

Creating Customer Value Through the Global Deployment of Account Planning and Management Best Practices

An Infonet Case Study



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1. Preface and Acknowledgements

This article is designed to provide the readers with insight into the journey of Infonet Services Corporation (Infonet) into a global program of best practices for their most strategic clients. Performance Methods, Inc., has served Infonet in a consulting capacity throughout their deployment of strategic account management best practices and are privileged to have this opportunity to document Infonet's recent experiences.

Performance Methods wishes to express appreciation to Infonet and those individuals that contributed to the content of this article, some of which are directly referenced herein. It is a gracious gesture on the part of Infonet to provide the readers with a glimpse into their business, and Performance Methods acknowledges Infonet's unselfish willingness to share their global account management best practices with others.

2. Background: Who Is Infonet?

Infonet is a leading provider of global communications services for multinational organizations. With over 30 years experience in the delivery of customized solutions to nearly 3,000 companies, Infonet has established itself as a "thought leader" within the telecommunications industry, enabling Clients to run their businesses more efficiently, securely and consistently by connecting them more effectively with their customers, partners and employees. Infonet utilizes a consultative approach designed to effectively solve the business problems of its "Clients" (you will rarely hear an Infonet employee use the term "customer"), and they continually make it their business to understand the business of their Clients.

In the words of José A. Collazo, Infonet's Chairman, President and CEO, "We start by understanding everything about our Clients' business strategies and then tailor solutions to their specific requirements. Ultimately, we've found that a deep understanding of everything about our Clients' organizations is the only way we can deliver the custom-crafted, fine-tuned, relentlessly efficient global communications network that they need." It only takes a glance at Infonet's logo to immediately realize that this philosophy is very much a part of Infonet's Client-focused culture:

Figure 1: At Infonet, "Insight Matters™"



At Infonet, "Insight Matters™", and it is this insight into their Clients' industries, businesses, goals and objectives that helps Infonet's global account teams create value for Clients.

Infonet's consultative approach to customer engagement is a key enabler to this creation of Client value, positioning Infonet to deliver integrated communications solutions that optimize the complexities that exist as enterprise business applications connect across global communications networks. Infonet owns and operates the "The World Network®" (the technological backbone of Infonet's solutions) which is globally accessible from more than 180 countries and provides local support in over 70 countries and territories. But there is much more to Infonet than a network: extensive project management capabilities bring Infonet's integrated solutions and services to life for Clients. These also include broadband, Internet, intranet, multimedia, videoconferencing, wireless/remote access, local provisioning and consulting services.

The relative uniqueness of Infonet's solutions combines both private and public Internet Protocol (IP) services with a full suite of managed security and mobility services, providing Infonet with sophisticated capabilities to deliver global managed services to Clients. Infonet prides itself in delivering world class value to world class companies, and has been consistently recognized within the industry as a "best in class" global communications provider, as well as a provider of outstanding customer care. With a Client base that includes global leaders in practically every major industry (Electronics, Pharmaceutical, Technology, Automotive, Logistics, Chemical, Construction, Hospitality and Financial Services Industries, among others), it only requires a brief visit to Infonet's website to gain a quick appreciation for the depth and breadth of Infonet's global reach through its solutions and services. (Please see www.infonet.com, where the successes of Infonet's Clients and Infonet's recognitions for performance have been documented.)

3. Industry Drivers: Why Have Global Changes in the Telecommunications Industry Motivated Infonet to Change?

Infonet makes its home in an industry where, as of late, the only thing constant has been change. Few could have anticipated in the late 90's the dramatic upheaval that would sweep across the global telecommunications industry, leaving in its wake an industry forever transformed by corporate scandals, bankruptcies, mergers and the abrupt "burst" of the technology bubble. Turmoil in the technology industries continues today, and certainly the telecom sector is experiencing some of the worst of it. Chief Information Officers (CIOs) face increasing pressures to partner with stable and reliable telecommunications providers while simultaneously reducing capital and operating expenditures in a challenging global economy.

These dynamics combine with other trends in the telecom space to create a challenging business climate for Infonet. The pressures and market

expectations that Infonet and the rest of the telecom sector must contend with today include:

- i. **Cost Reduction** – Perceived overcapacity in the industry in combination with the realities of the global economy have created an environment in which users expect increasing levels of value at a lower cost.
- ii. **Customer Service** – Concerns over outages, the risk that downtime creates for potential business stoppage and the need to provide Clients with customized solutions that are tailored to their unique needs require greater levels of customer engagement and more effective relationships between suppliers and their Clients.
- iii. **Supplier Stability** – A period of “shakeout” in the telecom industry has resulted in market concerns over which organizations have long-term “staying power” and the ability to weather this difficult period. Phrases like “financial strength”, “business integrity” and “corporate trust” are omnipresent as customers align with their “suppliers of choice” for their technology investments and communications expansion plans.
- iv. **New Competition** – In some ways there may be less competition today in terms of the number of supplier choices that telecom customers have, but the competitive landscape is well-defined and fiercer than ever. Standard carriers (traditional “phone companies”) are trying to get into the “managed global network” space and many CIOs are including among their global network choices a consideration for “taking it in house”.
- v. **Security and Reliability** – The threat of terrorism, an abundance of computer viruses and concerns regarding data integrity and network stability bring an even greater focus on the ability of Enterprise Requirements Planning (ERP), Supply Chain Management (SCM) and Customer Relationship Management (CRM) applications to communicate effectively. In a growing number of organizations, integration with wireless and Internet-based technology to provide for seamless, uninterrupted data transmission is becoming an essential component in an increasingly complex world of network communications.

Infonet realized early on that the ability to grow would be directly impacted by the extent to which it could address and respond to these market factors and industry drivers. Having invested heavily in infrastructure, technology and global resources, Infonet recognized that true competitive advantage in the new millennium would also require a new focus on the Clients that were most strategic to Infonet’s growth strategy. This type of investment would be less about capital expenditures and networks and more about people, processes and effective Client engagement.

According to Larry Malone, President of Infonet US, “We realized that we were being faced with a change initiative. We could do nothing, maintain status quo and hope for the best, or we could be aggressive and get serious about

deploying strategic account management best practices throughout Infonet. We knew that implementing a strategic account management program would change our sales approach, our marketing approach and our approach to managing and coaching our field sales organization. That's precisely what was needed to address the swirling changes going on in our industry and position Infonet for future success, and that's exactly what we have done."

4. Objectives: How Has Infonet Responded to the Pressures and Expectations of an Evolving Telecommunications Industry?

Infonet's sales leadership team, under the direction of John Hoffman, Executive Vice President of Worldwide Sales, assumed a proactive position in addressing the changes in the global telecommunications industry by deploying a customized program of strategic account management best practices. This program, known internally as the "Client Management Program", included the following objectives:

- a. **Focus** on the most strategic Clients through the design, development and deployment of a Client Management Program that is based on the creation of Client value.
- b. **Understand** as much as possible about these Clients and their business to ensure that there would be adequate knowledge of what each of these strategic Clients valued most from Infonet.
- c. **Manage** these Client relationships more effectively by establishing expectations for "strategic Client management" at Infonet.
- d. **Deploy** global account management best practices that are targeted at creating "Client-specific value" for these accounts.
- e. **Thoroughly develop and strengthen** relationships with these strategic accounts through more effective alignment with Client senior executives and managers.
- f. **Consistently position and differentiate** Infonet's services and solutions and the value that Clients receive from them.
- g. As a result of the above, **predictably grow the revenue** that each of these strategic Clients generates with Infonet.

Infonet realized that this set of ambitious objectives would only be achievable if senior management was fully behind the "Client Management Program", a tall order for an organization that had been historically focused on opportunity management and the deployment of consultative selling skills. John Hoffman's vision and passion for sales best practices and customer relationships provided a solid foundation upon which to launch the Client Management project, and his sponsorship and enthusiasm for the program continue today.

Hoffman explained in a discussion that occurred early on, "We need new skills and greater levels of effectiveness in managing our relationships with our most strategic Clients. Farming and growing our install base is a key element of our growth strategy, and if we are to go-to-market more effectively with

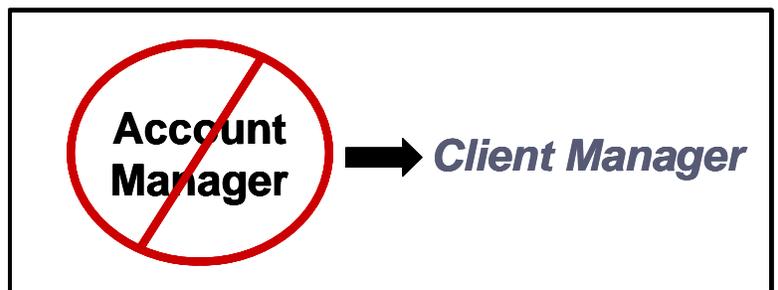
these Clients then we must adapt the means through which we engage with them to the ways in which they want to buy. New disciplines to assist us in managing the details of strategic Client planning and execution will drive our overall sales effectiveness as perhaps nothing else can.”

The question quickly became one of “next steps”, and Infonet began an evaluation of suppliers of strategic account programs, hoping to discover an approach and program in which they could feel confident. Of specific importance to Infonet was that their “supplier of choice” could implement a strategic account management solution that would be:

1. Global in scope,
2. Customized to Infonet’s business,
3. Able to evolve Infonet’s current Account Managers to the next level of effectiveness in their Client engagement and sales execution,
4. Designed to bring Infonet’s field sales management into the program as proactive coaches,
5. Developed to leverage existing investments in opportunity management and sales skills training.

Of particular interest was the concept that the role of the Account Managers would be changing and that their new title should be that of “Client Manager.”

Figure 2: Infonet’s Account Managers Have Evolved into the New Role of “Client Manager” (a Graphic Used in Infonet’s Client Management Workshops)



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This transition in role was essential in order to meet Infonet’s objectives (previously stated in a – g above) and result in a new level of “alignment” with the Client. Moreover, it was very much in line with John Hoffman’s remarks about new skills, greater effectiveness and new disciplines. There was a growing realization that part of the retooling effort of the field account managers would require a new definition of role, and that this new role would be descriptive of the next level of account management best practices at Infonet. The Client Management Program would be focused on “Client Managers” and would develop the skills and tools needed by Infonet’s existing Account Managers to reach a new level of engagement with strategic Clients.

5. Challenges: What Types of Potential Issues Had to Be Considered and Addressed So That Infonet Could Meet and Exceed Objectives?

At the conclusion of their supplier evaluations, Infonet selected Performance Methods, Inc. (PMI) to assist them in their deployment of Client Management best practices. The project was launched in the late summer of 2002. PMI's consultants began the project with a thorough assessment of the current state of Infonet's account management best practices by interviewing six Infonet customers and 30 Infonet sales people from across the globe to determine the current levels of Client engagement effectiveness. The "Client perspective" was critical for PMI to understand their views on the relationships that they had developed with Infonet and the value that had been created as a result.

Upon completion of the assessment process, PMI summarized findings into a "management readout" document and Infonet's sales leadership team convened to review the results. Typical of a meeting of this type, two days offsite were invested by the leaders of the sales organization including Hoffman, Malone, the President of Infonet Europe, the GM of Infonet Latin America and the GM of Infonet Germany. The table below provides examples of some of the assessment findings that were provided and discussed:

Figure 3: Examples of Findings from the Assessment of Infonet's Sales and Account Management Best Practices

Assessment Findings: Examples	
Category	Conclusions
1. <i>Client Feedback</i>	<ul style="list-style-type: none"> 1.a. Clients would like to be involved in more long-range strategic planning with Infonet. b. Clients would benefit from Infonet helping them better understand and document the value propositions associated with Infonet's solutions.
2. <i>Client Engagement Processes</i>	<ul style="list-style-type: none"> 2.a. Infonet's top performing account managers are already engaged in account planning as a discipline and leverage it to get "buy-in" from their clients and account teams. b. The introduction of Customer-Specific Value Propositions would allow for the implementation of tools and a common language to help Infonet's account teams better understand and sell client value.
3. <i>Infonet People & Resources</i>	<ul style="list-style-type: none"> 3.a. There is a need to define "What is Client Management?" and "What is a Client Manager?" and to communicate these definitions and expectations both internally within Infonet and externally to Infonet's Clients. b. There is also a need to provide a document that describes and defines the role and responsibilities of the Client Manager.
4. <i>Account Team Skills & Tools</i>	<ul style="list-style-type: none"> 4.a. The implementation of account management best practices could significantly increase the likelihood of having strong, high and wide relationships with Clients. b. Infonet should deploy new consultative selling skills with account managers and field coaching skills with sales management to effectively implement and measure a Client Management Program.

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Fueled with this type of information from the assessment, senior sales leadership approved the Client Management Program and the project moved forward. The focus now was clearly on the goals of developing an Infonet-

specific Client Management solution and the deployment of it across Infonet's global sales organization. Moreover, the types of specific needs and requirements outlined in the assessment (see Figure 3) all seemed to be reinforcing the notion that "insight really does matter" and that these types of insight (account planning, strategic planning with Clients, Client-specific value propositions and new consultative selling skills for the Client Managers) would be of significant benefit to Infonet, Infonet's account teams and Infonet's strategic Clients.

As David Neal, Vice President of Sales, Infonet Europe reflected, "We knew that we needed to find a more effective means to directly connect the resources of Infonet with the value that our Clients expect from us. Our industry, markets and Clients were all driving us to get better at understanding the core requirements of our Clients' business and more effective at selling value at the senior executive level. Client management best practices seemed to be the most logical path to take us there, and a global program of deployment was the approach that our business demanded."

6. Solution: How Has Infonet Taken Action in Terms of Key Account Management Best Practices (Infonet's "Client Management Program")?

Development of Infonet's Client Management solution was initiated after the conclusion of the assessment process, with an aggressive schedule and timetable for the completion of key milestones. There was an immediate realization that certain definitions needed to be in place, the role of the Client Manager (as alluded to earlier) and perhaps more importantly, the meaning that "Client Management" would assume at Infonet. Infonet's sales leadership ascribed to the "Client Management" definition that follows, and the Client Management Program was developed around the following core beliefs:

Figure 4: The Core Beliefs That Provide the Foundation for Infonet's Client Management Program

What Is "Client Management" at Infonet?

- **Proactive Engagement**
 - Not driven by service needs or sales opportunities
- **Resource Deployment**
 - Helping Clients gain timely access to key Infonet resources
- **Relationship Building**
 - Building increased levels of trust and credibility for Infonet
- **Value Creation**
 - Ensuring that our efforts are focused on Client value
- **Process Execution**
 - Utilizing key skills and teamwork
- **Joint Planning**
 - Focused on the Client's business objectives

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To effectively equip and enable the Client Manager to effectively execute (and, ultimately, run their account(s) almost as if it were their "business" and the Client Manager was the CEO), the role and responsibilities of the Client Manager needed to be re-defined. This re-definition required an analysis of exactly "what" the Client Manager does for their Clients and "how" they should execute accordingly. The "Client Manager Success Profile" was developed to bring clarity to the Client Managers, their sales managers and the rest of the Infonet organization about the role and responsibilities of the Client Manager. In addition to specifics regarding expected execution, the Success Profile contained the following types of information regarding the knowledge and skills required to succeed in the role, as well as the general attributes that were observed to be characteristic of Infonet's top performers in the assessment process:

Figure 5: Infonet’s Client Manager Success Profile: the Knowledge, Skills and Attributes of Effective Client Managers (Summary Version)



<i>Knowledge</i>	<i>Skills</i>	<i>Attributes</i>
Infonet – Company	Consultative	Discipline
Infonet – Product	Problem Solving	Empathy
Infonet – Solution	Executive Selling	Presence
Infonet – Competition	Account Management	Trust
Infonet – Industry	Presentation	Credibility
Client – Business	Negotiation	Team Orientation
Client - Industry	Relationship Building	Goal Orientation
Client – Account	Communication: Listening	Results Orientation
	Communication: Verbal	Control Orientation
	Creative Thinking	Attention to Detail
	Alignment	Persuasiveness
	Positioning	Articulation
	Planning	Responsiveness
		Intelligence

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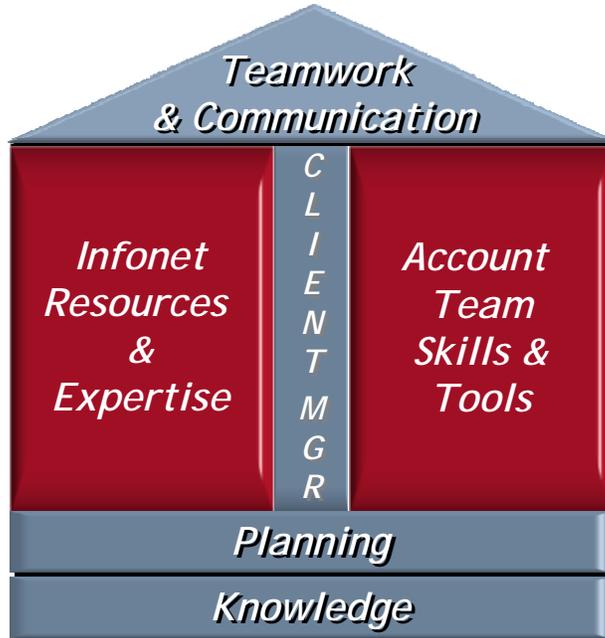
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At a high level, Infonet’s Client Management Process is comprised of 5 primary components, all connected by the Client Manager, who serves as the primary catalyst for effective Client Management execution and is considered the “owner” of the Client’s relationship with Infonet:

1. **Knowledge** – An in-depth knowledge of the Client’s industry, business and priorities is expected for all of Infonet’s strategic Clients.
2. **Planning** – There are 2 levels upon which Infonet’s Client Managers are expected to plan: internally, with their account teams and externally, with their Clients.
3. **Skills and Tools** – Advanced consultative selling and Client engagement skills are vital to Infonet’s Client Management Program, along with a customized suite of tools to assist the Client Managers and their managers (which serve as field coaches).
4. **Resources and Expertise** – Infonet determined what their strategic Clients value most, and attempts to make these sources of value more easily accessible for the Client Managers to make available to their Clients.
5. **Teamwork and Communication** – Account teamwork and communication are achieved through the timely and effective sharing of

key information about the Client. This information is located in an Infonet-specific repository: *The Infonet Account Plan*.

Figure 6: The Primary Components of Infonet’s Client Management Process



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The Infonet Account Plan was designed specifically for Infonet’s way of doing business, with a primary focus being the requirement that this would be a plan document that the field would actually use, as opposed to so many account plans that actually become “shelf-ware” soon after they are completed. To achieve this, PMI entered into discussions with Infonet sales and marketing leadership regarding Infonet’s growth and go-to-market strategies, to ensure that the Account Plan would accurately reflect Infonet’s business model and the needs of Infonet’s Clients.

After discussion regarding the key elements of effective account or “Client Planning”, the contents of the Infonet Account Plan were agreed upon. Micheline Wens, General Manager of Infonet Germany, put it this way: “Planning is a skill that is necessary for our Client Managers if we are going to transition to the next level of sales effectiveness. Planning will position us to think ahead with the Client, and thinking ahead will reduce ‘reaction’ and helps us be more proactive.”

As work began on the completion of the document that would serve as the repository of Client information, opportunities, resources, relationships, strategy, and metrics and action plans, there was a growing enthusiasm that things were coming together. There was also a feeling within that the core belief system for the Program (Figure 4) would come to life through

deployment of the Client Management Program. Plans were made to conduct the “pilot workshop” with a group of Infonet sales managers from across the globe. As the date was established for the pilot, the initial prototype of the Account Plan was completed, as shown below:

Figure 7: The Infonet Account Plan

Infonet Account Management Program
Account Plan



Account Plan

Client Name:

Client Manager:

Systems Engineer:

Sales Manager:

Revised Date:

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The pilot workshop was conducted in November 2002 and the Infonet Account Plan was presented to the managers. In addition to the content for the Client Management Workshop, the sales managers were provided with additional tools and deliverables in the areas of Client Management Coaching Skills and an Infonet-specific Account Review Process. Based on feedback from the managers, the content and deliverables for Infonet’s Client Management Program were finalized, and the schedule for global deployment was developed.

7. Implementation: What Type of Program Was Deployed to Train and Up-Skill the Field in Client Management Best Practices?

The global nature of Infonet's business required a global deployment of the Client Management Program, no small task since Infonet does business in practically every major country. To accomplish this, a deployment schedule was established that provided both Client Management and Coaches' Workshops in selected US and European locations. Infonet sales leadership assumed an active role in the workshops, serving as coaches for exercises and breakouts, while PMI facilitated the sessions.

Infonet established a "Client Management Program Office" to oversee deployment and measure execution under the leadership of Doug Laurin, former Director of Global Account Management. In Doug's words, "As a US-based corporation, we had to be very conscious during deployment that a significant number of our Clients and hence, revenues are outside of the US. There was significant emphasis placed upon our deployment and workshops throughout EMEA (Europe/Middle East/Africa), and the EMEA sales leadership team made significant contributions to the ultimate shape and content of Infonet's Client Management Program."

Of particular concern during implementation was the importance of recognizing the current state of a Client relationship before initiating the planning process. Through previous experience, PMI had observed the importance of this "relationship awareness" in the deployment of Client Management best practices and had actually completed some informal research on the levels of relationships that tend to exist between suppliers and their customers. The model below (Figure 8) was integrated into Infonet's Client Management Program as a logical starting point for the assessment of different levels of supplier/customer relationships.

Figure 8: Infonet’s Client Management Program Includes an Ongoing Assessment of Client Relationships (Summary Version)

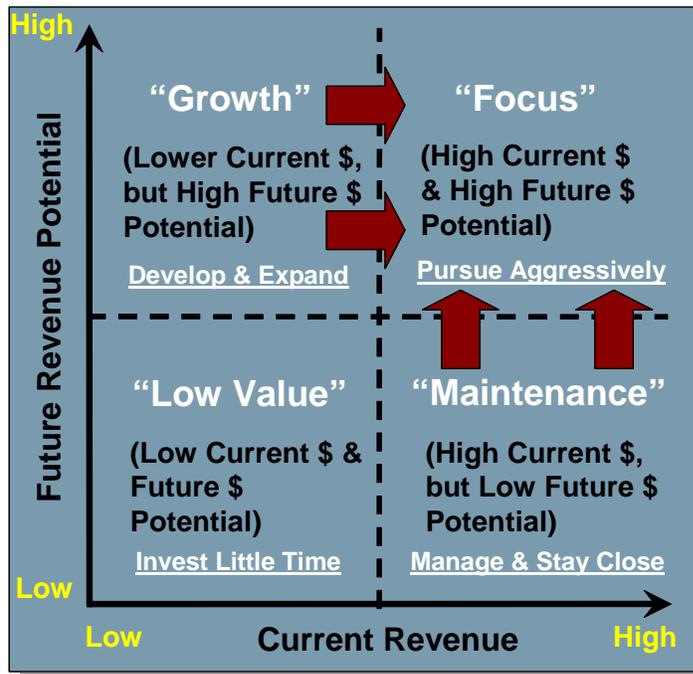


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With a tool in place to assist the Client Managers in determining the state of their Client relationships, an additional need was identified as that of establishing the priority for Client opportunities. All account managers face the difficult dynamic of determining how and where they will invest their time, and it was felt throughout Infonet that a tool that would assist the Client Managers with this would be quite helpful. The segmentation model (Figure 9) was deployed with the goal of providing a test for the investment of time by the Client Manager.

Figure 9: Clients and Existing Revenue Opportunities Are Assessed Based on Current Revenue and Future Revenue Potential.



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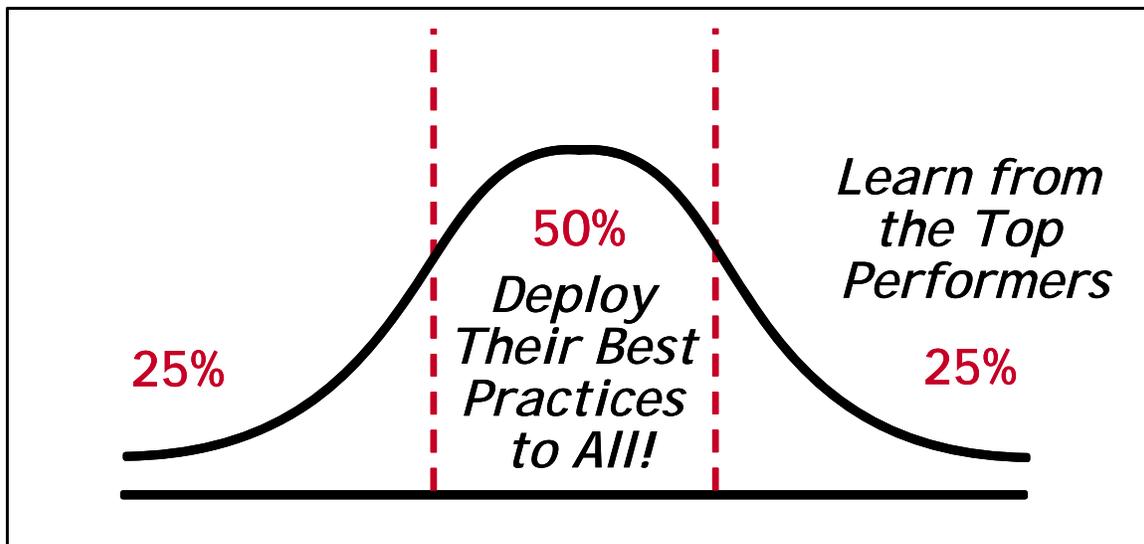
By the end of the first quarter of 2003, all of Infonet's Client Managers had been trained in the best practices, skills and tools of the new Client Management Program. Infonet would subsequently write in the Annual Report: "Over the next year you will see Infonet following a strategy designed to retain our current base of Clients, reduce variable costs, target new sales to existing Clients and expand our product offerings." The deployment of the Client Management Program is clearly a giant step in the direction of helping Infonet meet these stated objectives. The results that have been experienced are, in many ways, attributable to the vision and courage of Infonet's sales leadership to embrace and drive change during the most turbulent period in the history of the telecommunications industry. And while the early returns from implementation and deployment efforts are quite positive, the true test of any change initiative is in the level of transformation that has resulted, as well as the degree to which more effective sales execution is being measured in the field.

8. Traction and Results: Where Has Infonet Experienced Change and Improved Execution as a Result of the Client Management Program?

Perhaps Martin Maurer, Client Manager, Infonet Germany, put it best when he said: "My expertise and consultative approach are key elements of the value proposition that I deliver to Clients. I always make it my business to know

how my Client conducts their business.” After spending time with Martin, one quickly realizes that this is the way that he executed before the Client Management Program debuted, and that he will be similarly successful afterwards. But as many sales executives and managers realize, it’s not the performance of the “top guns” or “top 25%” that typically determines the overall success of a sales organization: it’s rather the attainment of the “middle 50%” that tends to be the primary determinant of overall organizational performance (Figure 10). In fact, if we are able to “raise the grade point average by half a letter” or “shift the bell of curve to the right”, then it would surely be the case that transformation is at work, and, as a result, performance is improving.

Figure 10: The Bell-Curve (or Normal Distribution) of Sales Performance – the Performance of the Middle 50% Can (and Usually Will) Determine Organizational Success



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To ensure the “staying power” of the new Program, Infonet named Bob Stickney to a newly created position, Vice President and General Manager of Client Management. In this role, Bob has responsibility for all “base account” revenue and has been empowered to drive the Client Management Program, including responsibility for Client renewal and pricing policies.

Shortly after assuming this new role, Bob initiated a program of global account reviews to coach and review the account plans for strategic Clients. Infonet’s sales managers have been trained in a process for conducting account coaching and review sessions, and are expected to conduct regular account reviews with their Client Managers. In these reviews, key discussion topics include the deployment of Infonet resources and the importance of planning with the Client, very much in keeping with the Client Management Process introduced earlier (Figure 4). Additional emphasis is placed upon the Client Manager’s relationships within the account, growth strategy for the

account, value “scorecard” for the account, performance metrics and account action plan, ensuring that these sessions are valuable for both the Client Manager and, ultimately, the Client.

In the 5 quarters that have passed since the initial deployment and implementation of the Client Management Program, Infonet has experienced some impressive results. For those accounts implemented thus far under the Client Management Program, Infonet reports that base revenue is growing and that erosion of base revenue has been significantly reduced. Even more impressive, the revenue increase experienced among the top 15 Clients is in excess of 50% over the previous year! “From a numbers point of view, this is a highly successful program,” said Bob Stickney. Equally important is that since account planning has become the cornerstone of our sales process, we are now well positioned when new opportunities arise within our existing Clients.”

9. Conclusions

Change is a function of time and Infonet is clearly still in the early stages of the Client Management Program. Yet for an organization where “Insight Matters™” it seems clear that the implementation of Client Management best practices has positioned Infonet to have even greater insight into the business of their most strategic Clients. The new skills, tools and disciplines that were cornerstones of John Hoffman’s objectives for the Client Management Program have become a reality. Infonet’s Client Managers are executing more consistently and effectively as they:

- Clearly understand Infonet’s expectations of them via the Success Profile,
- Segment their base of Clients (by current revenue and future revenue potential),
- Answer questions to determine an objective, ongoing assessment of their Client relationships,
- Research their Clients’ business drivers and objectives and determine how Infonet can create Client value through the deployment of Infonet solutions,
- Position new Infonet services based on qualified Client needs and competitive pressures,
- Align their account team with the Clients’ key influencers and decision makers to ensure that buying and selling processes are congruent,
- Develop, deliver and validate opportunity-specific and overall Client-specific value propositions with the Clients,
- Create account and action plans that are directly connected to the Clients’ drivers, objectives, and expectations of value, and
- Manage their Clients with the assistance of a process and a framework that has been tailored to their business model and go-to-market strategy.

Why has Infonet been successful with Client Management Program? There are a number of factors that likely account for the success that Infonet has experienced, but perhaps none more impactful than the commitment of sales leadership to the program. Infonet recognized the importance of balancing short-term revenue needs with longer-term Client relationships and value, and established and communicated a culture of core beliefs and values to achieve this balance. It is perhaps this "insight" into their business that "matters" most in Infonet's early success with the Client Management Program. In the words of Bill Dodds, Vice President of Sales, Infonet US, "When we develop new opportunities and increase our footprint with an existing Client, we are ultimately selling business that is more profitable to Infonet. The Client Management Program gives us proven processes, skills and tools to increase our efficiency and effectiveness with our Clients and do a better job of connecting the value of Infonet's solutions with their needs."