

# Engaging Customer Supply Chain Management Strategies



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## The Engaging Customer Supply Chain Management Strategies™ (ECSC)

workshop is a one and one half-day learning experience designed to help sales teams understand the level at which the Supply Chain Management ‘game’ is being played in their accounts, and learn strategies and tactics to counter these powerful programs and processes.

Customer programs and processes such as these are explicitly designed to fragment your offering into its component parts, commoditize your value, attack your selling price and reduce your profits. Throughout most supply chains, your customers are keenly and strategically focused on reducing time, variation, and most importantly, costs.

Your sales people are up against seriously well organized and strategic procurement processes, and well-prepared and well-trained professionals than ever before: Supply Chain Management, PICOS, Lean Manufacturing, Corporate Supplier Reduction Programs, SCOR, Spend Management, Design Cost Reduction Ramps and Reverse Auctions.

## Program Modules

### UNDERSTANDING THE PLAYBOOK

*In this module, participants begin to learn how SCM strategies play out in the procurement and buying organizations.*

*Participants learn to recognize the strategies and tactics for what they are, and come to recognize the kinds of influence they can have on account management and negotiation strategies if they are unaware of the game being played.*

### PLANNING COUNTER STRATEGIES

*Once participants have come to recognize the power of the SCM strategies, they need to both prepare for them to also to counter them when they occur.*

*Participants learn how to identify the top tactics when they occur and to not react or give concessions.*

*They also learn the criticality of designing their differentiation into the negotiation plan, the importance of capturing and claiming value, and of re-framing issues to higher order customer problems.*

*Participants become more knowledgeable and prepared to deal with tactics and reach their goals.*

### SHIFTING THE CONVERSATION

*In this module, participants learn to continually shift the conversation back to a collaborative discussion about the impact of the problem and the importance of customer interests behind positions.*

*In addition, participants need to be keenly focused on the importance of providing high value/low cost concessions in meeting the SCM tactics, in order to maintain the relationship and progress the conversation.*

*Participants learn and practice these techniques in a customized case study application.*

### SOURCES OF POWER AND LEVERAGE

*Sales people often believe that the customer has all the leverage in these conversations.*

*In this section of the workshop, participants learn to claim the sources of leverage that are available to them, and to use these sources throughout the customer engagement.*

### IMPLEMENTATION: PUTTING IT ALL TOGETHER

*Participants engage in two different SCM role-play situations that are customized for your business. In these exercises, participants play both the customer and the sales team side of the conversation to better understand the ‘game’ nature of the SCM strategies and tactics.*

*Finally, participants return to their own account relationships, review their understanding of the specific strategies and tactics being*



## OVERVIEW

In today's complex environment, our ability to achieve our sales and margin goals, and remain competitive depends on our ability to negotiate successful outcomes that are beneficial both for our customer and for our company.

This is not easy to do.

The marketplace is creating particular sales challenges that make capturing and closing business at acceptable margins ever more difficult.

Most technology companies have established supply chain management (SCM) strategies to drive costs out of their supply chain to ensure their product offerings achieve costs targets, and their profitability goals are met.

As played out in procurement and buying organizations, these organized, planned, and strategically important programs are aimed at commoditizing your value, reducing your prices, and negatively impacting your profit margins.

Your customers are hard at work on these SCM programs.

What are you doing to prepare your own sales teams for this?

## PROGRAM SUMMARY

Supply Chain Management primer.

While organized Supply Chain Management strategies have been existence for many years, it is only in the last 10 years or so that these SCM programs have come into a prominent and strategic role in companies large and small.

In this module, participants learn where SCM comes from, the various ways in which SCM is implemented in customer organizations, and why senior executives are now so focused on SCM as a key growth enabler.

An optional segment in this first module is a presentation to the sales team from your own Supply Chain Management people, helping them understand what your organization is doing with your own SCM strategies.

## PROGRAM PREPARATION

Each participant complete a brief questionnaire designed to determine the extent to which SCM strategies are evident in their account.

## OUTCOMES

Upon completion of the ECSC workshop, participants will:

Develop new ways to maintain margin when up against strategic, organized, "hardball", supply chain management strategies.

Gain insight into supply chain management strategies of various types and their implications for managing the account.

Understand hardball tactics, and be able to identify the use of those tactics in your past and current customer negotiations.

Learn a process to counterbalance hardball tactics and preserve the customer relationship.

Expand the comfort level of the field by using the process to handle organized, strategic procurement processes.

Action plan for current and future account plans and management strategies.

## PARTICIPANT MATERIALS

Participant guide, soft copy of the Supply Chain Strategy Engagement Notepad.



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