



Key Customer Manager Model

Key Customer Manager Model Overview

The following slides provide an overview of Bord Bia's Key Customer Management model

It gives you a summary of the key roles that a customer manager should be doing to be great in role

It has been designed to be used as a quick check list in conjunction with the KCM interactive Guidebook supplied by Bord Bia

Introducing the key customer management model

We have created a key customer management model drawing on international leading thinking, to enable you to navigate the different aspects of the role and what you should focus on i.e. ‘what a key customer manager should be doing in role everyday and what key behaviours are needed?’

Read through the following pages to see an overview of each area of the Key Customer Management model. Use the check list to see what you are currently doing in role.



Customer at the Heart



- 1** Drives business growth by focusing on their customer needs and incorporates these into internal plans & strategy
- 2** Champions the customer and their needs across the organisation
- 3** Looks to leverage opportunities in order to drive category value, better returns and quality growth
- 4** Engages colleagues in their customer agenda and its importance to business success



Customer Understanding



- 1 Seeks to understand the overall context & environment in which the customer operates
- 2 Invests in understanding the customer's overall strategy and operations across all formats
- 3 Leverages formal and informal networks and processes to develop a holistic view of the customer
- 4 Shares customer understanding and ensures customer language is understood across their business
- 5 Is future focussed - having the ability to predict customer needs using insight & foresight and having a strong opinion on where they are going



Trusted Partnerships



- 1 Identifies key influencers in their customer's organisation 
- 2 Leverages valuable insights into personal & commercial ambitions
- 3 Uses knowledge of the customer to drive engagement, whilst always being responsive and collaborative
- 4 Delivers incremental value by offering insight and new thinking within their category and the market, to help shape a successful future for the customer



Prepare to Engage



- 1 Gathers and understands the inputs required for an effective customer plan, including being responsive to customer needs 
- 2 Sets the long term customer strategy and makes choices to support and capture growth
- 3 Develops an aligned plan that meets business targets
- 4 Able to adjust plans based on in-market performance and financial analytics
- 5 Proactively shares customer plans internally to gain alignment and updates the business accordingly

Engage



- 1** Creates compelling selling stories that are new and interesting; including category-focussed insights and facts that challenge customer's thinking 
- 2** Influences the customer by understanding needs and articulating benefits, value propositions and business solutions in simple but compelling ways
- 3** Prepares for negotiations, anticipating changes in direction and challenges. Gets internal alignment before engaging the customer
- 4** Uses sales techniques and strategies to narrow differences and reach beneficial sales agreement and commitment
- 5** Demonstrates resilience and creativity during negotiations to quickly achieve successful outcomes

Excellent Execution



- 1 Prioritises activities and aligns internal and external resources behind the customer plan
- 2 Proactively and effectively forecasts demand
- 3 Tracks and analyses plans and is able to adjust them based on in-market and financial performance
- 4 Efficiently and effectively completes key customer management administration



Key behaviours needed as a key customer manager

BE CONSISTENT

Everything you do, say and think should be consistent. The messages you're sending out, the actions you take, should all be in total alignment with who you are and what you do.

BE COMPETENT

Become an expert in your customer - someone that deeply understands their business, with the ability to analyse the challenges, develop potential solutions and make it happen. Be confident in your capabilities so people know you are the one they can count on.

BE SINCERE

Being sincere means you don't say everything you think, but you mean everything you say. It requires commitment and dedication and the willingness to be steadfast - no matter what

BE ACCOUNTABLE

You must be accountable for your decisions and actions. When you make a mistake, own up to it and take steps to correct the error. When you aren't sure, say so.

BE DETERMINED

Your credibility grows when you are determined in delivering against mutual commitments to success.

BE TRUSTWORTHY

You build trust when you co-operate and share resources and you act with honesty and integrity. You must be authentic and open to input and feedback, using inclusive language to meet your commitments. Trust is difficult to build, but very easy to destroy.

BE RESPECTFUL

Treat everyone with respect - not because you expect something, but because you know they deserve it.