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Key Account Teams

The road to success

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Key Account Teams – The road to success

Agenda

ABB

The ‘lone wolf’ key account manager versus the KA team

Identifying KAM tasks for the team

Building the team

Challenges of international teams

Conclusion

ABB

ABBs Portfolio

Utilities



- Substation and electrification
- Micro grids
- Network management
- Integration of wind parks
- Power consulting

Industry



- Products and solutions for industrial automation
- Process control technology
- Measuring and analysis technology
- Robotics
- Drive and control technology
- Motors and generators

Transport & Infrastructure



- Smart home / smart building
- Charging infrastructure for electric vehicles
- Electrification trains
- Electrification drives
- Software solutions for ships

Bundling of all products and solutions in our digital offerings

The 'lone wolf' key account manager versus the KA team

The lone wolf

One Man Band



- Has been on the job for a while
- Loves to deal with local customers
- Knows it all
- Does not rely on anybody
- (Thinks) He can successfully address any level at the customer

The 'lone wolf' key account manager versus the KA team

The KA Team

Orchestra



- Multiple people
- One person to conduct the team
- Individual tasks
- Every team member equally important
- A common target

Identifying KAM tasks for the team

General

Orchestra



- Tasks
 - The team member perform various tasks
 - Depending on the task at hand the setup may change
- Reporting structure
 - Rarely all team members report to the same manager
 - The team leader has to provide leadership across organizational groups

Identifying KAM tasks for the team

On site Sales

The person on site

Main local customer interface

Tasks include:

- Maintain relationship with the customer
- Unearthing new opportunities
- Ensure regular business performs without hick-ups
- Customer question handling
- Crisis handling

Interfacing with:

- User
- Strategic Sourcing



Identifying KAM tasks for the team

Support

Commercial



Commercial Customer Interface

Tasks include:

- Order entry
- Lead times
- Logistical support
- Billing

Interfacing with:

- Buyer
- Logistics

Identifying KAM tasks for the team

Support

Technical

Technical customer interface

Technical support:

- During design phase
- For product upgrades
- During times of trouble

Interfacing with:

- User
- Technical experts
- Quality department



Identifying KAM tasks for the team

(Global) Key Account Manager

Conductor

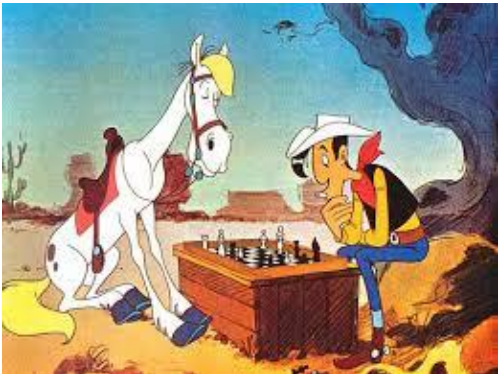
Main customer management interface

Responsible for:

- Internal and external Management contacts
- Customer strategy
- Orchestration of resources

Interfacing with:

- VP and C-level



Identifying KAM tasks for the team

Other Funktionen

Include as needed



Legal

R&D

Quality

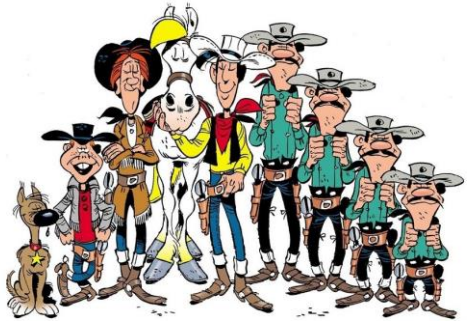
Manufacturing

External Channel Partners

Building the team

Locally

Build a team



Include all disciplines

Treat everybody equal

Have regular team meetings across disciplines

Make sure everybody feels as part of the team

Challenges of an international team

How difficult is it?

Global teams



Advantages:

- Local presence of team members
- No timezone issues
- Cultural differences are covered

Challenges:

- Physical distance
- Make everybody feel part of the team
- Time zone differences

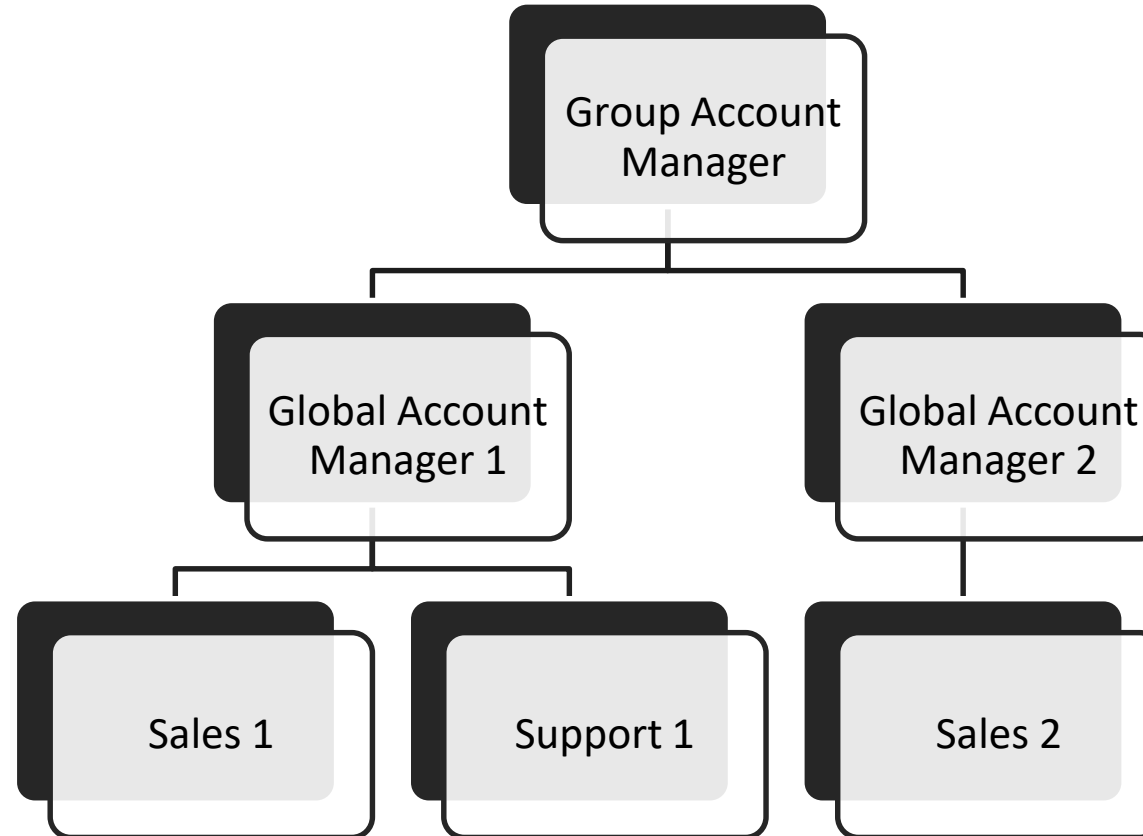
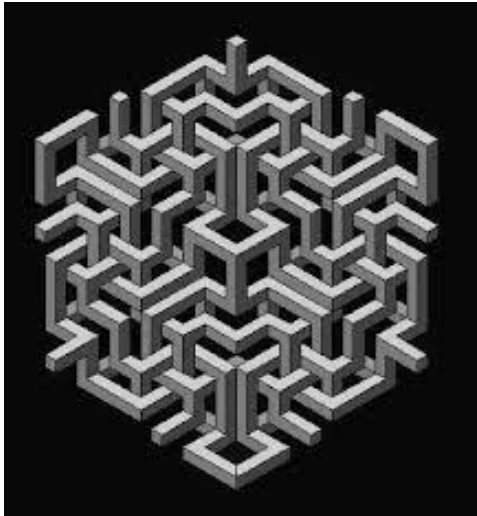
Suggestion:

- Regular international meeting
- Make use of modern technology (Video Conference, Skype)
- Apply CRM tools

Challenges of an international team in large companies

Multi layer global account teams

Complex structure



Conclusion

What is to it?

- Lone wolfs can usually only handle smaller customers
- Key Account Teams are more likely to be successful in the long run
- Key Account Teams have challenges

Question

What is your biggest challenge in your account team?

ABB