

Overview as published

Making the most of your sales force is key to success, but are they an integrated part of your business or do they seem like an independent organisation sometimes?

Bryan Foss will introduce some best practice strategies and examples for the integration of key account management practices with other channels including contact centre and web self service, supporting the sales force to achieve better results and an improved customer experience.

- **Best practice in key account management: what does it look like and where is it?**
- **How to justify and integrate your sales force, direct channels and systems – avoiding 'troubled' projects**
- **What data can help the sales force and what do they need to provide?**
- **The role of the board**

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The role of the sales force in creating customer experiences

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10e B2B Congres – 18 March 2008 – Hilton Antwerp

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Agenda

- A customer perspective ...
- Best practice in key account management: what does it look like and where is it?
- How to justify and integrate your sales force, direct channels and systems – avoiding 'troubled' projects
- What data can help the sales force and what do they need to provide?
- The role of the board

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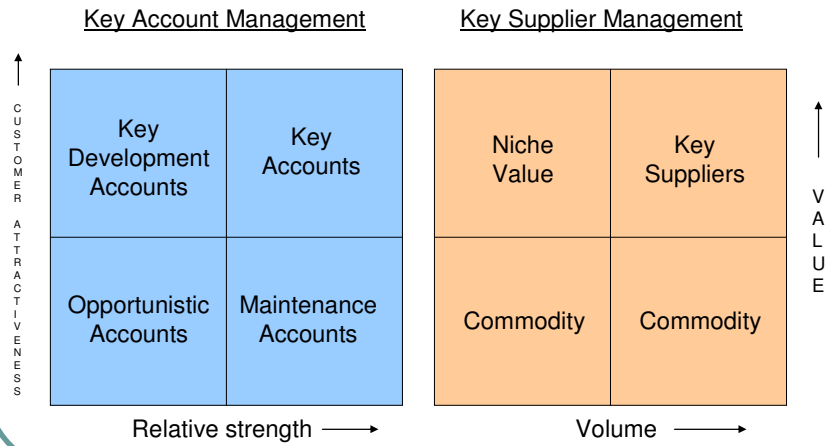
About me ...

- Current portfolio of B2B and B2C non-executive director and board advisory roles
- Primarily in financial services, but also in telco and across most other industries
- Previously a worldwide executive in IBM's banking division
- Strong background in marketing, KAM and technology deployment with many professional qualifications
- Co-author with Professor Merlin Stone of 6 related business books, often translated

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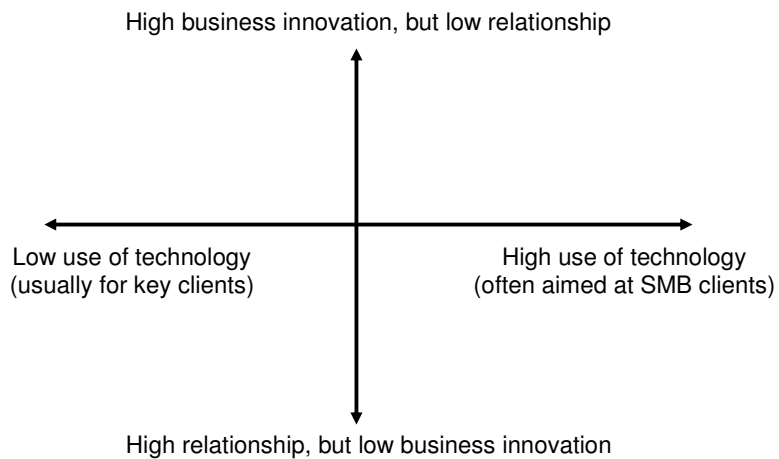
The buyer positions your company too



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The B2B customers perspective of Financial Services providers (similar in other industries?)



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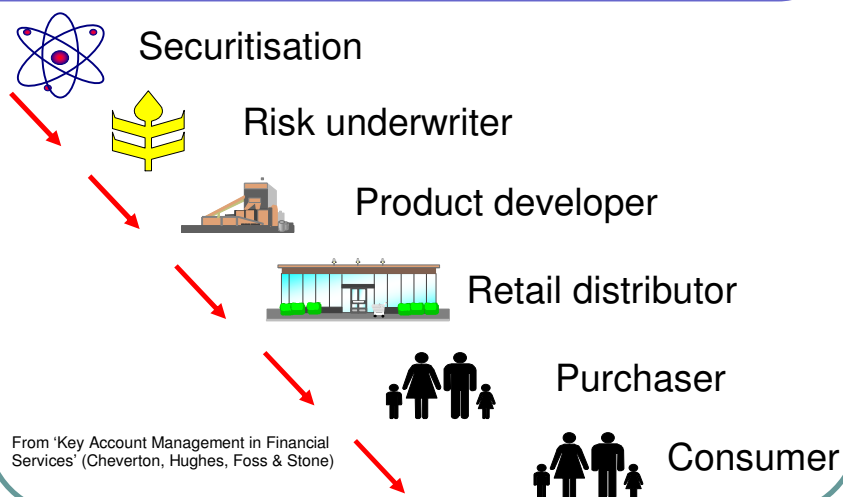
The company perspective: Primary business justification for KAM in most industries ...

- Growing revenue while maintaining or increasing profit percentage, through client retention, development and acquisition of similar 'good' clients
- Providing an exceptional customer experience across all sales and service contact points, including those provided by partners
- Ensuring regulatory compliance

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Understanding the complete value chain, including buyers & influencers, is critical for KAM

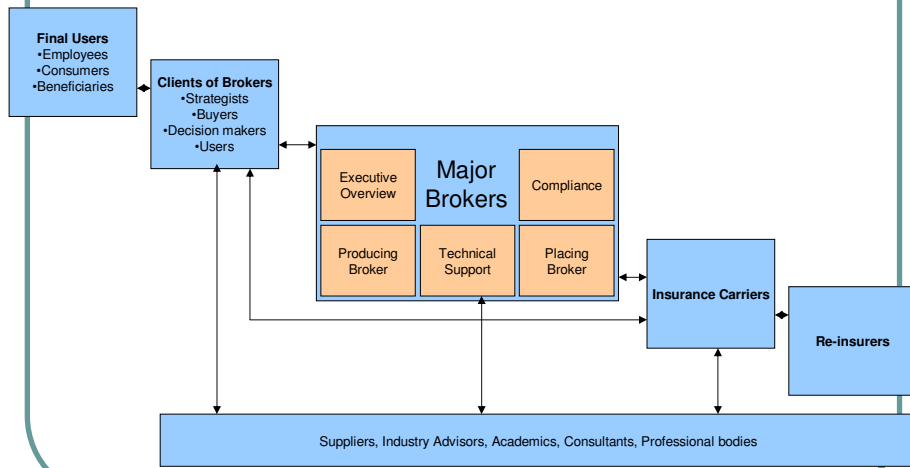


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The value chain – Commercial Insurance example

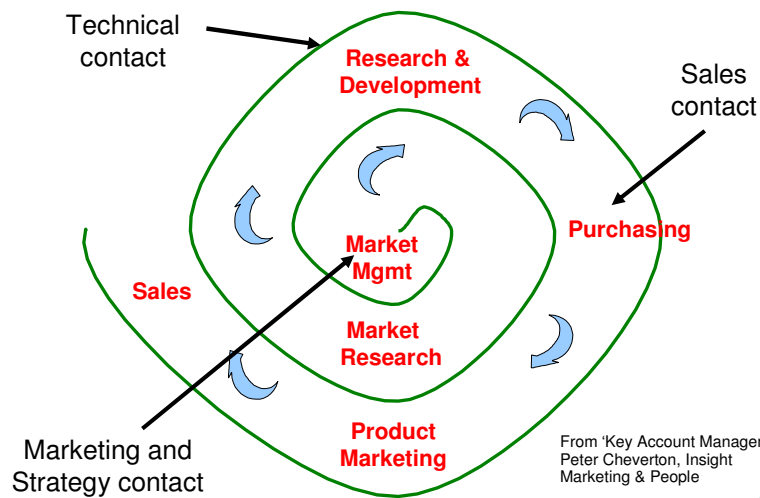
Note that they decided to draw the consumers on the left of the chart, so read right to left



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The 'Opportunity' Snail helps to understand and to influence internal decision making processes

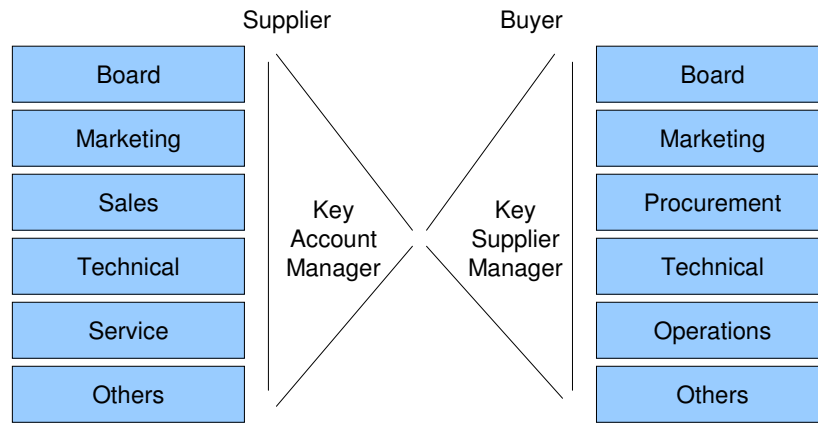


From 'Key Account Management'
Peter Cheverton, Insight
Marketing & People

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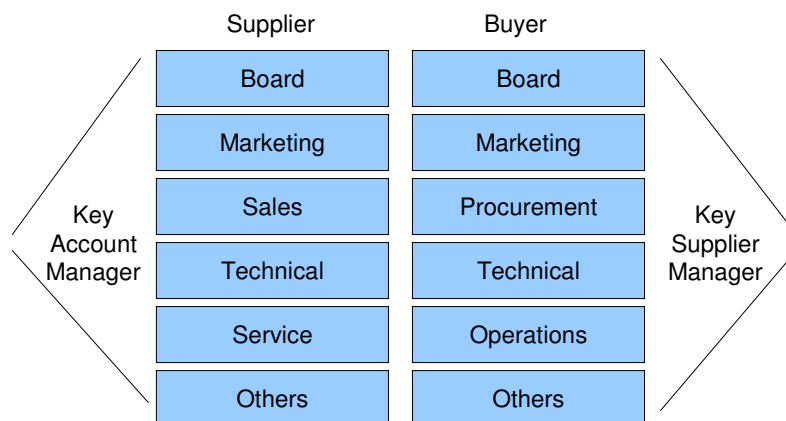
Partnership for delivery? – The traditional bow tie



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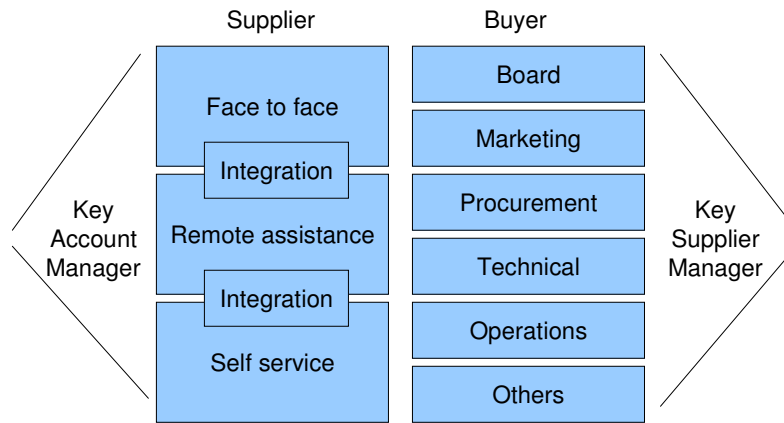
Partnership for delivery – The KAM diamond



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Partnership for delivery – Best Practice in Channel and Data management



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The good practice board drives towards these objectives through focus on ...

- Researching the 360 degree customer experience (and gaps) via clients and staff
- Focusing on core purpose and benefits
- Managing concurrent sales & service strategies for various client sizes (key accounts, SMB's and other segments)
- Managing direct and intermediated contact with customers, through an increasing variety of channels including B2B email, self-service, call centre etc
- Managing substantial concurrent change of channels, staff and systems including the continuous deployment of innovation, requiring strong change governance

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Executive management requires practical approaches to achieve these capabilities ...

- New insights into the customers perspective of benefits and experience, achieved rapidly at low cost and ongoing. A customer-facing staff perspective completes the 360 degree view
- An evidence-based statement (rapid audit) of current and prioritised customer management capabilities versus business strategy
- Clear identification of gaps with prioritisation and value achieved by addressing these
- Staff aligned and motivated to transform organisation while delivering today's business performance

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Developing a world class 'Benefits led' operation with a 'joined up' customer experience

- Determine the customer's perspective of your organisations 'core purpose'
- Develop high level targets and measures that drive benefits through outcomes
- Almost certainly requires change from 'transaction' to 'case management' to achieve the outcomes and experience required by customers
- Avoid misleading transactional and sub-process measures – 'measure benefits to get better, or transactions to get busier'...
- Support incentive management processes with leading edge applications, such as Callidus Software
- Examples: UK Life Assurance company etc (B2B2C/E)

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Key account management is an essential capability to drive future profitability

- Determine key accounts and others
- Refocus resources towards profitability
- Increase productivity of support to KAM and non key accounts with channel and systems support, especially self-service
- Focus on retention and profit growth, not only on new relationship sales
- Develop alliances for access and servicing of appropriate market segments
- Example: Concep Global (B2B e-marketing)

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Making the most of innovation ...

- Identifying innovation
 - from need (clients and internal)
 - from available technology
- Trialling innovation
- Deploying innovation
- The closed learning loop is essential
- Good governance of continual change
- Example: Direct Line / Tesco (B2B2C)

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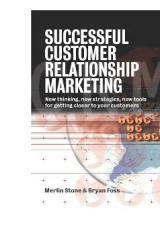
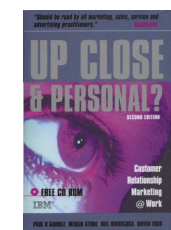
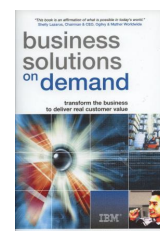
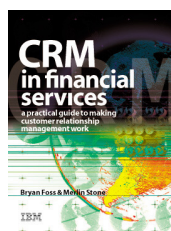
Some related publications and links

- Consumer Insight
- The Customer Management Scorecard
- Key Account Management in Financial Services
- Key Account Management and Global Account Management books
- Marketing Revolution
- CRM in Financial Services
- www.fossinitiatives.com see news page for links to articles etc
- www.thehaloworks.com for online benefits-led research of clients and staff
- www.customeressential.com Customer Navigator provides a rapid assessment of capability linked to downstream change
- www.conceptglobal.com for integrated B2B digital comms to KAMs and SMB's

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Summary and next steps ...

- Rapid and ongoing research of clients and staff. Identify desired benefits and biggest misalignments and gaps
- Assess current capabilities and opportunity to fill gaps to deliver a joined up customer experience across sales and service. Apply innovation where relevant
- Implement sound board-led governance for on-time & within budget programme deployment of innovation, leading to learning, feedback & continuous market advantage

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Appendix A

Customer experience article extracts

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Improving customer experience through key account management

- **Market segmentation:** Which are your current and future key accounts and will they see you as a key supplier? Which accounts contribute to revenue and profit but see your propositions as commodities and are unlikely to value additional efforts? Which segments and other client categories are there and how can they be serviced more efficiently to release resources towards key account and profit development?
- **What buyers and buyer types exist in key accounts?** Which roles and individuals are most influential in determining future market strategies and the suppliers that will assist in differentiation and value delivery? What are their growth and customer experience objectives within their business value chain? What external industry influencers are there that they seek guidance from? How are their procurement processes directed by their 'value add' business objectives?
- **Proposition:** How can customer knowledge be used to develop the right proposition and marketing, sales and service approaches? How can we best share this knowledge with the partner companies that help to deliver a consistent proposition? Where does the value lie and how can each partner be appropriately rewarded?
- **Customer experience:** How do customers see you core purpose versus their experiences? How can customer journey planning and customer experience be mapped and major gaps identified and filled? How is this achieved when working with distribution partners and complex channel mixes?
- **Measures, incentives and alignment:** What measures are appropriate to running the business and how can they best be identified via customer knowledge (e.g. affordable beneficial outcomes for key accounts). How can the executives create the environment for a sustained move from 'hero sales' to profitable key account management? What customer knowledge will they receive during this progress? How will the virtual key account team members (e.g. technical, administration, finance and pricing etc) gain access to the customer knowledge they require to carry out their sales support roles most effectively?

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