

# Largest steel cord manufacturer globally – we developed key account plan for its Asia branch, serving as lighthouse plan for KAM

## Situation

- **Largest steel cord manufacturer globally and one of the largest in Asia**, with over 20% market share and over 30 Billion local currency in sale, and Asia presence for over 20 years
- With Asia market facing **severe supply over demand situation and copy-cat prevalence from local companies**, client has been facing significant pressure
- Therefore we are invited to build client **commercial team capability with a focus on KAM**

## What we did

- Adopted **need-based customer segmentation approach** covering >50% of customer base conducted by in-depth customer interviews, coupled with clustering and MaxDiff methodology
- Developed **comprehensive lighthouse account plan to generate value to customer and visualize value to client**, covering strategy, branding, operation & SCM, commercial excellence, and product innovation
- Standardized more than 50 templates, checklists, and tools to **institutionalize commercial team capability and transform way of working**
- As part of global **RTS transformation program**, developed a plan to **develop a bottom-up account plans with initiatives to be achieved** in the next 2 years

## M&S Expertise



Hai Ye



Zhuo Han

## Impact

- **Est. monthly EBIT impact in 2018 ~2 million local currency**, with levers focusing on new product development and technical improvement introduced volume and margin uplift
- Key account planning are ongoing for other accounts and **planned impact is expected to reach 121 million local currency target in the next 3 months**

### EBIT in L3

Mn local currency

