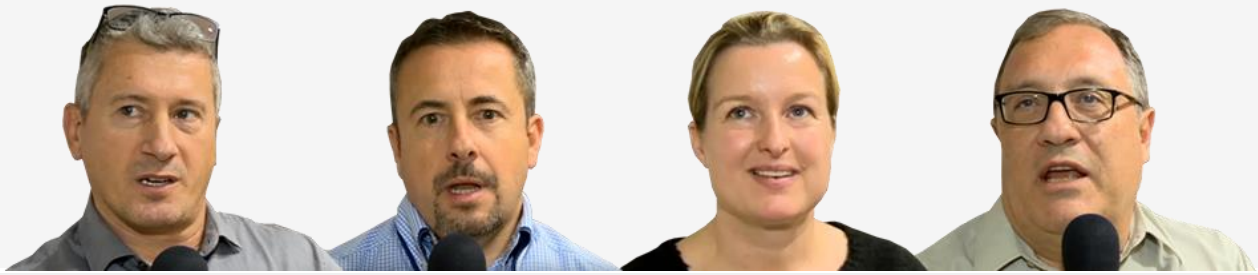
KEY ACCOUNT MANAGEMENT

Europe's leading KAM Development Program

Why do people attend?



SAMSUNG · Nestlé · INEOS STYROLUTION · MOL · Henkel

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TABLE OF CONTENTS

WHAT YOU WILL GET	Page 3	Questions and Answers
TRAINER	Page 4	Peter Cheverton
ASSESSMENT	Page 5-6	Performance Map Tool
TRAINING MODULES		
	Page 7-10	Managing The Relationship
	Page 11-15	Securing The Return
	Page 16-19	Understanding The Modern Buyer
POST-MEASUREMENT	Page 20	Return on Investment
PRICING	Page 21	Dates, Locations, Options

NUTRICIA

"The concepts, strategies and excellent tools of this course will for sure improve my future business development and my KAM role, I will certainly recommend this course to anyone wanting to improve their KAM skills and wanting to be successful in this role."

Kuba Morris
Hospital Channel Manager, Nutricia

DO YOU SUFFER FROM THESE PROBLEMS?

- No measures for profitability
- Short Termism from the top
- Sizeism – 'big' doesn't mean 'key'
- Resistance from the sales team
- A 'non-streetwise' support team
- Too much bureaucracy
- Too many key accounts
- Inappropriate 'Operational Excellence'
- No plan for servicing the non key accounts

LOOKING AT YOUR COMPANY, DO YOU SEE?

- The largest ones increasing their buying power, wounding your profitability?
- A revolution in their buying practices?
- Value based vendor ratings
- Open book trading
- Regional and global purchasing
- Supplier positioning and rationalization
- Increasing demands for greater commitment from your business, faster NPD, more R & D support, e-commerce systems etc?

THIS TRAINING PROGRAM WILL HELP YOU

- Maximize customer retention
- Win new accounts against the top competition
- Secure your customer relationships
- Understand your customer's values to achieve profitable Key Supplier Status
- Develop sustainable and profitable added value propositions
- Align your whole business behind a key account management strategy

An unrivalled knowledge of the subject that has established him as one of the world's leading authorities in KAM and GAM, backed by the writing of the two best selling books on the topic: Key Account Management (6th edition), and Global Account Management (2nd edition).

PETER CHEVERTON

Peter's experience which spans over 30 year took him to assignments in Europe, North America, Africa and Asia Pacific, working with a wide range of markets, helping companies such as Nestle, Abbott, Merck, Henkel, Carlsberg, SUN Chemicals, INEOS Styrolution, Nokia, Novartis, Danone, Volvo, Bristol Myers Squibb, DMV, Amgen, AstraZeneca, Dow Chemicals, Huntsman, I.C.I., Friesland Foods, ABB, AkzoNobel and many others, to achieve Key Supplier status.

Peter has also developed a famous assessment tool - the KAM Performance Map© Tool that shows Key Account Managers their current KAM capabilities and areas of needed improvement, which is being used by companies all over the world.



Harper Hygienics

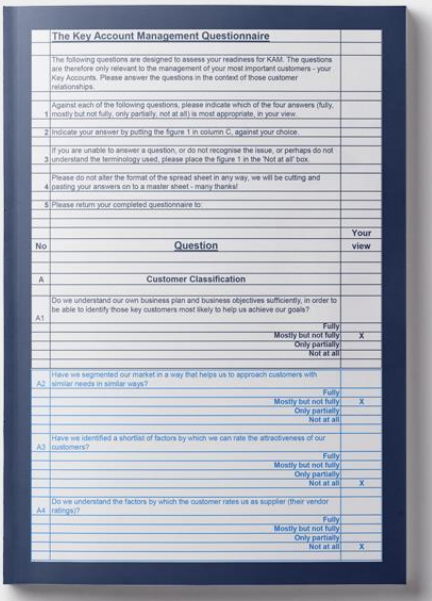
"Very professional. The trainers have given me lots of useful knowledge on how to handle my accounts. They have opened my eyes to few new, essential organizational changes I have to make at my work."

Dagmara Sandrykowicz-Kuc
Sales Director - Export, Harper Hygienics

PERFORMANCE MAP-ASSESSMENT TOOL
FOR YOUR ENTIRE KAM CAREER

This key account management training program gives you the unique opportunity to self-assess your current KAM capability, and to receive personalised feedback on where your priorities for improvement should lie.

Using our Performance Map© tool, you will complete a self assessment questionnaire before attending the workshop, and receive by return a personalised 'Map' showing your strengths, weaknesses, and critical focus areas.


The Key Account Management Questionnaire

The following questions are designed to assess your readiness for KAM. The questions are therefore only relevant to the management of your most important customers - your Key Accounts. Please answer the questions in the context of those customer relationships.

1 Against each of the following questions, please indicate which of the four answers (fully, mostly but not fully, only partially, not at all) is most appropriate, in your view.

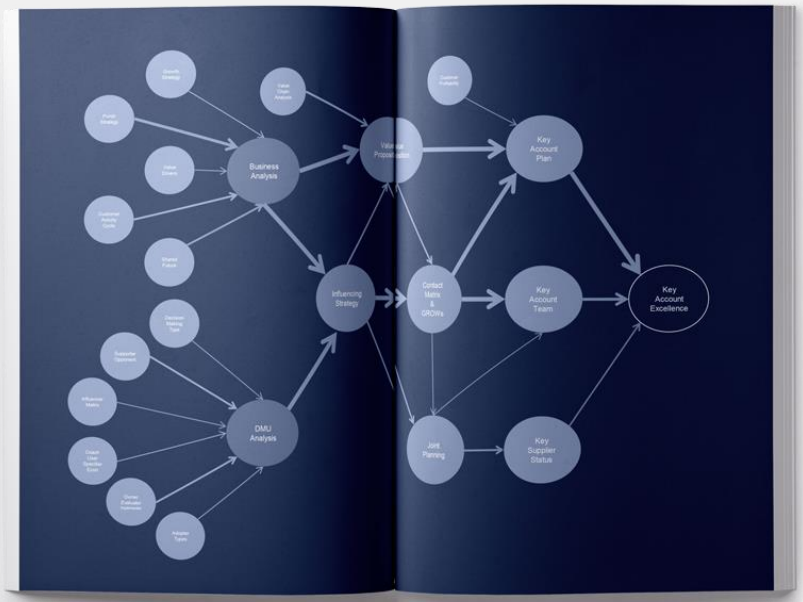
2 Indicate your answer by putting the figure 1 in column C, against your choice.

3 If you are unable to answer a question, or do not recognise the issue, or perhaps do not understand the terminology used, please place the figure 1 in the 'Not at all' box.

4 Please do not alter the format of the spread sheet in any way, we will be cutting and pasting your answers on to a master sheet - many thanks!

5 Please return your completed questionnaire to:

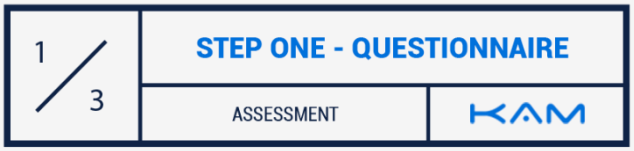
No	Question	Your view
A	**Customer Classification**	
A1	Do we understand our own business plan and business objectives sufficiently, in order to be able to identify those key customers most likely to help us achieve our goals?	
	Fully	
	Mostly but not fully	X
	Only partially	
	Not at all	
A2	Have we segmented our market in a way that helps us to approach customers with similar needs in similar ways?	
	Fully	
	Mostly but not fully	X
	Only partially	
	Not at all	
A3	Have we identified a shortlist of factors by which we can rate the attractiveness of our customers?	
	Fully	
	Mostly but not fully	
	Only partially	
	Not at all	X
A4	Do we understand the factors by which the customer rates us as supplier (their vendor ratings)?	
	Fully	
	Mostly but not fully	
	Only partially	
	Not at all	X



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You will receive a questionnaire online and will be asked to 'self-assess' your current capabilities, coached and challenged by your manager. Once you have filled in the questionnaire, you send it back to us.



In return, we will send you your personal Performance Map. The results are displayed in graphic form (using coloured lines to indicate positives and negatives) so indicating where the main priorities lie in order to achieve top level performance.



You will bring your own customer cases and related challenges, and with the help of your personalized performance map we will work with you in order to develop a personal action plan that you can put in place as soon as you get back to work.

MANAGING THE RELATIONSHIP

30/31 MARCH 2020, BUDAPEST

In this session we will explore the customer's decision making process and how you can positively influence that, using plenty of analytical and influencing tools. We will also look in to how to involve, engage and get support from your own colleagues and managers, in order to establish/set up an effectively working cross functional KA team (so called a diamond team).



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1 / 2	OBJECTIVES	
	MANAGING THE RELATIONSHIP	KAM

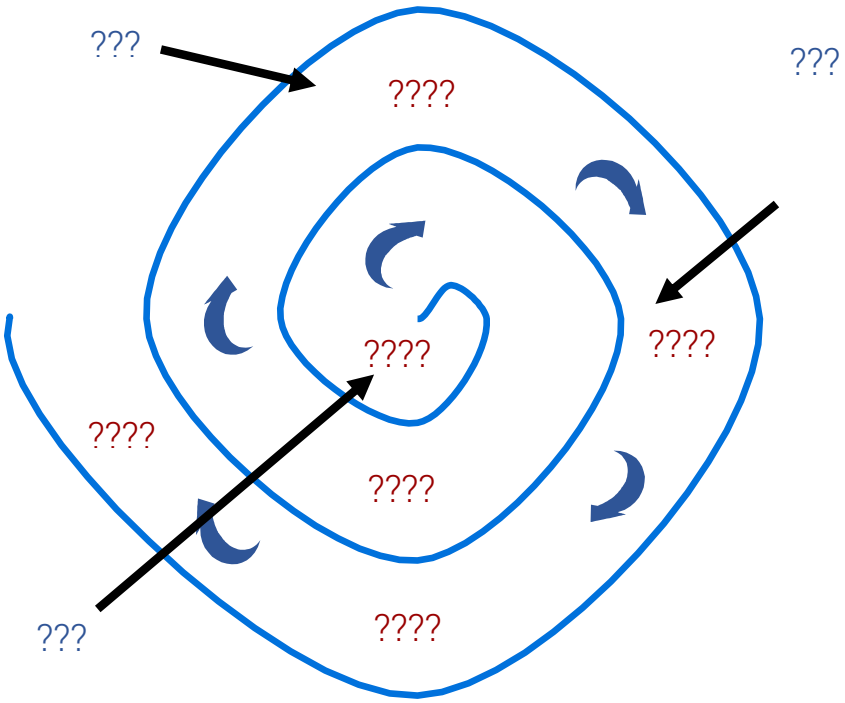
- Understand the purpose, benefits, requirements and implications of AM/KAM
- Assess your current KAM status and identify the most important development needs
- Be able to manage the customer relationship towards planned goals
- Be able to identify and influence the customer's decision making process
- Be able to plan and implement a cross-functional contact strategy
- Develop responses and plans designed to achieve Key Supplier Status

2 / 2	AGENDA	
	MANAGING THE RELATIONSHIP	KAM

DEFINITIONS, PURPOSE, BENEFITS AND IMPLICATIONS OF KAM

- Chains – The customer's place in the market chain, and where and how our products and services provide solutions, so understanding our true value
- Snails – The nature of the customer's decision making process and where we can make a positive impact on that process

Our own customer's 'snail'

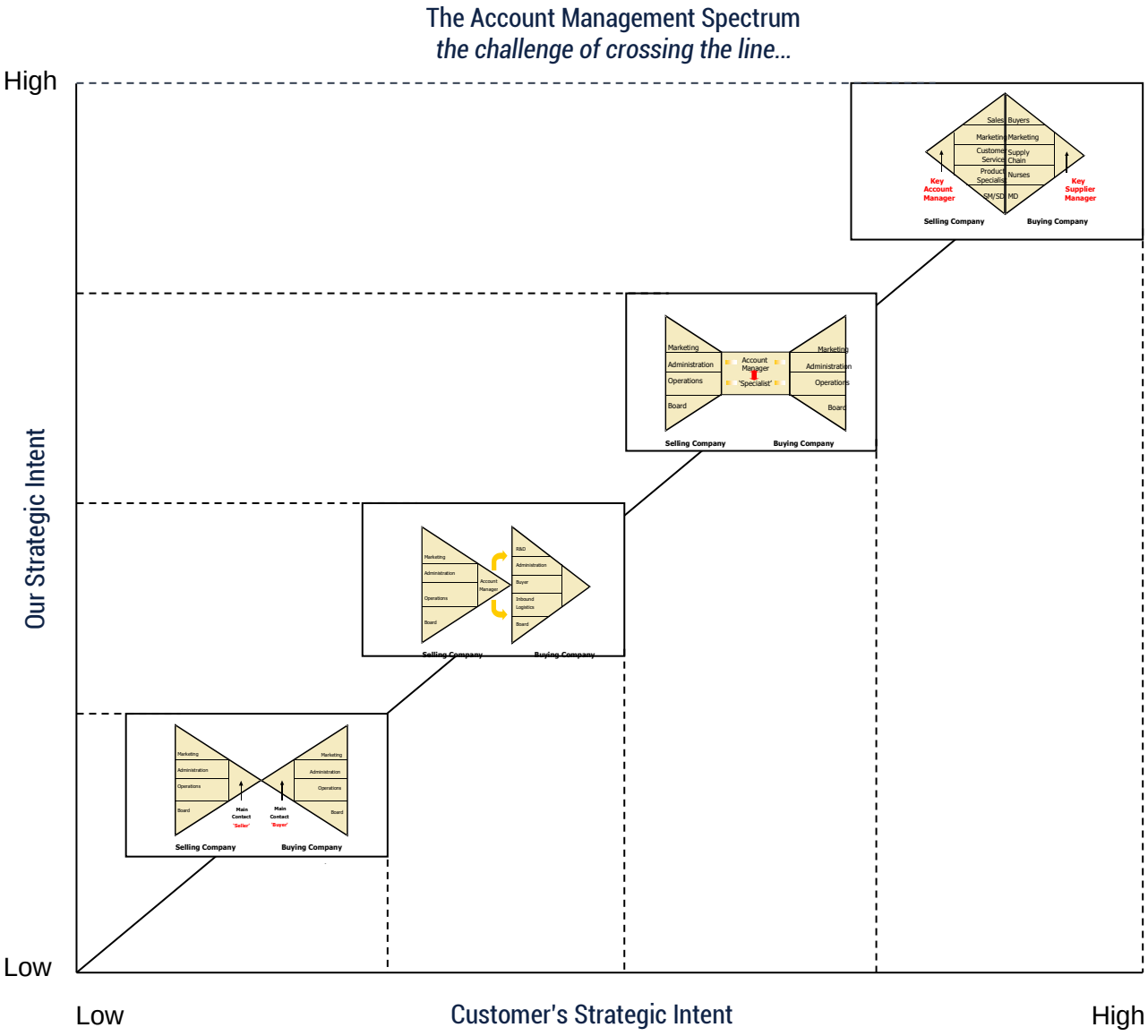


PLANNING AND APPLICATION WORKSHOP

- Draw out the full opportunity chain surrounding the target customers
- Identify the nature, and members of the customer's decision making snail

THE RELATIONSHIP DEVELOPMENT MODEL

- Moving from hunter to farmer mode
- Moving from bow to diamond teams
- Team and individual GROW's (Goals, Roles, Obligations, Work Plans)



PLANNING AND APPLICATION WORKSHOP

As a result of this workshop the delegates will be able to make the choice between short and long term selling models, and make a start in the journey from 1:1 selling towards a team based consultancy selling approach (diamond team). They will also develop the necessary disciplines to manage cross functional teams. Determine the requirements for applying this process within our own business.

- Identify the ideal diamond team
- Draw up the appropriate 'Team GROW's'
- What implications does establishing a true diamond team have on the structure, organization, and long term selling models, reporting lines, levels of authority, communication and etc?

ENTRY STRATEGIES – SELLING TO THE ORGANIZATION

Build the appropriate Diamond Team through an understanding of the customer's decision-making process, and through a planned and ordered penetration of their decision making units (DMUs).

- DMU analysis
- The Contact Matrix
- GROWs (Goals, Roles, Obligations, Work Plans)

	Account Manager	Your team member	Your team member	Your team member	Your team member	Your team member
Buying Director	XXX					
Their team member	XX		XXX	X		XX
Their team member		XXX			X	
Their team member	X			XXX		X
Their team member						
Their team member	X					XXX

The Contact Matrix

PLANNING AND APPLICATION WORKSHOP

As a result of this workshop the delegates will be able to analyze their own customer's decision making process, using a variety of tools, and be able to plan an appropriate contact strategy. They will also put into action the necessary disciplines of managing a diamond team.

- Draw up the Contact Matrix for one of your own key accounts
- Draw up the GROWs for each team member

KEY SUPPLIER STATUS - THE PURCHASING REVOLUTION

- Supply chain management, Centralized purchasing organization
- Supplier evaluation, supplier positioning, and supplier rationalization
- The pursuit of measured value received

PLANNING AND APPLICATION WORKSHOP

As a result of this workshop the delegates will be prepared to work with the purchasing professionals on a more equal basis, having understood the nature of the relationship from the buyer's perspective. They will also be able to develop more appropriate strategies designed to raise their supplier status.

- Identify the key issues in your own key accounts
- Identify measurable, relevant, and rewardable value based propositions

SECURING THE RETURN

17/18 SEPTEMBER 2020, BUDAPEST

The session will help you to understand how to identify true key accounts and how to make the right classification of customers in order to know where the huge investment of time and other resources are more likely to return.

We will go through multiple relationship models to establish which one works best for the different classes of customers. Knowing the customer's place in the market chain, and where and how our products and services provide solutions will help us to understand our true value in order to achieve joint planning with the customer and establish a profitable Key supplier Status.



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1/2

OBJECTIVES

SECURING THE RETURN | KAM

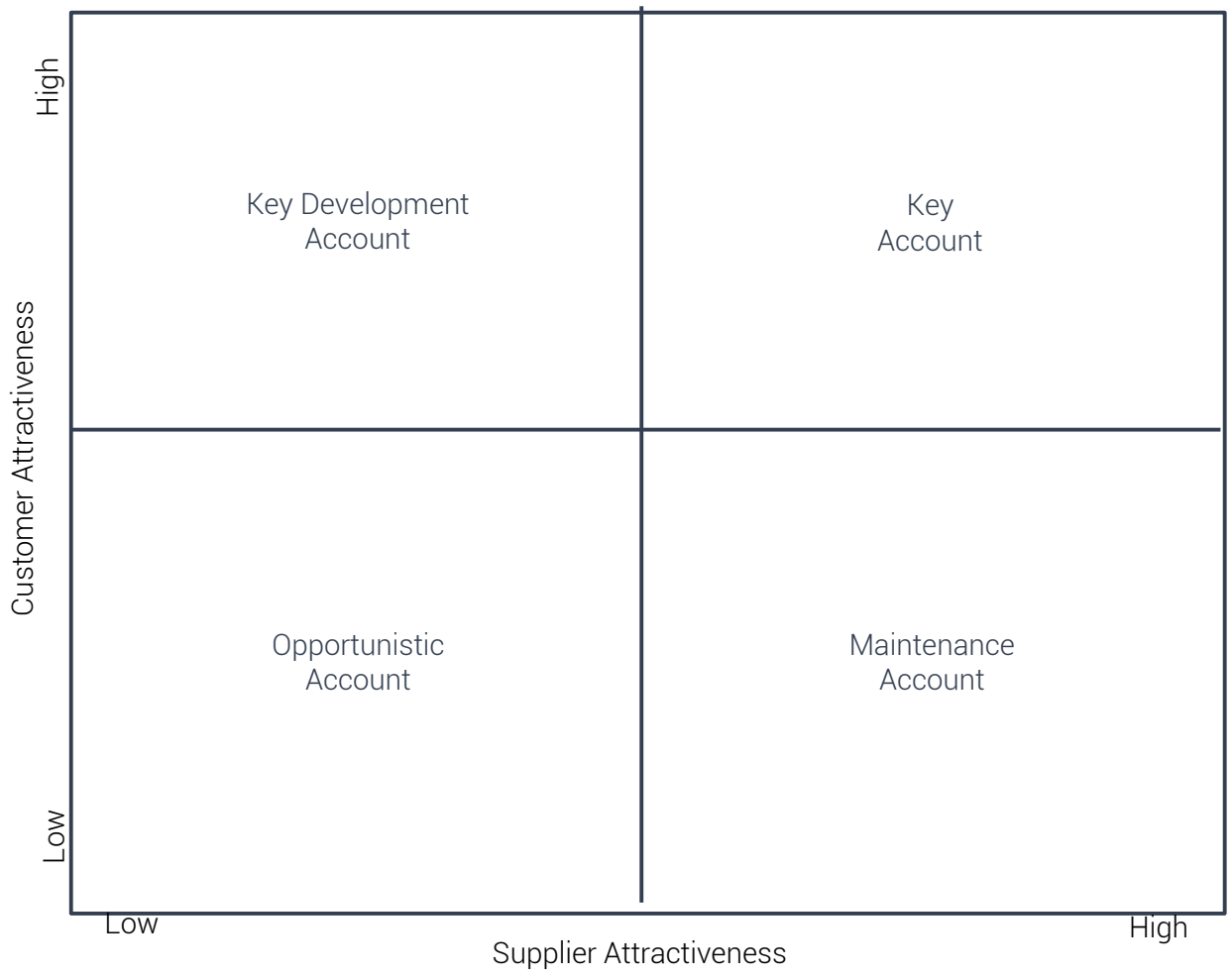
- Develop a robust process for Customer Classification and the identification of true Key Accounts
- Develop a Customer Distinction strategy designed to match your resources effectively and efficiently to the market opportunities
- Be able to develop and deliver true, customer focused, value propositions
- Develop the skills of joint planning – working with the customer
- Develop the format for practical KA Plans

2/2

AGENDA

SECURING THE RETURN | KAM

- The KASM Model

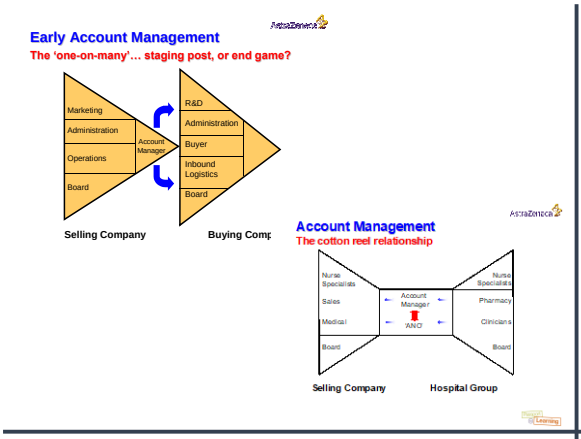


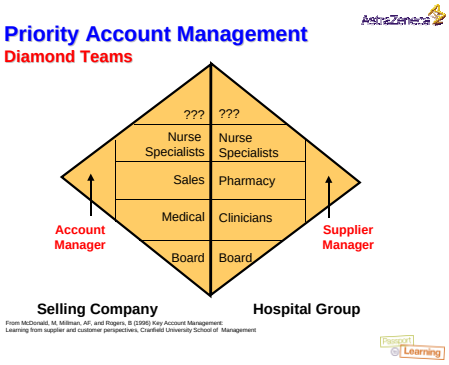
PLANNING AND APPLICATION WORKSHOP

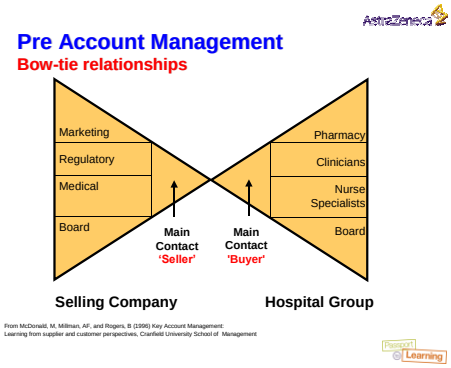
- The Customer Distinction matrix

THE RELATIONSHIP DEVELOPMENT MODEL

- Determine the requirements for applying this process within our own business.







Maintenance Account

????

THE INTERNAL PLANNING PROCESS

- The planning funnel
- The KA Plan
- What are the essential contents?
- Should they be consistent across accounts (a template): Contents, Format, Style?
- How far ahead should it look?
- Who should be involved in developing it?
- Who is it written for, and who should it be shared with?

PLANNING AND APPLICATION WORKSHOP

- As a result of this workshop the delegates will be able to prepare live and practical KA Plans.

DEVELOPING AND DELIVERING TRUE VALUE PROPOSITIONS

- Matching the customer's business strategy: Their growth strategy, Their value drivers, Their money-making logic

PLANNING AND APPLICATION WORKSHOP

- Identifying the customer's business strategy
- Developing appropriate reponses
- Assessing our positive impact: the shared future analysis

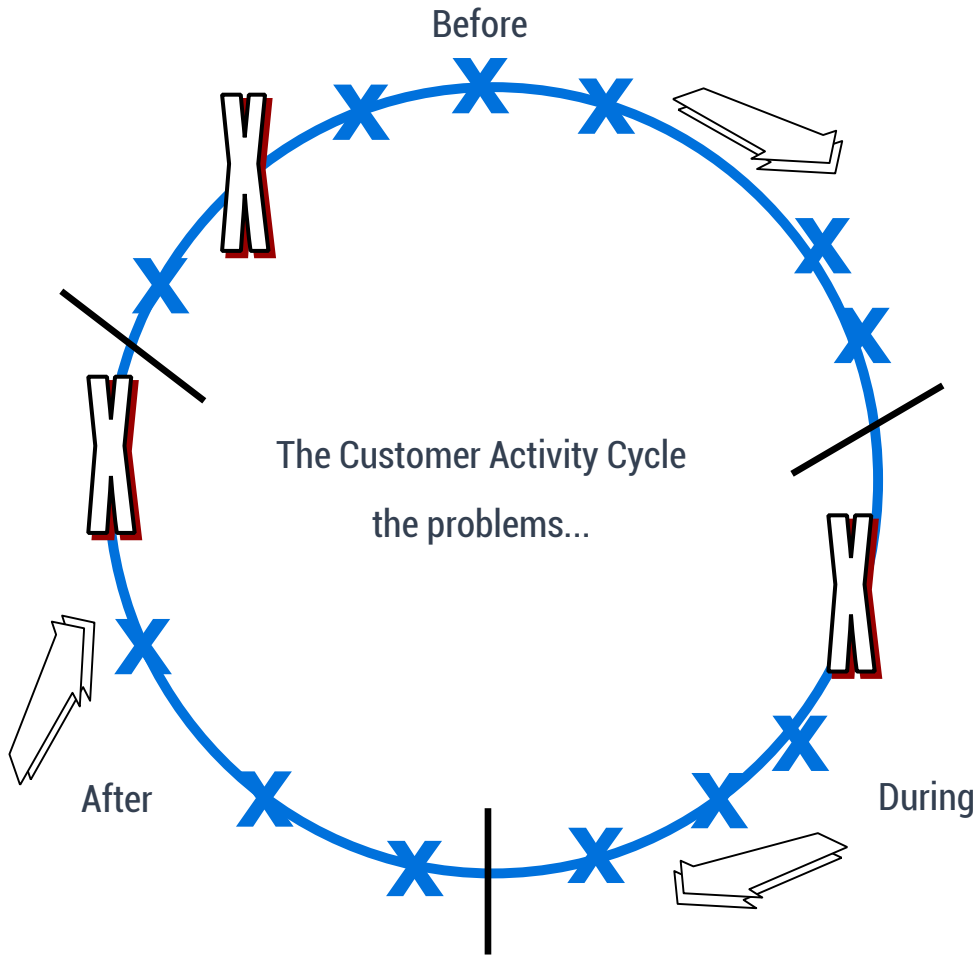
PLANNING AND APPLICATION WORKSHOP

- Assess your own shared future
- Identify priority activities
- Moving from benefits to solutions: the activity cycle analysis

		What future issues excite the customer? *Opportunities*				What future issues worry the customer? *Threats*			
		1.	2.	3.	4.	1.	2.	3.	4.
What are we perceived as being good at? *Strengths*	1.								
	2.								
	3.								
	4.								
What are we perceived as being poor at? *Weaknesses*	1.								
	2.								
	3.								
	4.								

PLANNING AND APPLICATION WORKSHOP

- Create a live activity cycle analysis
- Identify new solution based propositions



JOINT PLANNING

- Mutual tools of analysis
- The business review
- Securing the reward

PLANNING AND APPLICATION WORKSHOP

- Develop your own plan for a joint planning approach

OBSTACLES, REQUIREMENTS, AND PLANNING FOR ACTION

- The deadly sins
- The key requirements

PLANNING AND APPLICATION WORKSHOP

- Identify your own deadly sins
- Develop your own plan of action against the key requirements

UNDERSTANDING THE BUYER

15/16 OCTOBER 2020, BUDAPEST

The buyers' mentality and customers buying strategy has changed during the past decade. The ignorance within the sales function (and the ignorance from management in general in most companies) of the buyer's processes, their insights, analysis and tactics destroys enormous value in the sales process. This workshop is designed to give you insight into the world of the modern professional buyer, and how you can turn their new ambitions and approach to your own favour as a supplier.



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- Understand the challenges presented to supplier by the modern professional buyer
- Understand their ambitions and strategies designed to manage their suppliers (key suppliers or otherwise)
- Develop the appropriate responses to these strategies, as they are relevant to a Key Account Management approach
- Be able to prepare and conduct effective negotiations with those buyers, designed to remove the focus on price

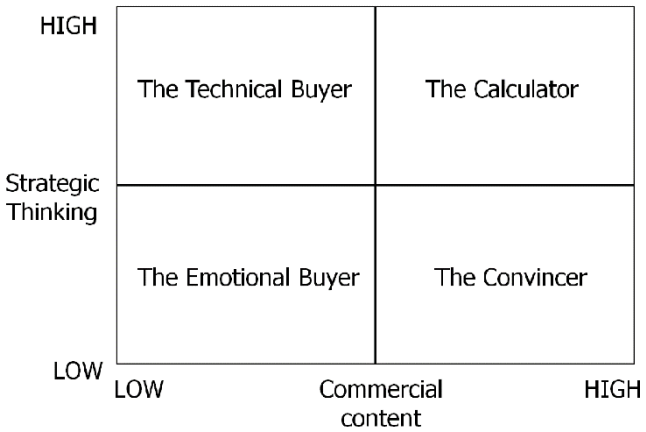


THE PURCHASING REVOLUTION

- The buyer/seller balance of power used to be 50:50 – new skills and techniques have tipped this significantly in the buyer's favor
- The buyer's role has undergone a revolution in recent years – have sellers fallen behind?
- Do your customer's know more about you than you know about them?
- Account Managers think they manage their customers – but is the buyer really managing you?
- Do you understand the new tricks buyers have up their sleeves?
- The biggest sin of sellers - say buyers - is that they don't prepare as much or as well as we do
- The things suppliers never ask... and buyers are amazed they don't!

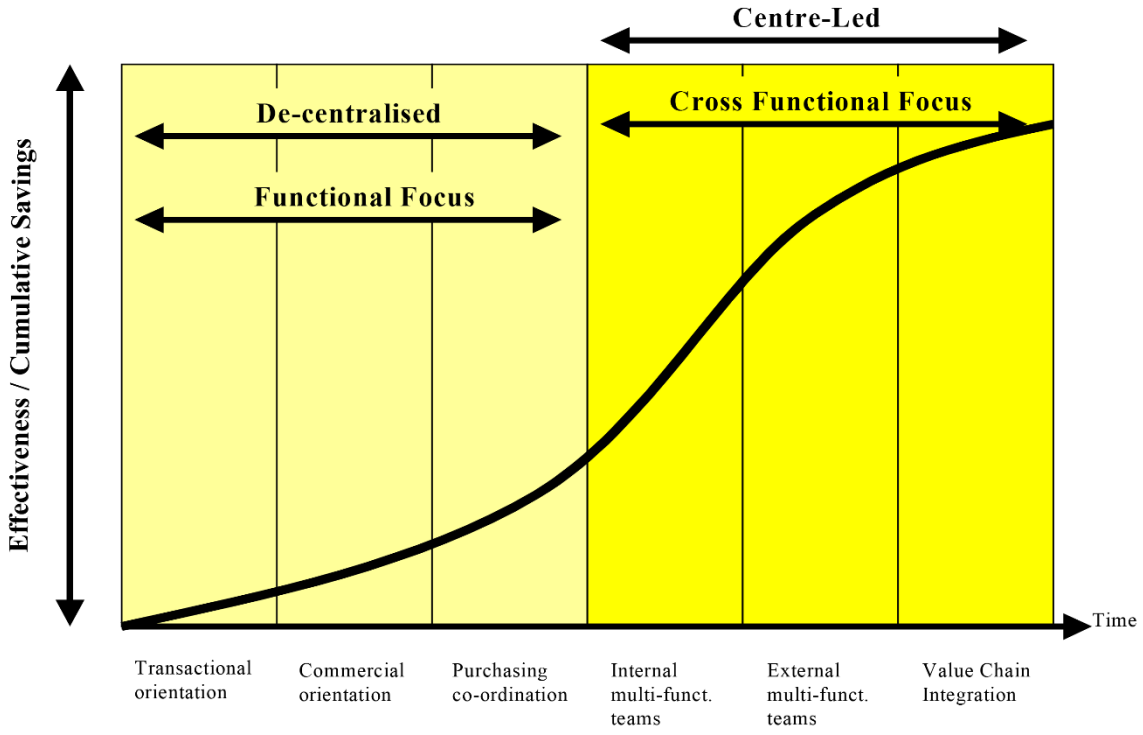
HOW THE BUYER THINKS

- They type of buyer you encounter depends on the nature of the product or service bought, but also on some professional 'instincts'
- Understanding those instincts is vital to developing a successful relationship between seller and buyer
- How to recognize the buyer types



PURCHASING ORGANISATION

- The goals of centralization - what motivates the buyer to centralize their operations – is it only the desire for better prices based on the increased scale of purchase?
- What problems do they encounter?
- Why suppliers must work with purchasers to help them achieve the goals sought through centralization – the alternative is likely to be fatal!

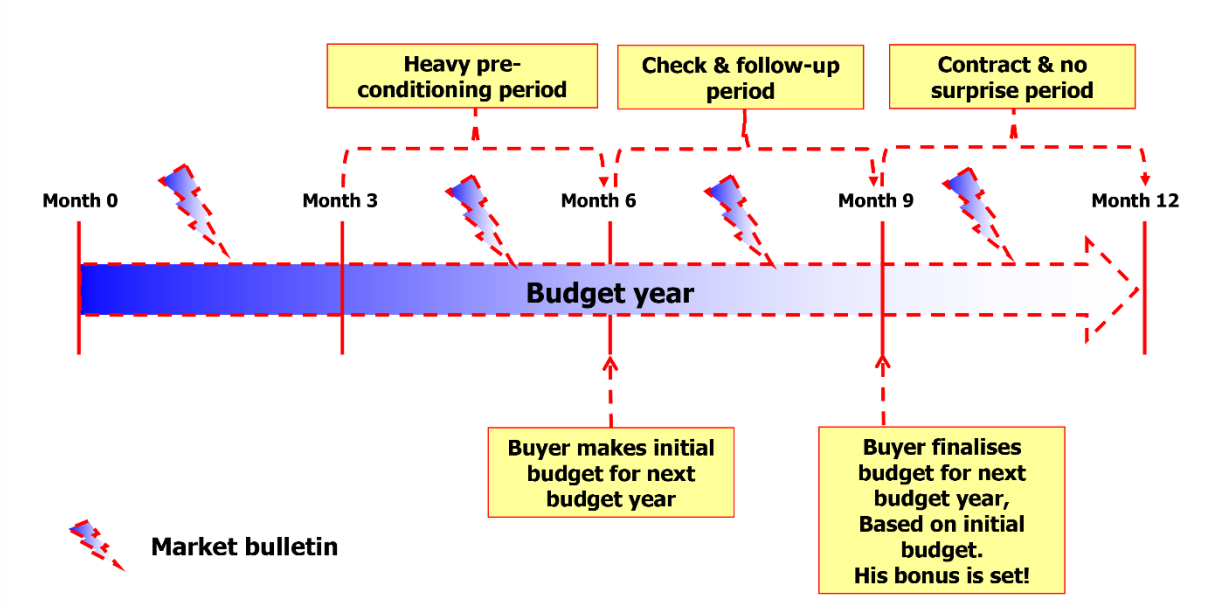


SUPPLY CHAIN MANAGEMENT

- Buyers are far more interested in supply chain management than sellers, and yet sellers should realize the benefits of working with buyers to improve the steps along the supply chain, rather than fearing this new interest as yet another stick with which they might be beaten

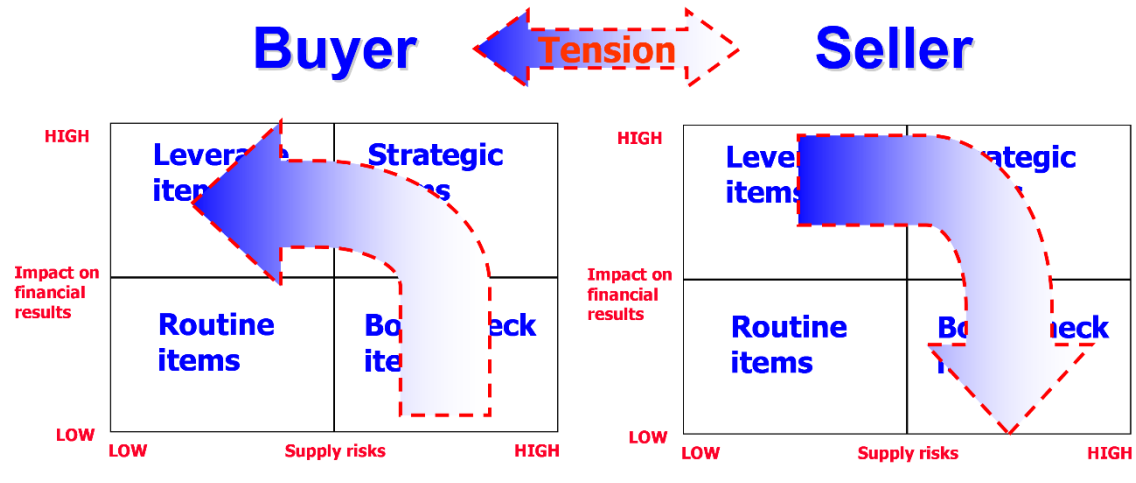
SUPPLIER POSITIONING

- Just as sellers aim to identify Key Accounts, so buyers aim to identify Key Suppliers.
- This involves a classification of suppliers (using the Kraljic Matrix analysis) that allows their buyer to identify the best way to manage the relationship with each supplier.
- Each supplier position (there are four main positions) raises a series of requirements on those suppliers.
- How buyers 'precondition; their suppliers with regard to their supplier positioning, and how we can learn to recognize the signs
- Failure to understand your supplier positioning will almost certainly result in inappropriate behaviors and propositions
- Understanding your supplier positioning can lead to a high level of business rapport between seller and buyer, and in some cases can even result in the achievement of premium prices and other rewards



THE SUPPLIER'S RESPONSE

- Develop the appropriate negotiation skills required when working with the modern professional buyer
- Be able to present a value proposition that is relevant to the buyer's agenda while reducing the focus on price and increasing the opportunity for true value selling
- Develop different persuasive strategies based on the nature and personality of the buyer
- This session will involve a significant use of negotiation case study and role play, delegates taking on the roles of both sellers and buyers, and also participating in peer-to-peer reviews



INEOS STYROLUTION

"I'm happy that we are cooperating with OGI Europe. They are very professional, and their trainers like Peter Cheverton and Jan Paul Van Der Velde are very skilled in our chemical industry, they are really adding value to our company."

Gwendolyn Van Hooft
Senior HR Manager EMEA, INEOS Styrolution

POST-MEASUREMENT

Most of the time, organisations shy away from attempts to measure training programs' results because of the time investment required. Whenever we are invited to support organisations, we are delighted to do so in order to demonstrate the value of our work together with internal consultants. Our approach (based on Kirkpatrick's Four Levels Methodology) remains to this day the best we've seen in evaluating L&D effectiveness..

INQUIRE FOR DETAILS



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"Fantastic. Everything learned is applicable in real life business, right away. Even those parts that are still ahead of our current market situation, we expect Peter Cheverton's approach to work at a later time by improving the existing KA organization, upon the arrival of new clients. Since the entire program was divided into well designed modules, we really could focus on the core issues relevant to our business."

Alen Mitrovic
Sales Director, Podravka

TRAINING MODULES 2020

MANAGING THE RELATIONSHIP	PAGE 6-9	March	30-31
SECURING THE RETURN	PAGE 10-14	September	19-18
UNDERSTANDING THE BUYER	PAGE 15-18	October	15-16

PRICING PER MODULE

Standard Price	2300 EUR	per person
Book 2 people	2000 EUR	per person
Book 3 people	1850 EUR	per person
Book 4 people	1700 EUR	per person

Extra 10% discount upon booking two modules (2 x 2 days) at once

Extra 20% discount upon booking all modules (3 x 2 days) at once

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