

STRATEGIC ACCOUNT PLAN - EXAMPLE FOR WORKSHOP

Account Business Name:		London Rail and Freight (LRF)		Years as Account:	30
Key Account Contact:		Fred Williams		Telephone:	65 2 8831 3516
Share of Account's Business (%):		90%		Market Sector:	Transport
Account Status (highlight)	Transactional	Relationship	Technical	Partner	
YTD Gross Sales:	£ 4,800,000	Last Year's Gross Sales:	£ 3,490,000	Potential Sales Value:	£2,200,000
Industry Trend (highlight)	Growth		Mature		Decline
Key Account Manager:		James Hodsworth		Date Updated:	31 st March 2016

1. Current Account Relationships

Name (Title)	Buying Style	Status	Our knowledge of this person	Regular Contacts in Your Team
Fred Williams (Principal Engineer)	Decision maker	Neutral Ø	Fred knows all of our key personnel. Fred recently visited our factory and was given a tour by our product manager. We still have several issues outstanding with Fred including the D29 concession. Fred works at the head office.	Stan
Warwick (Electrical Engineer)	Recommender	Advocate +	Warwick knows most of our key people from customer service. Warwick is seen by many people as Fred's right hand man. Suppliers for electric compounds go through Warwick first, and then he takes the proposal to Fred. Warwick works out of the LRF Redbank workshops.	Rob
George (Senior Procurement Manager)	Gate keeper	Adversary —	In my short time in the London office, purely because of a timing issue I have not yet met George. However, we have spoken several times. Boris has met with George over the last few years. He sees us just as a supplier of resin conductors and can't see the value in what we provide. He would need permission from Fred to change suppliers. More work required on ROI, he is too focussed on quick operational savings. George works out of LRF in London.	Mary
Styles: Decision-Maker, Recommender, Influencer, Gate-Keeper or end user Status: + advocate for LRF Ø neutral - negative				

2. Account's Business: Briefly describe the Account's business, describe our overall connection with their business. (Including which divisions they work with)

London Rail and Freight is a 2 Billion £GBR a year business and is one of the UK's largest and most modern transport providers. Waterloo Motor Group have been associated with LRF for many years and they currently see Waterloo as their number 1 supplier of Teflon brakes and associated products.

We supply brakes, new brake holders, contactor parts and refurbishment of holders. Our main competitive advantage with LRF is our technical resource and support. To increase our share of this business we need to build personal relationships within their organization, not only with the decision maker, Fred Williams but with the procurement and technical departments.

3. Account's Business Needs: What do they want from us? What are their business priorities? What is their market position? Who are their main competitors?

They want suppliers to supply products that reduce the risk of machine failures which will have the knock on effect of real cost savings. They are always looking at ways of reducing risks and are always keen to listen about new products that we have. They have recently bought a major Irish transport company called, IRG so I believe that their focus over the next few years will be to make changes and improvements to this fleet and bring it up to the standard of the London fleet.

We need to be in a position to help them; we can support this project from our London office commercially and technically and also provide hands on support through our Irish office.

4. Strategic Fit: Does the Account fit into our future strategy and how?

Our organisation is important strategically to LRF because:

Our products are more reliable than our competitors and are able to deliver increased reliability and consequently, cost savings. This is achieved each year through constant testing. As this account is mature they reward suppliers that are consistent with all agreed measures and DIFOT performance.

Also, it is difficult to source alternatives because of the high capital costs of the machinery needed to make conductors and the specialist knowledge and experience required.

This has allowed us to develop strategic meetings to discuss how our total value proposition helps LRF drive growth and reach their long term strategic goals. It also allows us to develop innovative ideas when we meet for our regular operational meetings.

5. What opportunities do we have with this Account to grow our products and services?

Although we can grow this business across all our product range, the biggest opportunity will be with safety brake clips. With LRF's acquisition of IRG, to win this business, they will require a big effort from our Manchester head office, the Leeds office and the London office. Communication, information gathering and sharing will be the key to our success, this is a great opportunity.

We currently don't supply brakes for the older machines, with these brakes they are currently bought through Stockman's under contract. We have very little business at the moment in this area, but with possible trials of our grades we could possibly increase sales by around 30%.

Again, this will require Leeds office to gather a lot of technical information. As I believe that the margin for brake clips may be low, we will need to make a commercial decision on whether we want this to work.

6. What do we need to implement with this Account to be differentiated from our competitors, beyond products and services?

Competitive Action:

LRF see Waterloo already as being different and at a higher level from the competition. However the key to continuing our relationship and to becoming a true partner, we need to be seen as having a full understanding of their business through all the changes that they are going through and that we have a holistic approach to their business. Our technical knowledge means that we can use the data collected to present a stronger ROI message than our competitor. We have the evidence, we just need to present it to them in their language.

Another key will be to have more regular contact with all departments, not just the decision maker. I would suggest maintaining contact with key people every 2 weeks and between 2 and 4 weeks with other people. This contact can be made either in person or via email.

One thing in our favour is that their key personnel already have a good relationship with our general manager, Boris Smith, and know that they are seen by Waterloo as an important client.

7. Current value Proposition: How does this account define value? How have we improved the account's results? How have we improved this accounts competitive position?

The solution provided to LRF significantly increased profitability within their transport department. This was achieved by **reducing operating costs of 6.5%** at their workshop. This allowed LRF to **increase by 3%** passenger numbers carried on their trains, due to fewer failures on the train network.

This operating efficiency was based on reducing daily orders **from 3 separate** areas within the workshop and **5 delivery points**, to **one** order to **one** location.

By using:

- Wider range of our specialty products
- speed to market on our new product lines
- our inventory management system
- pre-packaged carbon materials for efficiency
- changes to work flow based on our new ordering system

8. Responsibility and Timing: (For example, to establish and build relationships, to share expertise or insights)

Key Objective	Actions	By Whom	Account Team Members	Due Dates	Cost
Meeting with Boris	-Discuss findings of recent meetings with LRF personnel -Work out our strategy	James and Boris	Accounts team	End of June	£ 150
Meeting with London staff	-Make them aware of what we are doing and the importance of their roles – lunch meeting.	James Hodsworth	CEO - Henry	End of June	£ 450
Meeting with Waterloo Dublin office sales staff	-Presentation on strategic drivers within Irish transport system. Then dinner and show.	James Hodsworth	CEO - Henry	End of July	£ 865
Site Visit IRG/LRF in Dublin	-Possible presence of James and Boris at this meeting -Possible Power Point presentation	IRG manager, Boris and James	Tom and Mary	Mid August	£1,500
Joint planning with Their technical Team	-Share findings of Recent research project. -Develop 18 month on site project - verify benefit of LRF inventory management system	Technical team	Mary	September	£61,500
Increase passenger numbers	Present latest research on eMarketing in Rail transport	eMarketing team		Oct	\$150
Increase passenger numbers	Present new brake monitoring system & latest ROI data & case studies	Technical Team		Nov	\$150