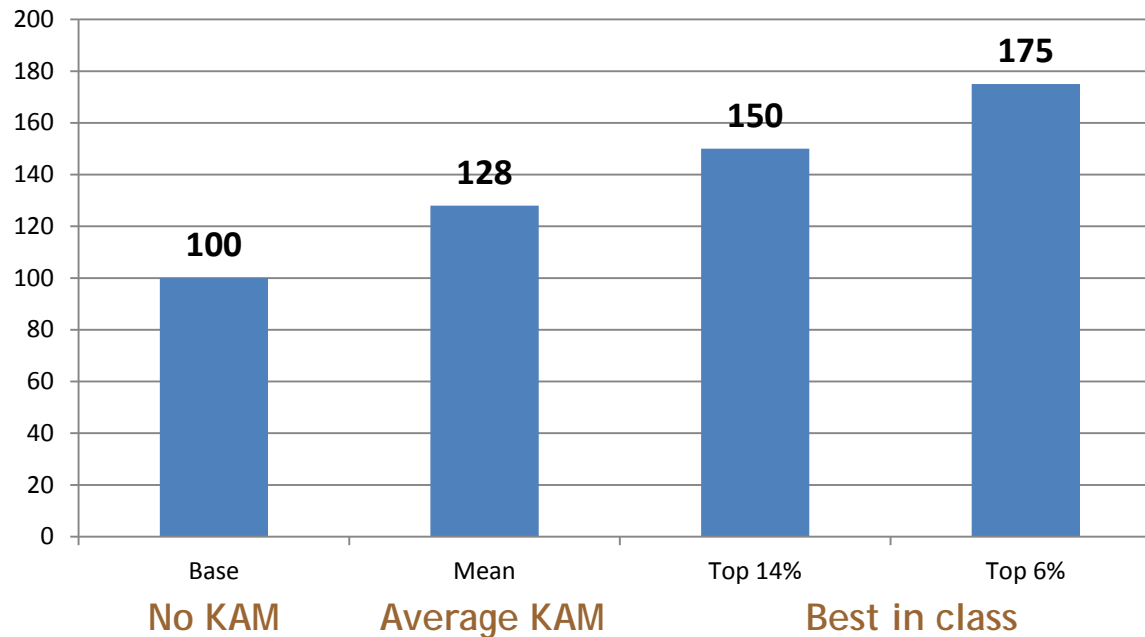
## Top reasons why a SAM/KAM Program was implemented



Source: 2012 SAMA report on "Current Trends & Practice in Strategic Account Management"

# SAM/KAM drives growth

## Impact of a KAM program on total revenue



Source: « European KAM Survey, University of St Gallen, 2008 »  
Sample of 560 companies, 336 manufacturing; 214 service

# Opportunities and Challenges with SAM/KAM

## Opportunities

- Sharpen the customer portfolio management
- Co-drive innovation with true Key Accounts
- Increase profitable growth
- Increase business agility
- Offer more attractive career path to talents

**A well-designed SAM/KAM initiative is a powerful positive business transformation driver**

## Challenges

- Achieve organizational alignment
- Balance local/global view internally
- Optimize the utilization of resources
- Find the right Key Account Leads and teams
- Drive cross-entity collaboration
- Navigate the complexity of clients organisations

**SAM/KAM requires strong leadership, a clear strategy and a disciplined execution**



# SAM/KAM for the 21<sup>st</sup> century

## Principles for an efficient SAM/KAM practice

Organisational alignment & adequate culture

Clear Strategy and Value Proposition

Adequate and flexible processes and systems

High autonomy for individuals and sales teams

Cross-function and cross-countries collaboration

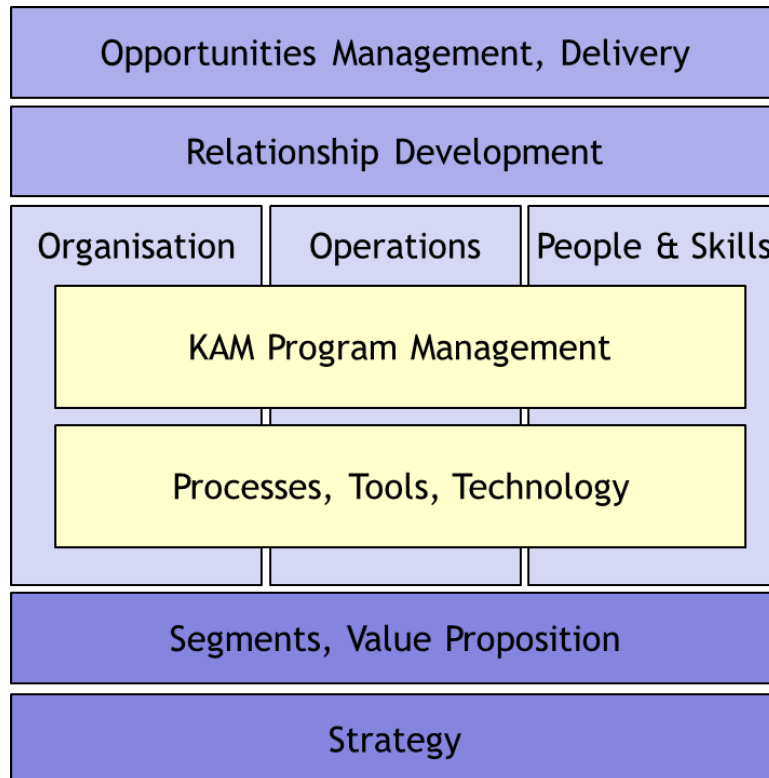
Measurement & Continuous Improvement



**In today's world SAM/KAM cannot be the same**  
*(it must be flexible and collaborative)*

# KAM/GAM Reloaded™ methodology

*modern, collaborative, flexible, proven*



## SAM/KAM success factors

- Clear Strategy and Vision
- Leadership team support
- Organisation & people alignment
- Highly relevant Client segmentation
- Superior client intelligence
- Clear Key Account Value Proposition
- Efficient processes & tools
- Well trained GA teams and team leaders
- High virtual team dynamic
- Intercultural skills
- Consistent goal setting across the organisation
- Adequate controlling and measurement

**Focus on people and dialogue!**

# Our comprehensive set of SAM/KAM services

## Building blocks for a solution tailored to your needs

- Audit & diagnostic
- Educational Workshops & Training
- Client Portfolio Analysis & Segmentation
- SAM/KAM Program Design & roll-out
- Processes & Tools design & optimization
- SAM/KAM Pilot implementation
- On-the-job coaching & mentoring
- Cross-functions synergy development
- Change management, Performance management
- Enabling skills development (sales & others)



**Flexible implementation, incremental and controlled investment**

# Who we help

## CEO & Executive Team

- Assess the strategic opportunity and support decision making
- Set up goals and metrics
- Secure commitment and support from the organisation

## Line of Business management

- Understand & support the SAM/KAM programme
- Leverage the processes and tools to strengthen the local business
- Manage potential conflicts of interest

## Account team leads

- Develop the required skills; leadership, influence, communication, intercultural management
- Build and manage Account Plans and client relationship
- Lead and manage Account teams

## Account team members

- Develop the required skills to be an efficient virtual team player
- Master tools, processes, and client engagement

## Support functions

- HR & finance practice & tools to support GAM operations
- Marketing practice for KA/GA development

# How we help on SAM/KAM

## *Depending on your starting position*

### Absolute beginner (no SAM/KAM program)

We help you drive a strategic analysis and get started in the most adequate way

- **Client base analysis**
- Leadership Team Workshop
- Programme Team building
- **Basic Programme design**
- **Key Accounts Pilot**
- Sales skills enhancement
- Basic KAM skills development
- Coaching & mentoring

### Runner up (already started, little experience)

We help you get real traction with your KAM programme

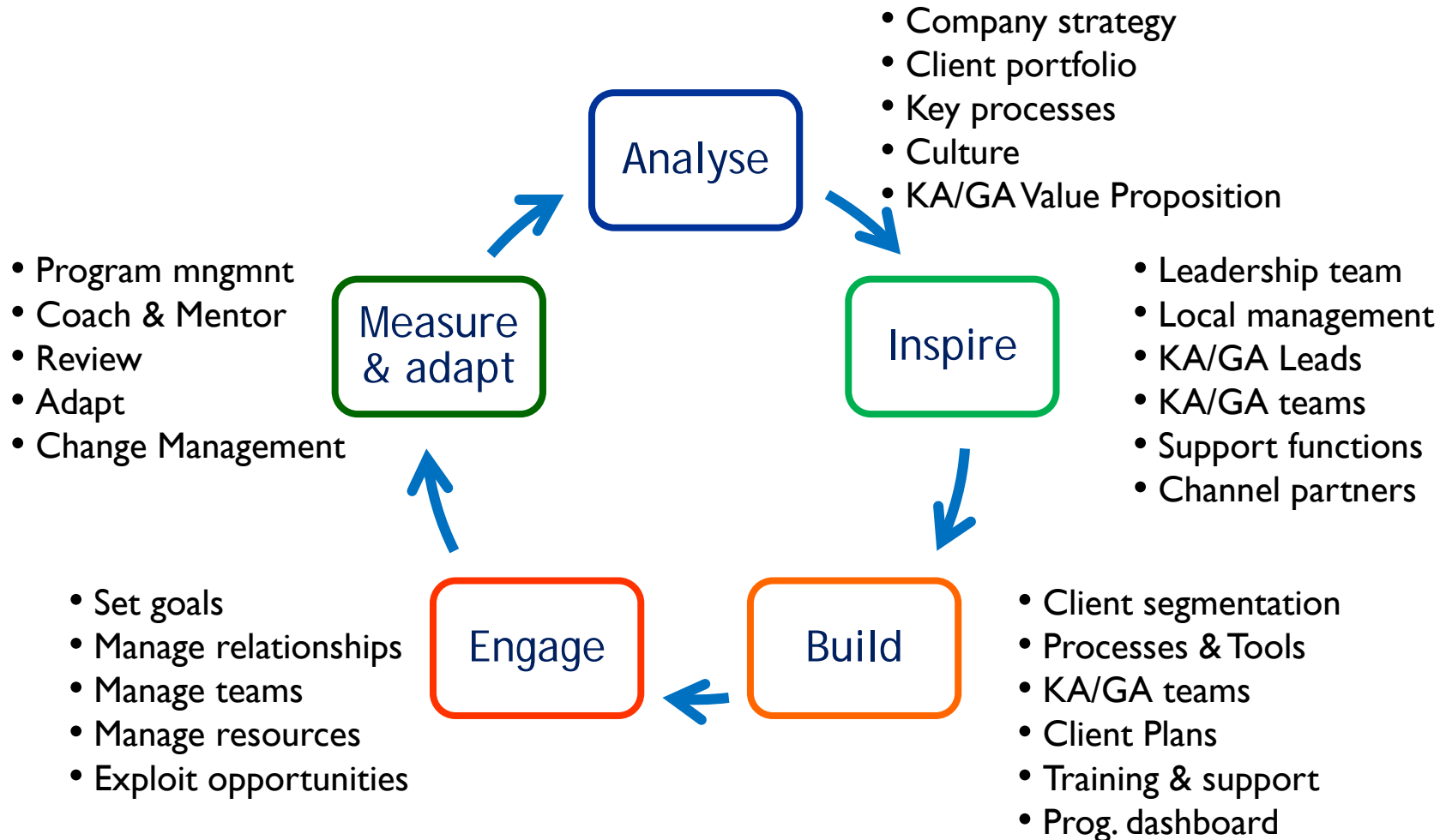
- Programme Audit or Design
- Leadership Team workshop
- Programme Team workshop
- **Key Accounts Pilot**
- Focused improvements
- **Advanced Account Plans**
- Specific Value Proposition
- Skills development
- Serious games & simulations
- Coaching & mentoring

### High flyer (improving an existing programme)

We help you remove roadblocks and enhance the impact of your programme

- **Programme Audit**
- Leadership Team workshop
- Programme Team workshop
- **Focused improvement**
- Advanced Networking
- Specific Marketing
- Specific Value Proposition enhancement
- Serious game & simulation
- **Advanced skills development**
- Coaching & mentoring

# Our engagement principles



# SAM/KAM outcomes & benefits

## Deep positive impact of SAM/KAM

- Enhanced strategy implementation
- Better overall Client portfolio management
- Sharpened Value Proposition
- Strengthened client relationship
- Cross-functional/organisational synergies
- Decreased cost of sales over time
- Revenue growth, higher profitability
- Increased resilience to crisis
- More collaborative organisation
- Enhanced staff moral and spirit



**Modern SAM/KAM is a business transformation driver**

# Founder profile: Dr. Olivier Rivière

## A rich management and consulting background

- Over 25 years experience in international Marketing, Sales, Key Accounts and General Management
- Creator of the “KAM/GAM Reloaded™” methodology
- Deep knowledge of technology and high added value service businesses, experience with numerous industries
- Member of SAMA - Strategic Account Management Association



## Experience & expertise

- Management of international programmes and entities: Key Accounts, Marketing, Communications, Client Service, Subsidiaries
- Hands-on, holistic, flexible and pragmatic KAM methodology
- Truly multicultural background, trilingual (F, EN, D)
- Specialist of Change Management and Cultural Transformation
- Combination of management, consulting and mentoring skills



# Our team

## Our consultants: Practitioners first!

KAM and Sales & Marketing practitioners  
Coaches & Change Management specialists  
15 to 25+ years operational experience  
No juniors, no consultant-only career!



## Our Partners

**INVALIDIO:** Accelerating Sales [www.invalidio.com](http://www.invalidio.com)

**Markedu:** Marketing Training, Inspiration & Knowledge [www.markedu.com](http://www.markedu.com)

**Kestio® System:** The art of questioning [www.kestio.com](http://www.kestio.com)



# Sample of our achievements

(on-going) **Develop the Key Account Management practice** of a large global industrial company: leadership team education, strategy definition, program design, initial training, program roll-out, Key Accounts Pilots, enhancement of Prescriptive Selling, coaching and mentoring.

**Enhancement of the Global Account Management practice** of an international communication agency; new client segmentation, enhancement of processes and tools, training and coaching - Results: accelerated growth (+15%/year over 4 years) combined with improved profitability (+5 points), higher measured client satisfaction (+17 points) and stronger team moral.

**Sharpening of the strategy** of a global software & service organisation with identification of required synergies between Sales, Marketing, and Account Management.

**Coaching to Global Account Managers** to increase the impact of their networking and business development activities with selected Global players.

# Our differentiators

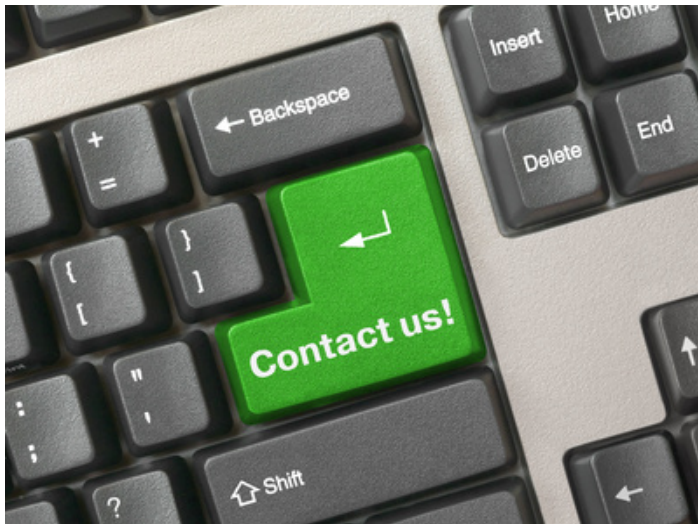
## A modern and pragmatic methodology adapted to the 21st century

Proven KAM/GAM Reloaded™ methodology  
Based upon a powerful and modern  
Management System  
Focused on inspiring people and  
managing operations  
Network of truly experienced practitioners



Service available in English, French and German  
(others languages possible on demand)

# Contact



[olivier@oliverriviere-consulting.com](mailto:olivier@oliverriviere-consulting.com)

Mobile France: +33 6 37 04 98 40

Mobile Germany: +49 173 5731 586

Discover more on our services and take a look at our content on advanced SAM/KAM, sales efficiency and influence-focused marketing

[www.oliverriviere-consulting.com](http://www.oliverriviere-consulting.com)