

Strategic Account Management Programme

Becoming an Entrepreneurial and Proactive Key Account Manager

As the initiator and protector of the relationship between their own firm and the customer, key account managers of major firms are facing new challenges because they now operate in a knowledge-intensive and innovative business environment. Customers expect these account managers to undertake new roles: they want to interact with key account managers who show solid leadership skills, challenge the way they view their own business and encourage their account team members to co-produce innovative business solutions with the customers. Such interactions are the foundation for viable long-term relationships between firms and their customers which in turn induce network effects in markets.

CEDEP's Strategic Account Management programme is intended to sharpen the participant's commercial mindset: key account managers are made aware that they could be more entrepreneurial, proactive and responsible in helping customers to come up with innovative solutions such that the customers themselves achieve a leadership position in their own or in new markets. By undertaking these innovative roles, account managers avoid being trapped into commodity magnet-based exchanges with buyers which tend to be mainly based on price discussions and merely give rise to capital destruction.

PROGRAMME DESCRIPTION

CEDEP's Strategic Account Management programme is a unique training programme in Europe and has already been used in numerous organizations. The training sessions are based on CEDEP case studies, role play, psychological tests and team simulations. During classes, participants from leading companies with a rich variety of business backgrounds share business experiences, which not only enrich their current business smarts but also enable them to come up with new creative business insights that can truly be applied to their own business practice. Using concepts from the fields of business economics, neuro-economics, network theory and knowledge based marketing; the programme comprises the following topics:

- **The fundamentals of strategic account management:** We explore several conceptual building blocks that are used during all classes: knowledge brokering, co-creating knowledge-based solutions, the meaning of the absorptive capacity of the firm for account management, staying ahead of the commodity magnet, principal-agency theory, cost of ownership, strategic account segmentation, evocation of network effects and path dependencies, creating customer lock-in through bundling of services and the role of reputation management and thought leadership.

PRACTICAL INFORMATION

The programme runs for 3.5 consecutive days.

NEXT DATES:
Autumn 2010 (dates to be defined)

COSTS:
€2,875 excluding board
Full board is €165 per day

WHO SHOULD ENROLL?

- The programme is intended for**
- Marketing and sales executives
 - Commercial managers
 - Experienced senior account managers

If you have any doubts in answering any of the questions below, then CEDEP's Strategic Account Management programme is the right choice for you and your organisation:

- Do you have doubts about your exact function as key account manager?
- Do you have networks which are not effective in achieving more sales leads?
- Do people within the customer organization prefer to have deeper conversations with some of your colleagues rather than with you?
- Do you ever experience anxiety when confronting customers about pointing issues?
- Do you feel that you have a low impact in your own organization?
- Do you feel that customers are not discussing important issues with you?
- Do you feel that the least important customers are using up most of your energy?
- Do you recognize that your customers always focus on price issues?
- When you lose an account do you sometimes have no clue why you lost it?
- Do customers only want to have contact with you for proposal requests?
- Is cross selling difficult to achieve by customers?
- Do you realize that important people within the customer organization are never present during strategic account meetings with customers?

- **Shaping Selling:** Besides solving current customer needs, successful managers must also be capable of recognizing latent needs during conversations with the customer and reframing the customer's view of the world. By shaping customers' minds, key account managers can, via the customer, influence people to undertake innovative projects which are mutually beneficial to both supplier and customer and which provoke network and path dependency effects in the industry. Using role play, participants learn how to practice shaping-selling.
- **Aligning Buying centers:** Companies do not buy, but people do. Those people involved in the buying process are members of the customer's buyer centre which stretch far beyond the boundaries of the customer's firm. Participants learn to identify members of the buying centre, gauge their stakes and roles in the buying process and come up with coalition strategies to align them in ways that allow innovative solutions to be co-produced. Using the case method, participants develop account strategies which facilitate the alignment of buying centres' members.
- **Thought leadership building in knowledge-intensive markets:** Being perceived as a thought leader in a market or industry is the standard which customers use to select their preferred suppliers. Thought leadership is achieved through intense knowledge brokering and by being thought leaders, key account managers can better shape customers as they seek to validate their intuitions and insights; hence attaining a trusted advisory position. Participants learn to develop strategies that raise their reputation within their industry.
- **Effective networking:** Via social networks key account managers source knowledge about their industry. Participants will learn to build both concrete and virtual networks inside and outside their firm. Based upon insights from psychology and network theory they learn how to develop social networks. In addition, key account managers are taught how to engage customers in inspiring conversations as well as how to build confidential relationships with members of the buying centre.
- **Sales call anxiety and embarrassment:** Key account managers ought to be able to confront customers with important yet embarrassing issues (e.g., opportunism during projects) or ask penetrating questions (e.g., explicitation of goals within a relationship). Based upon recent developments in the areas of neuro-science and positive psychology, strategies for managing and self-regulating one's own and customers' emotions will be presented so that key account managers achieve mutual goals with customers.
- **Managing account teams effectively:** One of the major challenges of key account managers is to display leadership inside the organizations towards their own colleagues who work in different departments and possess their own thought worlds. There will be a discussion on strategies for building internal reputations and forming account teams which enable the implementation of the innovative ideas that have emerged during interactions with customers. Incentive systems which arouse account teams to excel and achieve common goals will also be discussed.
- **Curious leadership:** In knowledge-intensive business environments, account managers ought to know who they are and how to shape themselves so as to achieve thought leadership and respect during interactions with the customer. Based upon recent developments of neurosciences we will explore what curious leadership is. In addition we will explore the role of physical and mental fitness.

FOR MORE INFORMATION

Email Kate Chauvire at: chauvire@cedep.fr

ABOUT THE FACULTY

Willem Verbeke is professor of Sales and Account Management at Erasmus University Rotterdam. Prof. Verbeke is a highly respected speaker and trainer, offering a clarifying and innovative look in the fields of sales and account management.

He has published in a large number of renowned national and international academic journals, such as *The Journal of Marketing*, *Journal of Organization Behavior* and *The Journal of Applied Psychology*.

He has also published several books, including *"I sell, therefore I exist"*, *"I network, therefore I exist"*, *"Adaptive and strategic account management"*, *"The successful shaping of key accounts"* and *"The selling of knowledge"*.

Prof. Verbeke studied Philosophy at the Rijks University of Ghent (Belgium) after which he completed a Ph.D in Educational Psychology at the University of Pennsylvania in Philadelphia. He also studied at Harvard University and the University of Michigan.

Strategic Account Management Programme

Day 1	
Welcome and tour of the buildings	08.30 – 09.30
Introduction by Professor W. Verbeke	09.30 – 10.00
Coffee break	10.00 – 10.15
The essence of Strategic Account Management	10.15 – 12.30
Lunch	12.30 – 14.00
How to practice Shaping Selling successfully?	14.00 – 15.15
Break	15.15 – 15.30
The commodity magnet case	15.30 – 17.00
Feedback session workgroups	17.00 – 17.45
Wrap-up session and intro to Buying Centres	17.45 – 18.30
Dinner	20.00
Day 2	
Buying centers: Companies do not buy, people do!	08.30 – 10.00
Coffee break	10.15 – 10.30
Workgroup sessions on Buying Centres	10.30 – 12.00
Simulation of the workgroup sessions	12.00 – 12.30
Lunch	12.30 – 14.00
Linking Performance and Reputation Management	14.00 – 15.15
Break	15.15 – 15.30
McKinsey case	15.30 – 16.00
Building relationships and networks successfully	16.00 – 17.30
Wrap-up and introduction to networks	17.30 – 18.30
Building mind power through sports	18.30 – 20.00
Dinner	20.00
Day 3	
Developing your EQ: emotions, motivations and coaching styles	08.30 – 10.00
Coffee break	10.00 – 10.15
How to manage stress and self regulate emotions?	10.15 – 11.30
Coaching successfully account teams	11.30 – 12.30
Lunch and sports	12.30 – 14.00
Walk in forest: Rethinking managing teams effectively	14.00 – 15.15
Break	15.15 – 15.30
Leadership and incentives case	15.30 – 16.00
Discovering your leadership style	16.00 – 17.00
Wrap-up of personal detailed coaching style	17.00 – 18.00
Dinner	20.00
Day 4	
Connecting neurology with successful management	08.30 – 09.30
Practice what is preached: What to bring home and use asap?	09.30 – 10.00
Coffee break	10.00 – 10.15
Individual and group feedback	10.15 – 11.30
Take home value and wrap-up	11.30 – 12.30
Lunch and Group picture	12.30 – 14.00
End Strategic Account Management Programme	14.00