

Building Strategic Customer Relationships in Global Account Management

Graduate



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Initial Situation: A lot of B2B business today is done in a transactional way, i.g., selling products or solutions based on price or answering to RFQs (request for quotations). In Global Account Management, suppliers try to create a more partnership-oriented relationships to generate more long-term business. Nevertheless, a lot of companies are struggling with being customer centric.

The purpose of this Thesis is to present a methodology called the Triple Fit Canvas (TFC) that helps to build a real strategic customer oriented partnership.

The following questions will be answered through the thesis:

- How do companies profit from applying the TFC?
- What has been the situation before implementing the TFC?
- Which steps of GAM does the TFC methodology support, and to what extend?

Triple Fit means: Planning fit, Execution fit, Resources Fit.

Approach: Pre-TFC: How has typically been the relationship and situation with customers before applying TFC? (main issues, difficulties)

Answers: Unstable, transactional, short-term focused, Limited relationships

Post-TFC: What has changed in the relationship and approach after the workshop?

Answers: 360° view of customer, creates collaboration, breaks internal barriers, better communication & understanding of the customer

Once the supplier reaches a certain level of fit through the Triple Fit Performance with his customer, he reaches the Booster Zone which automatically increases his share of wallet.

Conclusion: The implementation of the TFC methodology has a strong positive impact on the initial GAM steps. The TFC creates a strategic alignment between supplier and customer which supports and simplifies steps of GAM. The TFC is a proven and very promising methodology to build really strategic business relationships and to co-create value. This helps to increase the Share of Wallet and with that to ensure long-term business growth. The TFC should be an essential and well implemented process inside GAM organisations. Having a strategic alignment is the foundation to build successful and sustainable business relationships

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Subject Area
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The Triple Fit performance Value Creators

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| Planning | Strategies This field describes the mutual interests <ul style="list-style-type: none"> • Have we agreed on a shared three-year vision? • Do we practice joint business planning? • Are goals and objectives clear and transparent? | Relationships This field describes the contact network <ul style="list-style-type: none"> • Have we established multi-level contacts? • Are there formally assigned executive sponsors on both sides? • Do we cultivate informal relationships? | Communication This field describes the interaction style <ul style="list-style-type: none"> • Do we interact in an open and fair way? • Is there trustworthy behavior on both sides? • Do we solve problems instead of constantly negotiating? |
| | Solutions This field describes the unique offerings <ul style="list-style-type: none"> • Have we together developed a tailored value proposition? • Do we share technology roadmaps? • Do we have visibility of long-term, joint growth potential? | Processes This field describes the value chain coordination <ul style="list-style-type: none"> • Are roles & responsibilities clearly defined on both sides? • Have we optimized activities along the value chain? • Do we share mission critical information? | Systems This field describes the performance steering <ul style="list-style-type: none"> • Are our IT systems integrated? • Do we assign joint KPIs and business scorecards? • Do we share financial risks and rewards approved by legal? |
| Execution | People This field describes the skills and competences <ul style="list-style-type: none"> • Do our key frontline people have trusted advisor status? • Is there a long-term staffing of key roles? • Do we invest in adequate coverage capacity? | Structures This field describes the organizational setup <ul style="list-style-type: none"> • Are cross-functional business teams established? • Do we collaborate across business units and locations? • Have we set up joint governance teams? | Knowledge This field describes the expertise and assets <ul style="list-style-type: none"> • Have we initiated joint business development and R&D projects? • Do we co-invest in new business models? • Is there a continuous knowledge sharing in place? |
| Resources | | | |

The Triple Fit performance and Booster Zone Value Creators

