

# KAM in the Coronacrisis

Adaptation is  
compulsory, denial is  
not an answer!

24<sup>th</sup> April 2020



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Key Account Management

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# Sharing their experience today

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## **NICOLA BONI**

Key Account Program Manager, Bonfiglioli Riduttori S.p.A. Dr.Ing. elettromeccanic, Bologna University, MBA

25+ years of international sales in different industrial markets from Machine Tools to Power Transmission. With Bonfiglioli Riduttori since 2008 (large manufacturer of gearboxes, gearmotors and systems for power transmission). Previously French branch General Manager, now responsible for and leading the new Key and Global Account Management program in Bonfiglioli's Industrial Business Unit



## **DOMINYKAS CIBULSKAS**

Partner for Customer Care, Key Account Management, General Management at SIA ZB, Master degree in International Trade.

20 years of practice in KAM and Sales in FMCG, Pharma & Food in the Baltic states, from Key Account Manager to General Manager.

Also Sales, KAM and Management consultant advising other companies. Passionate KAM practitioner and supporter.



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# Individual and organisational crisis

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**1. Human/health crisis**

**2. Economic crisis**



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# 1. Human/health crisis

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- Follow government requirements
- Reduce live contacts with employees, colleagues, customers down to 0
- Switch to remote management and meetings via phone, PC, social networks or any other tools
- What can't be done remotely, most probably can be done later
- **The priority is human life**, business will follow.



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# Working from home

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- Working from home has not been normal for most people, be sensitive to the issues.
- For people with small children and no dedicated workspace it can be particularly stressful – make allowances (including for yourself!)
- Some people will feel exposed without the authority of the office environment around them
- Videoconferencing intrudes into your customer's private space - be tactful and not over-familiar
- You may be madly busy - or not - but build a structure to your day
- Stay professional, wear smart casual clothes, don't work in your pyjamas!
- **What do we need to change if working this way going to be the new normal?**

Define some fixed appointments – the situation is changing daily so also solutions and problems may vary daily

E.g. With some KAs we have 30 minutes meeting every 2 days, so we can inform them about production updates worldwide, discuss current portfolio and deliveries, business continuity

Social media have also increased their importance – companies' senior management should communicate internally and to clients.

A KAM should be close to his/her KA to explain these communications (to avoid misunderstanding or panic! and give feed back to senior management)



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# Bonfiglioli example

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We defined internally an “emergency virtual room”.

Every 2<sup>nd</sup> day, every branch/plant worldwide gives an update about their local situation.

So the information is available for everybody, certified and uniform.



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# An end to globalisation? Maybe not

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Especially for global companies (both supplier or KA), explore possible solutions via global production/needs.

Example: During the first phase of Chinese pandemic we decided together with a global customer to serve their Chinese operation from Europe.

Now it is vice versa, we serve Europe from Asian plants. In the emergency cost became of secondary importance.





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# Additive example

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We work in very different sectors (from pharma to food and etc.. ). Not all of them are “strategic “, therefore for some of them - according to government rules - we can’t produce.

But for all the others, we can, so we asked all our KAs worldwide to send us a letter so we can continue production and give them priority in our production planning.

Communicate and work out how to cooperate with your KAs



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# Dealing with financial issues

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Some suppliers are critical for our business and therefore we need to “protect” them from possible financial issues due to the crisis. So we confirm all the payments.

But we are also a critical and strategic partner for our KAs. We communicated to them that we will not consider payment delay or postponement: 99% of our KAs understand it and accept it.

In this way we keep focused on business continuity (also ours) but we are not speculating or taking advantage of the situation.

With the few customers where we have issues, we discuss and agree about the reasons and solutions.



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# What happens now?

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Key Account Managers play pivotal roles in securing smooth business operation in a crisis period.

You control an important part of your company's business and much depends on you to help your company and your customer cope with the difficulties.

Congratulations on coping daily with new challenges!

**Adaptation is compulsory, denial is not an answer!**



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# What happens now?

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Question?

Comments?



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# More webinars!

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## 'First Friday' webinars for AKAM members

15 <sup>th</sup> May	The meaning of trust in KAM	Dominykas Ciblulskas SIA ZB
5 <sup>th</sup> June	Value-based pricing	Richard Ilsley & Kedar Gharpure
3 <sup>rd</sup> July	Strategic account plans	Steve Sweeney, 212 degrees
4 <sup>th</sup> September	Leading in a virtual work space	Dr Colin Hughes, TUD

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