

leap2market Executive and Sales Training

Module #1: European Account Management Training Course

Outline of Contents

Day 1

1. Doing business in Europe

- The EU versus the various local markets in Europe
- Commonalities and the differences among the national business cultures
- The importance of local relationships, the importance of people, do you have the right resources to be successful in Europe?
- How Europeans view the suppliers from different countries
- Go-to-market strategies
- Critical success factors for a successful execution

2. Preparation for strategy and execution plans

- Accurate market intelligence
 - Who are your end customers?
 - What are they buying, what is the “total product”?
 - What is the competition, what is the pricing?
 - What are the volumes, market sizes?
 - What is the distribution pattern? Who are the important players in the distribution chain?
 - What suppliers are they currently favoring?
 - What are the key selection criteria of end users and of the different parties in the distribution chain?
- How can you stand out of the supplier crowd, and what is your compelling value proposition?
- Identify the gaps between your current (“as is”) capabilities and your required (“to be”) capabilities
 - Your strategy and execution plan need to provide an answer to how these gaps are bridged

3. Management of key European client accounts – general

- What is a key account to you?
- How are key accounts normally managed in Europe, and what are the expectations of European clients?
 - Account management
 - Project management
 - Service management
 - Value based sales and responsiveness
 - Politics
- Some distinctive European procurement decision patterns
 - Formality
 - Teamwork with specific roles and responsibilities
 - Prequalification, RFI's, RFP's, selection, contract negotiation
- How do you create initial client interest and confidence?
 - Know the client business, organization and their key business drivers
 - Know the industry a bit better than they do
 - Have a compelling value proposition + evidence to support it
 - Show your professionalism and that you are a partner they are comfortable to do long term business with

3A. Case exercise

- An optional item for the evening of day 1, to apply some of the key day 1 material in the practical framework of the trainees. This can be centered on item 2 above (strategy and execution plan for Europe) or on item 3 (e.g. discussing some specific client account case, and how to deal with it).

Day 2

4. Specific sales processes and techniques

- Collect client information
- Assess the opportunity
- Set the competitive strategy
- Identify the key players - politics
- Define the relationship strategy – power map
- Opportunity plan
- Testing and improving your opportunity plan
- Sales process management
- The importance of a common company framework for planning and coordinating the work in key client accounts, especially when you are targeting an overseas territory
- The importance of good planning and patience when you are operating in Europe

5. Apply the lessons learned – breakout sessions (including presentations and discussion)

6. Conclusion

- Summary
- Questions related to the course
- Feedback about the course