

Case Study: Key Account Management



Client/ Company: A semiconductor solutions media company

Highest Level of Engagement: Senior Director, Europe, Middle East and Africa (EMEA) region

Countries: UK, Japan, USA

Challenge: This semiconductor solutions media company key account managers (KAMs) needed to be more effective for their organisation to become high performing. Some had been employees for a number of years and others were newly recruited. The team was stale and needed new innovation and skills. Their whole key account team was unable to maximise its full potential with clients and was selling products and services too quickly instead of asking more questions to maximise the sale; throughout the sales process too many assumptions were made that had previously cost the company \$ 15 m per year in lost revenue. The company needed to change this way of working and become high performing in order to retain a competitive advantage. The Gerlach Group was engaged to carry out the following:

Actions:

- Interviewed and assessed the KAMs as well as their managers; managers were overloaded with paperwork instead of supporting their KAMs. Rolled out several KAM programmes, together with intensive coaching sessions and provided relevant solutions to reduce paperwork
- Created a Thought Leadership programme that the company was able to run themselves by sharing good practices and high performance initiatives from other divisions; senior management teams quickly bought into this programme so that support was from the highest level
- Updated old processes and implemented new processes

Results:



- KAMs were able to identify and influence decision-making units within their accounts more effectively, started account review meetings within the teams and discussed best entry and penetration strategies for greater success and high performance outcomes
- Paperwork for KAMs was dramatically reduced after assessments had taken place
- An organisational restructure took place with some people leaving the company. This provided an opportunity to renew the workforce with more highly skilled team players in order to establish a high performance organisational culture and workforce for ongoing future success

About 'The Gerlach Group'

The Gerlach Group specialises in building and developing high performance cultures in organisations worldwide.

If you want something that you have never had in your organisation, then you've got to do something you've never done*.

Find out exactly what The Gerlach Group can bring to your organisation.

Contact our head office now on +44 (0) 20 8668 2000 or email us at [info \(at\) TheGerlachGroup.com](mailto:info@TheGerlachGroup.com) for a **free, no obligation** 30 minute consultation about your needs.

Companies we've worked with



To learn more about The Gerlach Group, visit us at

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*Adapted from Thomas Jefferson