Introduction to Key Account Management

Capability Assessment

This deck outlines the options and examples for assessing the current capabilities of the Account Management team in order to create a development program.

It is not intended to be a recommendation but rather to act as a platform for discussion.
Before we train we should assess – assessing provides a benchmark and a vision for the training

The assessment model must define the core skills and capabilities which we expect from the most effective Account Manager

The assessment model must:

• Be driven by the job description
• List the core capabilities
• Identify clearly the elements which make up the core capabilities
• Be clear in what is required (‘be a good communicator’ is not clear)
• Be objective
• Be measurable - in such a way that two people assessing should assign the same score
• Lead to the development program
• Be repeated after 12-24 weeks to demonstrate improvement
Errors to avoid in assessment models

The most common errors we have found can be summarised as:

• The capabilities are not defined and/or open to multiple interpretation
• The definitions are vague
• The model lacks objectivity
• There is no measurement scheme
• The measurement scheme is subjective
• The scoring system is unclear
• No action results from the assessment
• The assessment is not repeated following training/development
Skills development is driven by the role capability best practice requirements.

- **Job Role**
- **Capabilities Defined**
- **Standards Defined**
  - Development Programme Agreed
  - Individual Capability Evaluation
  - Skills Implementation Assessment
- **Development Priorities and Objectives Set**
- **Current Status Defined**
- **Training** – what to do
- **Training** – how to do it
- **12 week cycle**

Defines what we want the Account Manager to do

Defines how we will develop the Account Manager
Examples of the hierarchical Scorecards to assess current capability

### KAM BEST PRACTICE

This Scorecard lists the 20 core best practice capabilities of the highest performing Managers. This Scorecard allows you to assess your overall level for each capability. You can then consider all or just selected capabilities for a more detailed assessment.

#### KEY ACCOUNT MANAGER

**Best Practice Component**

<table>
<thead>
<tr>
<th>Core Skills</th>
<th>My Initial Estimate of my Capability</th>
<th>My Scorecard Score (Automatically completed from the detailed)</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negotiation skills</td>
<td>1</td>
<td>1</td>
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<tr>
<td>2. Communication</td>
<td>2</td>
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<td>3. Presentation skills</td>
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<td>4. Personal</td>
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<td>5. Meeting management</td>
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<td>6. Financial</td>
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<td>7. IT Skills</td>
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<td>8. Environmental</td>
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<tr>
<td>9. Influence</td>
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<tr>
<td>10. Selling</td>
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<tr>
<td>11. Growth</td>
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<td>12. Team Management</td>
<td>12</td>
<td>12</td>
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<td>13. Team Leaders</td>
<td>13</td>
<td>13</td>
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<tr>
<td>14. Complex Selling Skills</td>
<td>14</td>
<td>14</td>
<td></td>
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<tr>
<td>15. Joint business development</td>
<td>15</td>
<td>15</td>
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<tr>
<td>16. Technical Sales Skills</td>
<td>16</td>
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<td>17. Product Development</td>
<td>17</td>
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<td>18. Marketing</td>
<td>18</td>
<td>18</td>
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<tr>
<td>19. Company Integration</td>
<td>19</td>
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</tbody>
</table>

**TOTAL**

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**Headline** capabilities...

...defined by measurable best practice standards...

...which drive the skills development programme
Each element of the is customised to your requirements – client example below

<table>
<thead>
<tr>
<th>Component Areas</th>
<th>Component</th>
<th>Role</th>
<th>Rating</th>
<th>Self Assessment Rating</th>
<th>Calculated Rating</th>
</tr>
</thead>
</table>
KAM Capability Assessment

– Scoring

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Full Training Required</td>
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<tr>
<td>2</td>
<td>Update Training Required</td>
</tr>
<tr>
<td>3</td>
<td>No training requirements</td>
</tr>
</tbody>
</table>

The Traffic Light systems is used to identify training requirements. The rating has been set 1 to 3 to make the rating an easy process but this does not dismiss the level of complexity that goes into each skill.

– Moving About

Arrows take you to the Component Tab

Logo takes you back to the Main Competency Page
Sales Team Capability Assessment

Step One

Choose your Role – Depending upon the role, some elements may be removed – for example, not every role may be required to have high public speaking skills.

For example, Components a Technical Sales Manager is not required to Complete.
Step Two

Self Assess against each Component

<table>
<thead>
<tr>
<th>1</th>
<th>Full Training Required</th>
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<tbody>
<tr>
<td>2</td>
<td>Update Training Required</td>
</tr>
<tr>
<td>3</td>
<td>No training required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>My Initial Estimate of my Capability 1-3</th>
<th>My Scorecard Score (automatically completed from the detailed subject Scorecards)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
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</table>

As this is a development tool it is good to conduct a self assessment.

“Your initial estimate of your capability” shows the Manager’s view of his/her skills
Step Three

- Rate the Manager against each element. (Read Carefully and be honest in your answers)

### Best Practice Scorecard - Negotiation Skills

This Scorecard defines the Top 10 Best Practice requirements for Negotiation skills - the focus is on developing the long term working relationship and understanding so that both sides stand the best chance to achieve their aims and objectives.

<table>
<thead>
<tr>
<th>Best Practice Component</th>
<th>My Current Score</th>
<th>How do I feel?</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can explain what negotiation is, the general principles and the difference between selling, haggling and negotiation (I have a detailed understanding of the different principles and can show when I have put the appropriate one in practice)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I can explain the five different styles of negotiation with their pros and cons (compete, collaborate, compromise, avoid, accommodate) (I have knowledge of Goffman approaches and have used these techniques, if required I am able to explain the differing styles and when to use them)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I have considered the ethics of negotiation, have defined my/our position (I am able to provide evidence to show my defined position on negotiation and know what techniques I utilise)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I can explain the concept of leverage in its different forms and how I should gain (average in my negotiations) (I can explain the meaning of leverage and have utilised the techniques such as margin and potential return on investment)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I can explain the four core 'rules' of negotiation (separate people/problem, focus on interests, options for gain, objective criteria) (I have read the book by Fisher and Ury and have used their four principles in practice, I can show this with detailed evidence)</td>
<td>9</td>
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</tr>
<tr>
<td>I can explain the concept of variables, can define my/likely variables and can explain how to make concessions (I am aware that a good negotiator considers variables before a meeting, I can show where I have considered areas such as price, delivery, create terms etc. looking at &quot;What is cheap for me to give away but valuable to the other party&quot;)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I set my objectives, minimum position (Best Alternative to a Negotiated Agreement) and estimate the other side's objectives (I can show that prior to my meetings I have defined the different positions I can look to achieve both my minimum and optimum position)</td>
<td>9</td>
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</tr>
<tr>
<td>I can identify the most common tactics and explain how I should best respond to each (I can provide an explanation of common tactics such as Brinkmanship, Defence in depth and Auction and can show how I have dealt with these tactics in previous negotiations)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I consider a range of possible solutions which would come closest to meeting the needs of both sides (I can show when I have estimated the other side objectives and have put a range of possible solutions in place prior to the meeting that would meet the requirements of both sides)</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>I can explain how to open, manage the process, when to close and how to gain agreement (I have managed many negotiations and have a set format I follow that results in close and gained agreement)</td>
<td>9</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL**: 90

**Adjusted Average**: 9
Sales Team Capability Assessment

Step 4

– The adjusted score will then show on the Main sheet.
– Use the Logo link to go back to the main sheet.
– Continue to complete all the components
– Your training priorities are defined
Key Account Management Development Roadmap - skills development units can be selected from the core menu

This is the initial ‘menu’ of support - we can extract any elements to create a bespoke programme and create new material if necessary

**Foundation**
- 1. KA Selling Skills
  - Selling fundamentals
  - Common mistakes
  - Managing the meeting
  - Customer needs analysis
  - Presenting the offer
  - Questions & Objections
  - Closing & next steps

**Introduction to KAM**
- 2. Why KAM is important
  - What KAM is
  - The role of the KAM
  - The evolution phases
  - The difference between selling and KAM

**Establishing the KA Strategy & Model**
- 3. Three year objectives
  - Three year strategy
  - Definition of a KA
  - Identification of a KA
  - KAM role & responsibility
  - KAM measures

**Core**
- 4. Managing the Complex Sale
  - The complex sale
  - Data – CRM - planning
  - Point of sale & shopper
  - In store impact
  - Consumer knowledge
  - Online & digital

**The Strategic KA Growth Plan**
- 5. Understanding the KA
  - Market knowledge
  - Competitive knowledge
  - Our objectives & plans
  - Opportunity summary
  - Objectives setting
  - Deliver the plan

**Negotiation Skills for KAM**
- 6. Fundamentals
  - Styles & approaches
  - Preparation
  - Starting
  - Tactics
  - Closing

**Advanced**
- 7. Joint Business Planning
  - Identify the potential KA
  - Define the objectives and criteria for success
  - Joint working models
  - Measuring & Reporting
  - Resolving issues

**Cross Functional Team Selling**
- 8. Leadership from the top
  - Cross functional teams
  - Roles & responsibilities
  - Communications
  - Measures and reporting

**Global & Cross Boarder KAM**
- 9. Demands of GAM
  - Implications across the business
  - Common processes, measures
  - Roles & responsibilities

**Elite**
- 10. KA Finance/Profitability
  - Financial understanding
  - Financial analytics
  - Financial planning
  - Compliance demands
  - Financial impact
  - Profitability measure

**KA Value Based Partnerships**
- 11. Define value
  - Measure value delivery
  - Eliminate/reduce
  - Enhance/create
  - Create new model
  - Pilot new model

**Leadership & Team Management**
- 12. Personal assessment – objective review
  - Recruitment
  - Training & coaching
  - Managing the team
  - Getting results through people
The Key Account Management Group is a global network of academics, senior practitioners and consultants

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- We run a LinkedIn Group – KAM Best Practice Knowledge Share
- We publish the KAM Journal
- Team members publish books and papers
- We provide expert commentators and speakers
- We provide consultants to support corporate development
- We develop programs, processes, tools and skills to support individual and teams
- We provide skills development training and coaching
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