



Why Key Account Management

Change your game in Customer Management and profitable Growth

How OR Consulting helps companies of all size implement world-class and game changing Global and Key Account Management

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In a nutshell



In today's markets, competitive advantage and faster growth will come from leveraging privileged relationships with truly strategic clients while managing properly Large Accounts. Key Account Management (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 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 a better execution of the company's Strategy, more loyal Customers, a stronger profitable growth and a more dynamic organisation, more attractive to talents.

Are these tough questions familiar?

CEO, General Manager

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

Sales & Marketing Management

- How to increase sales performance?
- How to ease Customer acquisition?
- How to keep loyal Customers?

R&D, Operations

- How to drive Product innovation?
- With whom to co-create?
- How to optimize our operations?

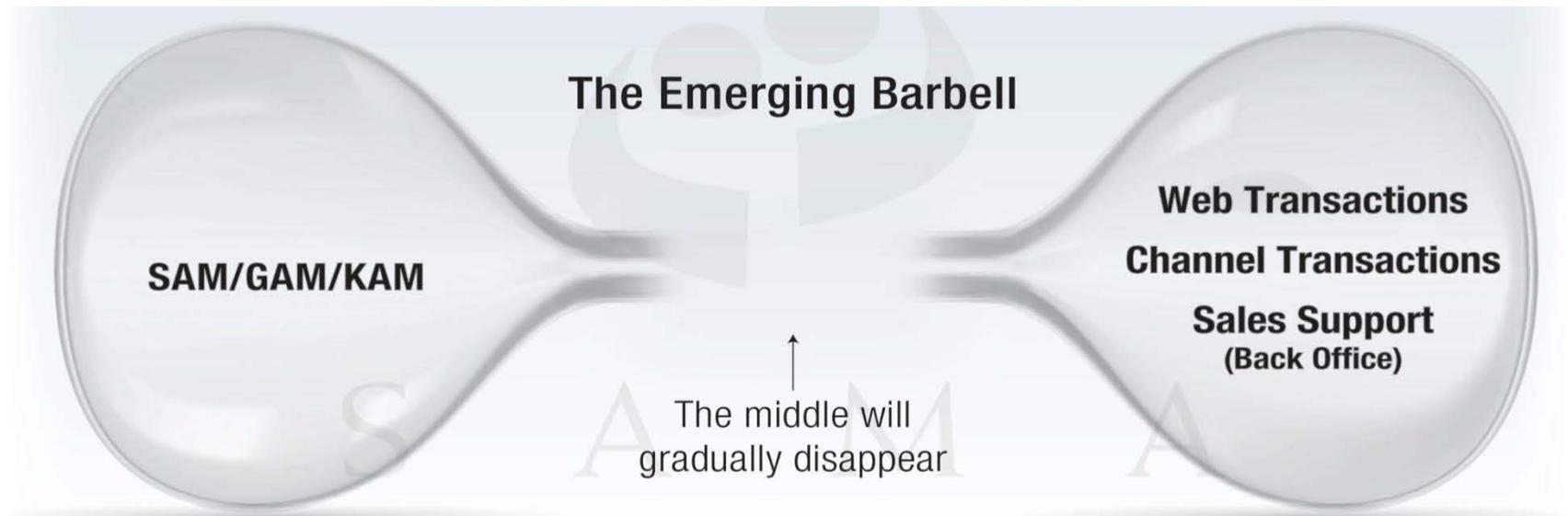
HR

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



Where B2B Sales is headed

Sales, Marketing and Delivery need to adapt to this reality



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Is your organisation ready?

Key Account Management is the answer

Motivations for KAM and measured impact

Top reasons for implementing KAM

- 30%: Position for long-term growth
- 24%: Meet customer's requirements for solutions
- 22%: Differentiate and compete globally

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

Impact of a KAM Programme on total revenue

- No KAM: 100
- Average with KAM: 128
- Top 14% 150
- Top 6% (Best in Class): 175

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

Opportunities and challenges with KAM

Opportunities

- Sharpen the management of the Customer portfolio
- Increase profitable growth
- Increase business agility
- Co-drive innovation with true Strategic Customers
- Offer more attractive career path to talents

A well-designed 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 Customers organisations

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

KAM in the 21th Century

Principles for an efficient KAM practice

- Clear difference between Large and truly Strategic Customers
- Clear Strategy and Value Proposition
- Organisational alignment & adequate culture
- Adequate and flexible processes and systems
- Empowerment of individuals and Account Teams
- Cross-function and cross-countries collaboration
- Measurement & Continuous Improvement



The world has changed and KAM Methodologies must reflect this

Benefits of a well-executed KAM initiative

Deep positive impact of 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 KAM is a business transformation driver

The KAM Reloaded™ Methodology

Modern, collaborative, flexible



KAM success factors

- Clear Strategy and Vision
- Leadership team support
- Organisation & people alignment
- Highly relevant Client segmentation
- Superior Customer intelligence
- Clear Key Account Value Proposition
- Efficient processes & tools
- Well trained GA teams and team leaders
- Collaborative culture and virtual team dynamic
- Listening to the Customer
- Intercultural skills
- Consistent goal setting across the organisation
- Adequate controlling and measurement
- Change Management, Continuous improvement

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

Depending on your context and starting point

Absolute beginner

(no SAM/KAM programme)

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
- Focused tools improvements
- **Advanced Account Plans**
- Focused skills development
- Specific Value Propositions
- Coaching & mentoring

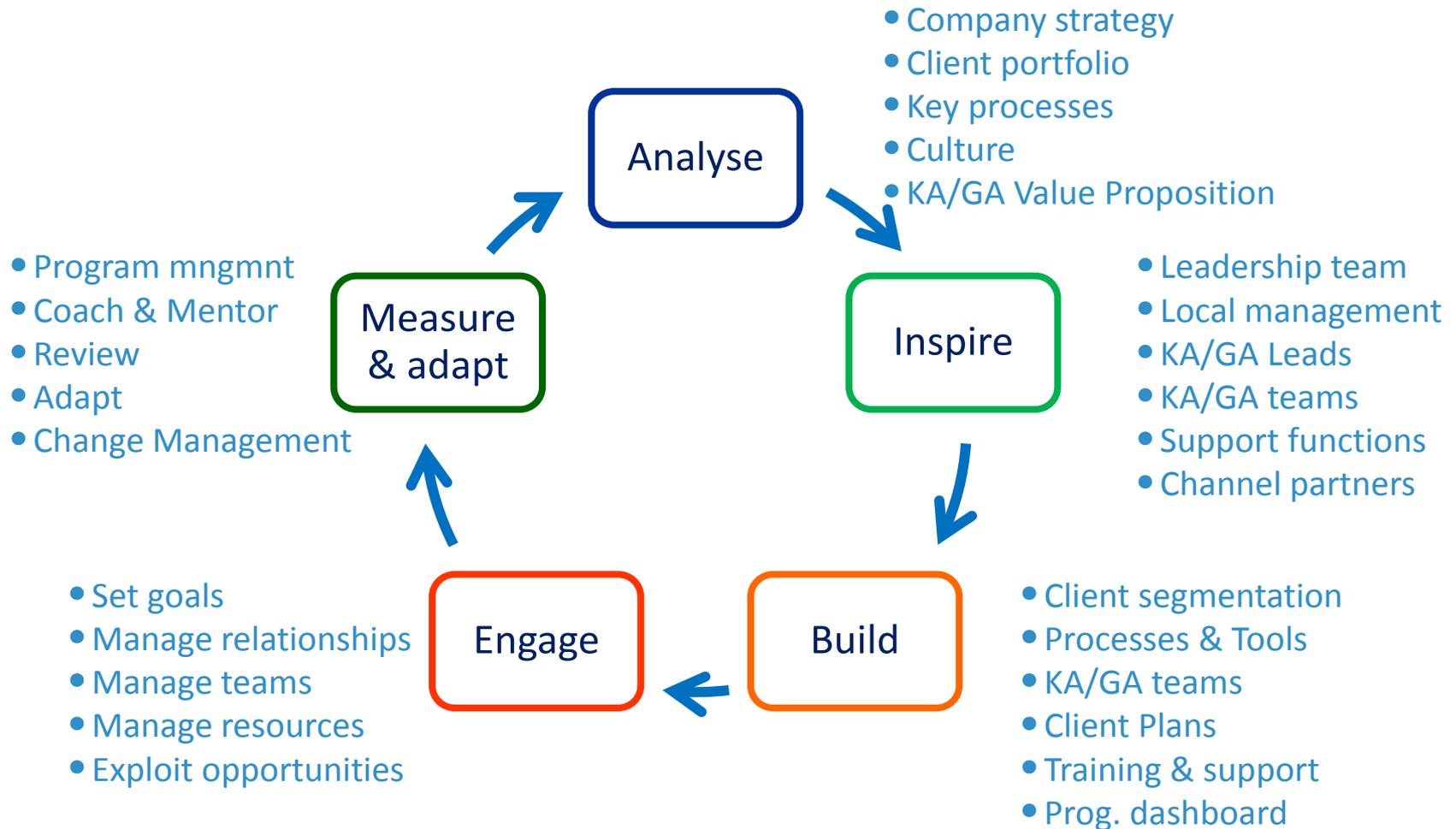
High flyer

(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
- Account-specific Marketing
- Specific Value Proposition enhancement
- Listening to the Customer
- **Advanced skills development**
- Coaching & mentoring

Our engagement principles



Samples of our KAM achievements

(on-going) **Develop the GAM/KAM 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 Team

Our Consultants = true practitioners

KAM and Sales & Marketing
practitioners

Coaches & Change Management
specialists

15 to 25+ years operational
experience (*no juniors*)



Our Partners

INVALIDIO: Global Sales Effectiveness & KAM
Programmes, www.invalidio.com

DemandFarm: KAM application integrated
into your CRM platform
www.demandfarm.com

Perfluence: Software for Relationship
Management www.perfluence.com

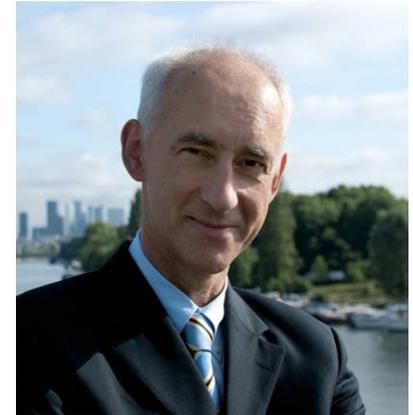


Founder Profile

Dr. Olivier Rivière

A rich management and consulting background

- Over 25 years experience in international Marketing, Sales, Key Accounts, Client Service and General Management
- Deep knowledge of technology and high added value service businesses, experience with numerous industries
- Creator of the “KAM/GAM Reloaded™” methodology
- 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)
- Also a specialist of Sales Effectiveness, Influencer Marketing and Cultural Transformation
- Combination of management, consulting, training and mentoring skills

Our differentiators

**A modern methodology fully customized to your context,
a network of experienced practitioners**

Proven KAM/GAM Reloaded™ methodology

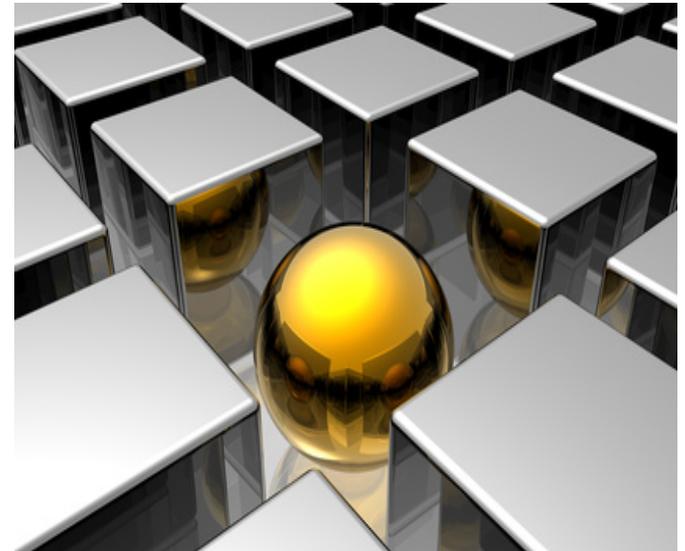
Based upon a powerful and modern
Management System

Focused on inspiring people and
managing operations

Network of truly experienced practitioners

Service available in multiple languages

Capacity to support a global roll-out



A leading edge service offering for KAM and related areas

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