



Relationship Management

Engaging with
the
Influencers & Decision Makers

Operational Teams ... Roles & Responsibilities



- ◆ Operational Teams in large organisations include representatives from various functions. For example:
 - ❖ Quality Manager – responsible for product quality & specifications
 - ❖ Production Manager – responsible for assembly of the final product
 - ❖ Manufacturing Manager – responsible for parts production
 - ❖ Purchasing Manager – responsible for raw material purchase
 - ❖ R&D Manager – responsible for compliance with technical standards
 - ❖ Warehouse manager – responsible for stock control
 - ❖ (note: a smaller organisation may consolidate several of these roles into a single job description)
- ◆ This team is responsible for efficiency of the operations and day-to-day issues and report to the Management Team through their functional hierarchy
- ◆ Typically an Operational Team will *influence* the Management Team to act upon their evaluations & recommendations

Management Teams ... Roles & Responsibilities



- ◆ The Management Team are responsible for profitability and other strategic issues. Staff functions typically include:
 - ❖ General Manager – responsible for reliability of operations & financial control
 - ❖ Finance Director – responsible for return on investments made by the business
 - ❖ Manufacturing Director – responsible for production
 - ❖ Marketing & Sales Director – responsible for sales & customer management
 - ❖ R&D Director – responsible for technical standards & competitive advantage
- ◆ This team may agree (or challenge) the Operational Team's recommendations and undertake an economic evaluation of the opportunity based on:
 - ❖ Operational savings created
 - ❖ Capital expenditure required to implement the opportunity
 - ❖ Risk associated with the new operational practice
 - ❖ Value Available = (Benefits of the new Product) – (Risk of changing operations)
- ◆ The Management Team 'makes the decision' based on their value assessment & the Operational Team's practical assessments

Engaging with the Influencers and Decision Makers ...



- ◆ Persuading a business to adopt a new product or technology in preference to an established operation is difficult
- ◆ An intimate understanding of markets, customers and their applications helps account teams to:
 - ❖ Spot opportunities to improve their customers competitiveness
 - ❖ Articulate the value created by adopting the new product
- ◆ Some companies are more skilful at persuasion than others mainly because they train their account teams in best practise 'relationship management' techniques to:
 - ❖ Support the Operational Team in their qualification of the new product
 - ❖ Sell the economic benefits to the Management Team
 - ❖ Position themselves ahead of the competition by anticipating rather than reacting to customer needs
- ◆ Engaging at all levels within the OEM staff structure is essential and the 'correct' message needs to be delivered



Contact Excitim to learn more about ***Relationship Management*** and other services:

The Commercialising Technology Process
Concept Ideation
Feasibility Analysis
Market Justification
Project Development
Commercial Launch
Barriers to Market Entry

Dr Michael Taylor
Director
Excitim Limited

and how these tools can help your business manage new ideas
& product development more effectively

Tel: 08707 117153
E-mail: michael.taylor@excitim.co.uk
Web: www.excitim.co.uk
