



CLIENT STORY | DESIGN & IMPLEMENTATION OF KEY ACCOUNT MANAGEMENT PROCESSES FOR A CLIENT

Region :
INDIA

Consulting Services :
PERFORMANCE IMPROVEMENT, KEY ACCOUNT MANAGEMENT, IMPLEMENTATION

CLIENT SITUATION

- The client is one of the largest float glass manufacturers in India with market leadership in the Automotive Glass segment. The client is also present in the Architectural Glass segment with a limited market share (not in the top 3)
- The client is keen on achieving market leadership in the Architectural Glass segment as well and was looking to review the business strategy and enable the organization for the various businesses serving the architectural glass segment

OUR APPROACH

- Avalon started by identifying the market opportunity and defining a new roadmap to growth for the Architectural segment business. The market mapping focussed on a number of aspects such as product portfolio, competition, dealer network, pricing, demand centres, key influencers, schemes and promotions, among others
- Key Account Management (KAM) was identified as critical lever to boost growth
- Interviews with the sales organisation revealed a number of internal issues and the low gearing of the team to capitalize on the opportunity identified – overlapping of roles, focus on quick wins, end of month order bunching and absence of periodic sales reviews
- Avalon addressed this issue by designing structured KAM processes to realign and gear the sales team towards the organisation's goals
- We were also instrumental in defining the team structure including the reporting structure, roles and JDs, identifying and allocating the key accounts, data capture templates, SOPs and performance metrics
- Avalon supported the client for recruitment to fill the organisational gaps, training of the team on the processes and to ensure the availability of key enablers for KAM viz. IT systems, team and organizational alignment
- Periodic reviews were conducted in various areas – daily and weekly process reviews, supply chain reviews to highlight key potential bottle necks and develop supply chain solutions for issues identified and finally overall fortnightly progress reviews of the expected vs. actual scenario with senior management

OUR RECOMMENDATION/ IMPACT

- A comprehensive Key Account Management (KAM) system was designed by Avalon to effectively equip the client to achieve its goals
- Avalon has been closely involved in implementing KAM within the client organisation to ensure the process translates into tangible success in terms of sales growth and market share gain