

Key Account Plan (KAP)
[INSERT STAKEHOLDER NAME]

Introductory Notes:

1. The KAP tool is a macro tool for account management, that is composed of 10 sub-tools
2. The KAP tool that was developed as part of the Key Account Management Plan Initiative implemented collaboratively by ACSA and Deloitte
3. The KAP is to be completed by the relevant KAM for each stakeholder identified by ACSA as a "Key Stakeholder"
4. The KAP tool is to be updated regularly (and at least at the frequency indicated for each sub-tool in the Table of Contents) by the KAM in charge of the key stakeholder

KEY ACCOUNT PLAN (KAP) - TABLE OF CONTENTS

This sheet outlines the guidelines for using the KAP tool, including navigation through the tool, as well as how to go about inputting information into the tool



KAP Description

This KAP tool is a **macro tool** that should be developed for each Key Stakeholder
 This macro tool is composed of **10 sub-tools** which provide a view of the stakeholder's business and industry profile, as well as provide the KAM team with a structured way to plan when and how to engage with the Stakeholder

Navigation

This KAP is divided into **two main sections**:

- 1) The **"Stakeholder & Industry Information"** section, which is composed of **4 sub-tools (blue tabs)**, aims at outlining significant details on the Stakeholder's business and the industry in which the Stakeholder operates
N.B. The sub-tools within this section must be completed by one KAM, in collaboration with the relevant persons from the Stakeholder's headquarter. It must then be shared with all the KAMs from all the other airports
- 2) The **"KAM Plan"** section, which is composed of **6 sub-tools (orange tabs)**, aims at providing the required tools to the KAM team to plan for and develop a structured approach to engaging and managing the Stakeholder's account
N.B. The sub-tools within this section must be completed by each KAM (i.e. all the KAMs from the various ACSA airports)

A detailed breakdown and description of the sub-tools in each section is provided in the Table of Contents below

Table of Contents

#	Tool name	Description	Updated Frequency	Last Revision Date (dd/mm/yyyy)	Last Revision Done By
SECTION 1: Stakeholder & Industry Information					
1	<u>Stakeholder Understanding</u>	Enables the KAM to get an understanding of the Stakeholder's business, financial performance, and strategic outlook	Annually	[Insert date]	[Insert name]
2	<u>Industry Understanding</u>	Enables the KAM to get an understanding of the industry in which the Stakeholder operates, the competitive landscape in such industry, as well as the local and global trends and events that may affect the Stakeholder and/or the industry as a whole	Annually	[Insert date]	[Insert name]
3	<u>Stakeholder Decision Making Unit (DMU)</u>	Provides an overview of the Stakeholder's current organisational structure and identifies the key decision makers and contact persons within the organisation as well as their key responsibilities	Annually	[Insert date]	[Insert name]
4	<u>Stakeholder Activity Calendar</u>	Highlights significant events (both internally and externally) in the Stakeholder's calendar over a full financial year [N.B. this sub-tool will serve as an input into the Stakeholder Engagement Plan (sub-tool 8)]	Annually	[Insert date]	[Insert name]
SECTION 2: KAM Plan					
5	<u>Value Captured</u>	Provides the KAM team with a view of the value generated from the Stakeholder and captured by ACSA (including both financial and non-financial value)	Annually	[Insert date]	[Insert name]
6	<u>Stakeholder Journey and KAM Activities</u>	Provides an overview of the phases within the Stakeholder's journey and highlights the key KAM role, activities and output to be delivered during under each phase	Annually	[Insert date]	[Insert name]
7	<u>Decision Rights Matrix</u>	Defines the role that each KAM team member plays in the decision making process towards the Stakeholder, as well as the decision rights allocated to each team member	Annually	[Insert date]	[Insert name]
8	<u>Stakeholder Engagement Plan</u>	Provides a view of important Stakeholder meetings for each KAM team, which allows for planning and preparation ahead of the meetings [N.B. this sub-tool should be completed in conjunction with the Stakeholder Activity Calendar (sub-tool 4)]	Quarterly	[Insert date]	[Insert name]
9	<u>Dependencies & Strategic Initiatives</u>	Helps the KAM identify areas in which the Stakeholder particularly requires assistance from ACSA, and define Strategic Initiatives that can be implemented to assist the Stakeholder	Quarterly	[Insert date]	[Insert name]
10	<u>Issue Tracker</u>	Enables the KAM to record issues that affect the stakeholder, capture feedback on a continuous basis, identify actions required to resolve the issue, and monitor and track progress on such actions	As issues arise	[Insert date]	[Insert name]

3. STAKEHOLDER DECISION MAKING UNIT (DMU)

This sub-form provides an overview of the Stakeholder's current organisational structure and identifies the key decision makers and contact persons within the organisation as well as their key responsibilities.



Section 1: Stakeholder's DMU

Please provide detailed information regarding the key decision makers within the Stakeholder's DMU.

	Name	Position	Key Responsibilities (Insert Primary Contact Person)	Title	Contact
Stakeholder's DMU (If applicable, insert contact information, etc.)	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]

Section 2: Other Relevant Contact Person

Please provide detailed information regarding any other relevant contact persons within the Stakeholder's organisation.

	Name	Position	Key Responsibilities (Insert Primary Contact Person)	Title	Contact
Other relevant contact persons within the Stakeholder's organisation	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]
	[Name]	[Position]	[Responsibilities]	[Title]	[Contact]

5. VALUE CAPTURED

This sub-tool provides the KAM team with a view of the value generated from the Stakeholder and captured by ACSA (including both financial and non-financial value)



Section 1. Financial Value Derived from Stakeholder

This table below provides a view of the revenue generated by ACSA from this specific stakeholder (both historical and projections)

Historical Figures				
Revenue per Financial Year (FY) in ZAR				
FY13	FY14	FY15	FY16	FY17

Projections/Targets				
Revenue per Financial Year (FY) in ZAR				
FY18 (Current)	FY19	FY20	FY21	FY22

Section 1. Non-Financial Value Derived from Stakeholder

This table below provides a view of the non-financial value derived by ACSA from this specific stakeholder

	Value Category	Description of the Non-Financial Value Captured
1	Innovation	(Insert description)
2		
3		
4		
5		
6		
7		
8		
9		
10		

5.1. Definition of Value Categories:

- a) **Innovation** – refers to the ability to develop new and different ways to do business or provide a service to stakeholders
- b) **CSR & Societal Impact** – describes initiatives taken by ACSA and/or the Stakeholder to assess and take responsibility for the company's effects on environmental and social well-being
- c) **Quality and Brand Value** – describes the impact of having a well-known brand name, based on the idea that the name of a well-known brand name can generate more revenue simply from brand recognition/acceptance
- d) **Customer Satisfaction** – refers to how products or services provided by a company meet or surpass a customer's/passenger's' expectations
- e) **Staff Well-being** – refers to the state of staff being comfortable, healthy, happy with their work environment, as well as the facilitation of daily tasks
- f) **Transformation Effort** – refers to the efforts/initiatives undertaken by the stakeholder to transform the industry

6. STAKEHOLDER JOURNEY AND KAM ACTIVITIES

This sub-tool provides an overview of the phases within the Stakeholder's journey and highlights the key KAM role, activities and output to be delivered during under each phase



1. This table below provides the KAM team with an overview of the various phases throughout the Stakeholder's journey with ACSA
 2. It also provides the KAM with a view of his/her role and responsibilities under each phase of the Stakeholder's journey

The Journey Phases for the Retailers are:



	Role of the KAM Team under this phase		Activities to be completed by the KAM team under this phase	Outputs to be produced by the KAM team under this phase
1. Tender	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Attend pre-tender meeting organised by IAM Understand stakeholder's position and history, and ability to fit the concept Assist stakeholder with understanding the opportunity, the tender conditions, and long term strategy Prepare recommendations to IAM on whether or not the stakeholder should be awarded the tender Once tender is awarded, ensure that lease agreement is signed 	<ul style="list-style-type: none"> Pre-tender meeting minutes/notes Recommendations to IAM
2. Onboard	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Conduct airport environment "walk-about" and provide stakeholder with an ACSA "go-to" persons contact list Ensure that the stakeholder staff obtained all relevant permits Organise initial meeting to: (i) ensure that all lease conditions are understood; (ii) identify stakeholder's need for support; (iii) schedule performance review meetings Start preparing the Key Account Plan (KAP) for this stakeholder 	<ul style="list-style-type: none"> "Walk-about" and contact list- Scheduled meetings
3. Move In	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Assess proposed store layout plans and provide inputs where relevant Ensure that stakeholder has received all relevant ACSA compliance certificates (e.g. security, health and safety), and facilitate communication with internal ACSA departments Assist stakeholder in understanding requirements to obtain municipality approvals Ensure that stakeholder is ready to start operations 	<ul style="list-style-type: none"> Approved store layout plans Compliance certificates
4. Operate	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Conduct performance review meetings Assess compliance with lease conditions Collaborate with stakeholder on initiatives to drive revenue growth Act as a central point of contact for resolution and escalation of issues Provide feedback on issues Assess stakeholders' satisfaction and identify need for support Prepare recommendations to IAM when required (e.g. rent reduction or store repositioning) 	<ul style="list-style-type: none"> Performance review meetings Issue resolution and issue feedback report Recommendations to IAM
5. Re-Tender	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Provide necessary input to IAM for the drafting of new tender documents Attend pre-tender meeting organised by IAM Ensure that current stakeholder has received all necessary information and understands changes to requirements (where applicable) and new tender conditions 	<ul style="list-style-type: none"> Input into new tender documents Pre-tender meeting minutes/notes
6. Terminate	Coordinate Comply Collaborate	Communicate Consult Integrate	<ul style="list-style-type: none"> Act as a central point of contact for the exit process Review historical performance and understand performance relative to ACSA's set targets/budget and stakeholders' initial projections Understand stakeholders' concerns and reasons for termination or poor performance Provide necessary feedback to IAM (where required) 	<ul style="list-style-type: none"> Facilitation of exit process Analysis of reasons for termination of operations Feedback to IAM

N.B. Definition of the KAM Roles:

Coordinate	<ul style="list-style-type: none"> Coordinate operations between KAM team and other ACSA internal departments to provide consistent and seamless services and experience to stakeholders Facilitate communication between the stakeholders and other ACSA internal departments whenever required
Comply	<ul style="list-style-type: none"> Comply (or ensure compliance) with contract conditions, service level agreements, regulations, and any other relevant guidelines Ensure that the KAM team and other ACSA internal departments comply with agreed targets/deadlines for issue resolution and initiative implementation
Collaborate	<ul style="list-style-type: none"> Collaborate with stakeholders on issue resolution Collaborate with stakeholders for the co-creation and/or implementation of initiatives that improve operations Encourage all KAM team members through cultural means, incentives, and the allocation of power to work together in the interest of the stakeholders' needs
Communicate	<ul style="list-style-type: none"> Communicate efficiently with stakeholders during service delivery and post service delivery to elicit feedback Send required information/data to stakeholders timeously Regularly send update/feedback to stakeholders regarding progress made on issue resolution and implementation of initiatives
Consult	<ul style="list-style-type: none"> Consult with stakeholders on their strategic plans to identify short, medium and long term needs Consult with stakeholders on decisions that may affect their operations Request stakeholders' input before finalising plans for the implementation of initiatives
Integrate	<ul style="list-style-type: none"> Integrate with ACSA's internal departments to provide integrated solutions and services to the stakeholders Bring the different individuals/parties that deliver the stakeholder experience into a harmonious and efficient relationship

7. DECISION RIGHTS MATRIX

This sub-tool defines the role that each KAM team member plays in the decision making process towards the Stakeholder, as well as the decision rights allocated to each team member



Section 1. Decision Rights

The table below provides a view of the typical decisions that the KAM team typically takes in respect of the Stakeholder, and identifies the appropriate Decision Right and owner assigned to each decision

Decision Rights	Definition	Guidelines
Make	The person who facilitates the decision making process and ultimately makes the decision	<ul style="list-style-type: none"> • Only one person should have this decision right • Key considerations in allocating this right are: (a) knowledge; (b) interdependencies; and (c) skills/experience of decision maker
Approve	The person (typically more senior) who must give approval prior to a decision being made	<ul style="list-style-type: none"> • Make and Approve rights should be separated to prevent conflicts of interest • Only one or two persons should have this right • Approve rights should not be used frequently in order to avoid slowing down processes
Input	The person(s) that actively contributes information or provide perspective prior to a decision being made	<ul style="list-style-type: none"> • Only the smallest effective number of people should have input rights • Typically input providers are notified once the decision was made
Notify	The person(s) who needs to be notified of the decision after it has been made in order to take any required action(s)	<ul style="list-style-type: none"> • Some of these persons may have limited or no Input rights but are mainly involved in implementing the decision

Section 2. List of Decisions

The table below provides a view of the typical decisions that the KAM team typically takes in respect of the Stakeholder, and identifies the appropriate Decision Right and owner assigned to each decision

#	List of Decisions	Decision Rights per KAM Team Member					Additional Comments
		KAM Team Leader [Insert name]	Business Account Agent 1 [Insert name]	Business Account Agent 2 [Insert name]	Business Account Agent 3 [Insert name]	Business Account Agent 4 [Insert name]	
1		Approve	Make	Approve	Notify		[Insert comments, if any]
2							
3							
4							
5							
6							
7							
8							
9							

9. Dependencies and Initiatives

This sub-tool helps the KAM identify areas in which the Stakeholder particularly requires assistance from ACSA, and define Strategic Initiatives that can be implemented to assist the Stakeholder



Section 1. Dependencies

- 1. This section aims at identifying areas in which the Stakeholder depends on ACSA in order to operate efficiently.
- 2. This should help the KAM team to identify opportunities for improvement and/or areas in which the Stakeholder requires particular assistance from ACSA.
- 3. The content for this section should be generated from meetings with the Stakeholder's senior team members.

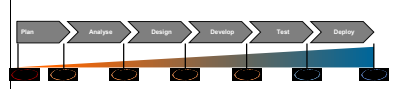
#	Dependency	Impact on Stakeholder's Operations	Responsible Person Within Stakeholder's Organization	Additional Comments
1	[Insert short description of identified dependency]	[Insert description]	[Insert name]	[Insert comments, if any]
2	[Insert short description of identified dependency]	[Insert description]	[Insert name]	[Insert comments, if any]
3	[Insert short description of identified dependency]	[Insert description]	[Insert name]	[Insert comments, if any]
4	[Insert short description of identified dependency]	[Insert description]	[Insert name]	[Insert comments, if any]
5	[Insert short description of identified dependency]	[Insert description]	[Insert name]	[Insert comments, if any]

Section 2. Strategic Initiatives

- 1. This section lists the Strategic Initiatives to be achieved by the KAM team over a defined period.
- 2. These Strategic Initiatives should address the Stakeholder's needs. Decisions for KAM team must ensure that those needs are clearly identified and prioritized (e.g. based on urgency, dependencies, scale of impact on Stakeholder, etc.)
- 3. The content for this sub-tool should be generated from meetings with the Stakeholder's senior team members.

#	Strategic Initiative	Strategic Actions / Key Opportunities	Owner	Initiative Progress Status	Target Completion Date	Additional Comments
Strategic Initiatives for Q1 FY2018						
1	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	5%	[Insert date]	[Insert comments, if any]
2	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	5%	[Insert date]	[Insert comments, if any]
3	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	80%	[Insert date]	[Insert comments, if any]
4	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
5	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	40%	[Insert date]	[Insert comments, if any]
Strategic Initiatives for Q2 FY2018						
1	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
2	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	5%	[Insert date]	[Insert comments, if any]
3	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	80%	[Insert date]	[Insert comments, if any]
4	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
5	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	40%	[Insert date]	[Insert comments, if any]
Strategic Initiatives for Q3 FY2018						
1	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
2	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	5%	[Insert date]	[Insert comments, if any]
3	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	80%	[Insert date]	[Insert comments, if any]
4	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
5	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	40%	[Insert date]	[Insert comments, if any]
Strategic Initiatives for Q4 FY2018						
1	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
2	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	5%	[Insert date]	[Insert comments, if any]
3	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	80%	[Insert date]	[Insert comments, if any]
4	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	60%	[Insert date]	[Insert comments, if any]
5	[Insert short description of initiative]	a. [Insert] b. [Insert] c. [Insert] d. [Insert]	[Insert name]	40%	[Insert date]	[Insert comments, if any]

Guidelines on how to evaluate progress status of Initiative.



10. ISSUE TRACKER

This sub-tool enables the KAM to record issues that affect the stakeholder, capture feedback on a continuous basis, identify actions required to resolve the issue, and monitor and track progress on such actions



1. The table below provides a view of all important issues that were reported to the KAM team and that affect the Stakeholder
 2. It also provides structure for the monitoring and tracking of such issues

#	Issue Reported	Owner within KAM Team	Proposed Action to Resolve Issue	Dependencies on Other Internal Departments	Target Date to Resolve Issue (dd/mm/yyyy)	Progress Status	Progress Report Sent to Stakeholder? (Yes/No)	Additional Comments
1						25%	Yes	
2								
3								
4								
5								
6								
7								
8								
9								
10								

