The Leadership & Sales Academy

Managing Key Accounts

Programme Summary

Managing Key Accounts - Introduction

Managing Key Accounts is a dynamic and interactive programme covering:

- The skills, disciplines and behaviours of professional key account management
- The strategy to acquire, maintain and develop key account business
- Key account planning

Programme Information

1. Who is the programme for?

The programme will benefit account managers, sales managers and sales people who are responsible for 'key account management' in a business-to-business environment.

2. What are the programme objectives?

The programme is designed to develop the delegates' skills to:

- create a 'value proposition' for each of their accounts
- apply the disciplines of key account management to all of their relationships
- identify new business opportunities in existing relationships
- apply 'consultative selling skills' to retain and develop business

The programme features a combination of lecture, syndicate and role-plays, which are easily tailored to the job role. Plus each delegate has the opportunity to create an 'account plan' for a current business case.

3. Who are the TLSA facilitators

Each programme is led by a TLSA consultant who is an expert in the programme content. Our consultants have all had careers in which they held director or executive positions in major organisations with reputations for performance, training and coaching. They are experts in the subjects they work in – up to date with modern practice, but equally as important, they have practical experience to draw from.

Managing Key Accounts – Summary of Content

Module	Summary of Content	Format
Introduction and Objectives	An opening module in which: • The objectives of the programme will be explained to delegates • Delegates introduce themselves and identify personal objectives and expectations of the programme	• Presentation • Personal Exercise
The Key Account Management Role	A module in which delegates would cover: • The skills and qualities of the key account manager – plus the opportunity to identify strengths and development areas • The day to day and long term responsibilities of the key account manager/relationship manager • Habits of effective people – based on Stephen Covey's work	• Lecture • Debate • Syndicates • Personal Action Points
Relationship Management	In this module delegates cover: • **Value propositions** - how to create and present a 'value proposition' based on the strategic and tactical needs of key account customers • **Relationship foundations** – delegates look at four 'core' personality styles, identify their own and how they would work effectively with all four. Key to rapport building in relationship management • **Relationship alignment** – the need to align behaviours to maximize the quality of relationships with different stakeholders in the account	• Lecture • Debate • Syndicates

Managing Key Accounts – Summary of Content

Module	Summary of Content	Format
The Disciplines of Key Account Management	Delegates cover the core behaviours of developing and sustaining key account relationships: • **Understanding business environments** – how to complete an analysis of account values, needs, strategy and tactics to create business propositions that will appeal to the account • **Account analysis and coverage** – analysing the account to determine the level and frequency of coverage for each stakeholder • **Trust and quality** - developing trust based relationships • **The 'business to business buying cycle'** – a look at how and why businesses buy, covering supplier selection, supplier education, decision timings and stakeholder networks	• Lecture • Debate • Syndicates

Managing the Key Account Sales Process	In this module delegates cover the operational steps of managing the key account sale. This covers:
	• Setting account objectives and planning
	• Managing and timing the key account sales cycle
	  o Live dates
	  o Decision factors and buying motives
	  o Networking stakeholders
	  o Preparing and using discussion documents and proposals
	  o Stakeholder management
	To support this module delegates are provided with an 'account planning tool' which they will use in a case study and be able to apply to their own accounts in the workplace.
		• Lecture
		• Debate
		• Syndicates
		• Case Study

Managing Key Accounts – Summary of Content

Module	Summary of Content	Format
Selling to Executives	This module covers with delegates the need for the key account manager to develop 'executive relationships' and how to manage them, specifically: • Why build executive relationships • How to approach senior executives • What senior executives expect from a relationship • Why senior executives buy	• Lecture • Debate • Syndicates • Case Study
Consultative Selling	Consultative selling is one of the core skills of the key account manager. This is a four stage process covering: 1. **Positioning** – rapport building, first contacts 2. **Developing customer needs** – high yield questioning, active listening, bridging statements and confirmed needs 3. **Solutions** – creating viable solutions, aligning benefits with needs, dealing with feasibility and value issues, managing customer questions 4. **Commitment** - gaining agreement to each stage, closing and ongoing development	• Lecture • Syndicates • Practical Exercises • Role Play
Personal Action Plan	As delegates complete each module of the programme they complete a 'personal action plan' detailing how they will implement learning from the programme in their personal roles. We strongly recommend this is followed up by line management.	• Personal Project