

Discussion group outputs

NB: Discussions are captured in terms of notes on flipcharts made during the session. They should remind you of what was said if you were there, and give you some idea of what was discussed if you weren't, but it's not the same!

'Frameworks for GAM': Professor George Yip

Questions

1. What examples of positive developments and outcomes have you seen as a result of moving to a GAM approach?
2. What are the main organisational blockages encountered in GAM, on both sides?
3. What can you do about countries/regions in your company who don't support a global key account because it's not important enough in their area?

1. What examples of positive developments and outcomes have you seen as a result of moving to a GAM approach?

- Standardisation of organisation (e.g. multibrand to single brand, consultants, quality, prices, specifications, resources, processes)
- Simplification >>> control
- But then additional flexibility
- Alignment – pulling in same direction, clear objective, mission.
- Co-creation
- Ability to differentiate from competition, but need to contact locally.
- Identity in market, more references

**Virtuous circle
of GAM
introduction**



1. What examples of positive developments and outcomes have you seen as a result of moving to a GAM approach?



But it's not easy....

- Where is the return? Doubt about receiving return leads to tension
- Question needs answering: is GAM to protect or grow?
- Why can't local teams do it? (lack of realism)
- GAM meets general resistance to change and conflicts of interest:
 - 'OK, but not now'
 - need to deal with country CEO KPIs
 - need buy-in to local contracts
 - reluctance to disturb profitable areas.
- Lack of involvement of non-sales functions problematic.

What do we need?

- **Top level** GAM champion and committee
- Top level pitch – GAM requires culture change to longer term initiatives.
- Other metrics to demonstrate progress – getting advance acceptance.
- Clear mandate.
- Leverage customer demand – show decline in business without GAM

2. What are the main organisational blockages encountered in GAM, on both sides? Group A



- Buy-in and competing views
- Resources
- Belief and understanding
- ExCo/CEO's tenure in job – generally less than four years.
- KPIs and reward systems/P&L
- Short-term versus long-term.
- Corporate changes breaks link
- place of GAM inside the organisation.
- Profile of the GAM

Blockages at customer

- Decision-making structure.
- Mergers and acquisitions
- People changes.
- Overpromising

2. What are the main organisational blockages encountered in GAM, on both sides? Group B



1. Country organisations are siloed – functions within country.
2. GAM versus country – responsibilities and accountabilities
3. Customer issues? Comparable challenge and service inconsistency.
4. Regulatory issues.
5. SLAs? - re country, global, MOA
6. Scaling and power: e.g. UK/US versus Germany
7. Customer readiness, different countries/regions.
8. Customer accountability versus customer service delivery - breakdown of responsibilities?
9. Role of GAM
10. Hunter versus (super) Farmer – work in tandem.
11. Roles: KAM + GAM? Conflict with responsibilities.
12. Justify a long-term gain of GAM?
13. Shareholder buy-in??
14. Short termism! Market volatility, customer consolidation – national and international.
15. Technological change, like digitalisation, social selling, inside sales.
16. Intercultural barriers
17. Compensation: Sales (basic + variable??) v GAM (basic + variable plus benefits to local organisation)

3. What can you do about countries/regions in your company who don't support a global key account because it's not important enough in their area?

- Reciprocity
- Regular meetings (building relationship)
- Network.
- Invest in local account manager
- Country involvement segmentation/selection.
- Manage 'war chest'



GAM attractions and challenges, IMI case study: Alistair Taylor



1. What are the areas a supplier may need to invest in to create a successfully GAM relationship with a target customer?
2. How might you expect a supplier's competitors to act if they see that supplier entering into GAM with an important customer?
3. What critical success defining skills must a Global Account Manager develop and demonstrate?

1. What are the areas a supplier may need to invest in to create a successfully GAM relationship with a target customer? Group A



Most important

1. Strategic customer selection plus customer needs workshop and research
2. Invest in KAM person (talent management); process; team rate cards.
3. Management buy in and time – executive sponsor (diamond relationship)
4. Technology: CRM – Salesforce? Membrain?
5. Project management, plus IT
6. Analyse go-to-market model and support
7. Travel budget to meet central and local customer organisations.
8. Repeat for own organisation.
9. External resources – consultants.
10. Developing balanced scorecard of metrics.
11. Be evangelical/advocate – internal workshops
12. Innovation to satisfy customer needs
13. Regular reviews with customers.
14. Invest in legal, regulatory, administration

1. What are the areas a supplier may need to invest in to create a successfully GAM relationship with a target customer? Group B



- Acquire deeper customer, market, competition insights (time, money...)
- Choose the level of investment (\$).
- Identify gaps and close them.
- Investments in:
 - equipment, facilities.
 - services, people.
 - warranted spare capacity.
- GAM-related training and coaching
- Planning capabilities (requires an agreement with the customer)

2. How might you expect a supplier's competitors to act if they see that supplier entering into GAM with an important customer?



Initially:

- Questioning it (ask the client)
- Follow/copy
- Nothing - see no need for a GAM approach
 - they already have a GAM programme in place

Respond:

- Local client – match with local price.
- Global client but without GAM approach.
- Lower price.
- Walk away.
- Competitors join forces
- New strategic direction – differentiate, specialise.
- Partner up with third parties.
- Steal your GAM!!

3. What critical success defining skills must a Global Account Manager develop and demonstrate?



1. Industry/segment/customer knowledge.
2. Flexible/adaptable communication set.
 - Csuite to shopfloor.
 - Cultural – Flex
 - Build/maintain relationships to influence.
3. Strategic mindset – customer and vendor mindset.
4. Courage!
5. Pioneer: pilot/test and learn, innovate.
6. Leadership
7. Customer-focused >> prioritisation/multidimensional
8. Commercial: IT, negotiation, ROI, mutual values