

## **C**lient

A motor vehicle equipment manufacturer

- ✓ €700m of turnover
- ✓ 3 business units
- ✓ Active in 4 countries

## **C**ontext

- Sales and marketing pipe too weak to achieve the objectives set;
- Mixed positions according to client and country;
- Varied product packages according to the country;
- Poor cooperation between countries and between BUs;
- No clearly defined sales and marketing objectives.

## **O**bjectives

- To define strategies by strategic account;
- To get a clear view of strategic clients' backgrounds;
- To anticipate short/medium term developments for strategic clients;
- To allocate the necessary resources;
- To define operating principles between sales, engineering and production.

## **P**rojet content

- Drawing up of account plans with Key Account Managers and presenting them to the Management Committee:
  - ✓ Assessing the competitive position
  - ✓ Defining potential by account
  - ✓ Defining necessary investments
- Defining tools to prioritise strategic accounts;
- Making people familiar with the new organisation (in-house and external);
- Exchange of best practices between the Key Account Managers and the various countries and BUs;
- Workshops involving the various departments (sales, engineering, programme management) to define interaction and key information.

## **R**esults

- Assessment of level of investment required (commercial and industrial) to achieve the target turnover;
- Definition of an action plan by account;
- Selecting priority deals;
- Creating a team spirit among account managers.