In-house Training Outline
(To be further tailor-made according to the client's request)

Key Account Management (2 days) – Simon Chen

Content	Time	Methods
Revenue So they can sell deeper into the client's value chain and identify how their solutions can make a contribution, account managers need to understand their client's business ecosystem. In this module, delegates will complete a structured examination of their client's business to uncover operational hotspots where their solutions can be applied. They identify new opportunities to up-sell and cross-sell from the installed base, and also map where competitors have business in the account that can be targeted for replacement. The result is a speculative revenue plan that provides clear direction to account managers after the workshop. ➢ Assess the current sales situation in terms of revenue and profit ➢ The client's place in the market chain ➢ The client's decision making process ➢ Explore potentials based on deeper understanding of clients' business situation ➢ Quantitative analysis of further business potentials ➢ Re-write business propositions	**DAY I** 9:00-14:00	➢ Lecture ➢ Group discussion ➢ Case study ➢ Game
Relationship Key people in the account are profiled so the account manager can learn the drivers and interests of decision makers and influencers. Personal agendas, politics and GuanXi are discussed, and a plan is written so the account team understands how to deal with each client's touch point and gain credibility as a preferred supplier. This examination also explores the three types of relationship that clients seek when dealing with suppliers, and reveals if your client really wants you to be their "partner" or if a transactional relationship is more in line with the value system in their supply chain. This help account managers commit the right level of time & resource to each account or key department, which in turn preserves the company's bandwidth for application where it's needed the most. ➢ Total re-assessment of relationship with clients' organization ➢ The relationship development model - Moving from hunter to farmer mode	**DAY I** 14:00-17:00 **DAY II** 9:00-12:00	➢ Lecture ➢ Group discussion ➢ Case study ➢ Game

- Moving from bow tie to diamond teams - Team and individual GROWs (Goals, Roles, Obligations, Work Plans) ➢ Who has the power and who has the influence - comprehensive analysis of client's organization ➢ Evaluate each influencer's power and their attitude ➢ Evaluate each influencer's communication style ➢ Put the evaluation in a relationship sheet		
Strategy This module reveals where and how to ethically leverages "spies" to destabilize the competition, and how to create positive "propaganda" to protect existing business and build a foundation for revenue growth, revenue requirements across the account are examined, and a business development strategy is designed for the account team to execute after the classroom work is completed. ➢ Source of competitive advantage ➢ Focus on the competitive side of strategy as characteristic of a war strategy ➢ Evaluate comprehensive issues including organization, solution and executive capabilities ➢ Added value solutions – selling beyond products ➢ Quantitative analysis comparing our company with each individual competitor ➢ Determine attack or defend strategy based on strategic mapping	**DAY II** 13:20-15:30	➢ Lecture ➢ Group discussion ➢ Game
Tactics When salespeople become account managers their approach shifts from making sales from their own effort to making sales through the efforts of other people over whom they have no line authority. This module helps account teams agree protocols for working together, sharing information, and keeping a central account plan up to date in different national, regional or global locations. ➢ Review the selling process and incorporate KAM thinking in daily interaction with your client ➢ Create a new perspective in managing the clients ➢ Practice role-play using the KAM framework	**DAY II** 15:00-16:30	➢ Lecture ➢ Group discussion
Summary and Action plan ➢ Summarize ➢ Action plan	**DAY II** 16:30-17:00	