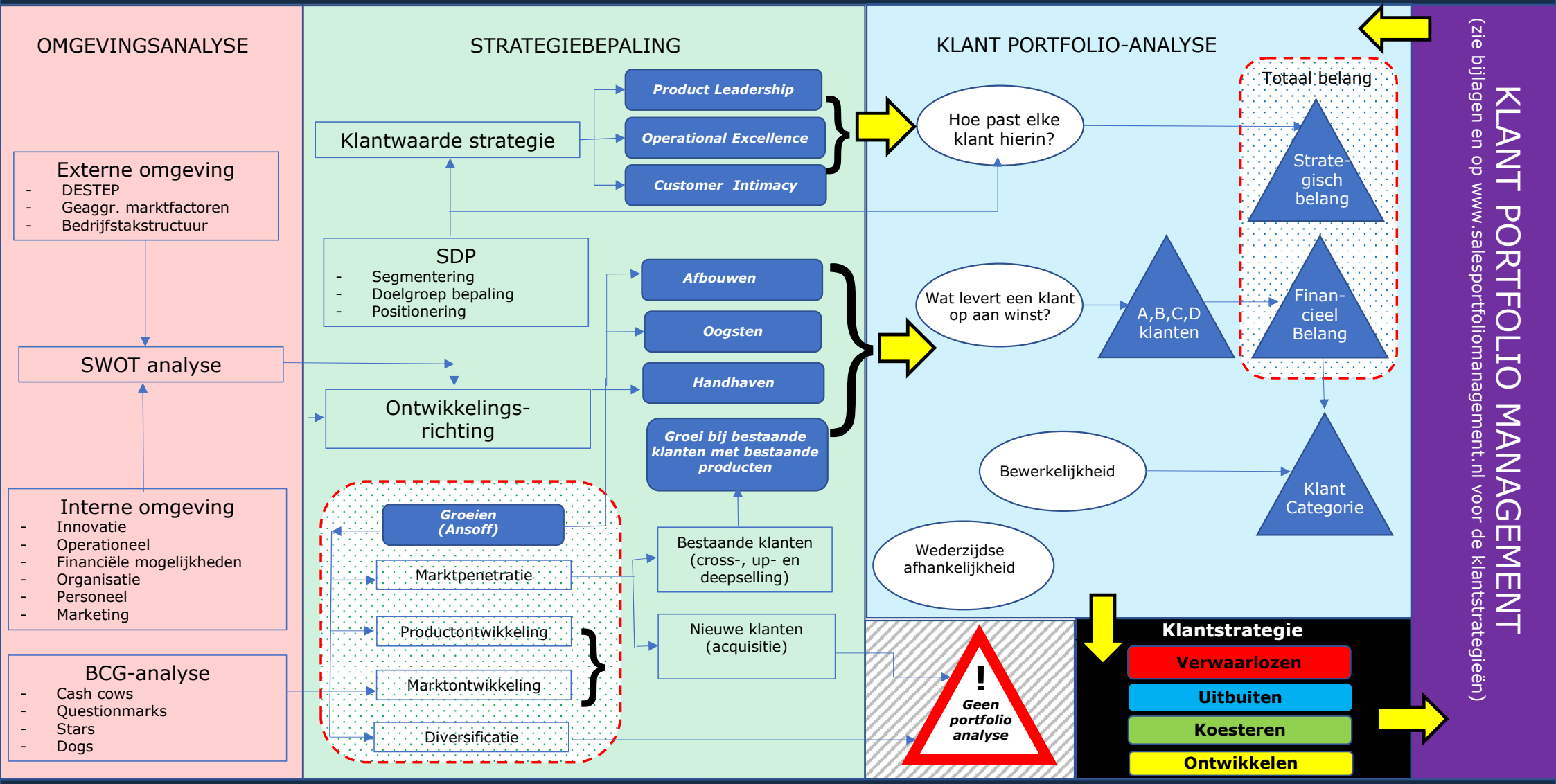
Salesportfoliomanagement
in strategisch perspectief
De meerwaarde van de portfolio-benadering
voor de juiste focus op de juiste klanten
Hans Sangers
'Uitgeverij'

# Sales portfolio management: een cyclisch proces



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# *Methodiek klantportfolio analyse*

- Klanten indelen volgens bepaalde criteria
  - ✓ *Bijdrage aan omzet/winst (opbrengst)*
  - ✓ *Bewerkelijkheid (inspanning)*
  - ✓ *Wederzijdse afhankelijkheid*
  - ✓ *Strategische waarde*
- Verschillende klanten, verschillend behandelen


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# *Eendimensionale analyses*

- *Top down klantenlijst*
- *Klantpiramide*
- *Pareto-analyse*


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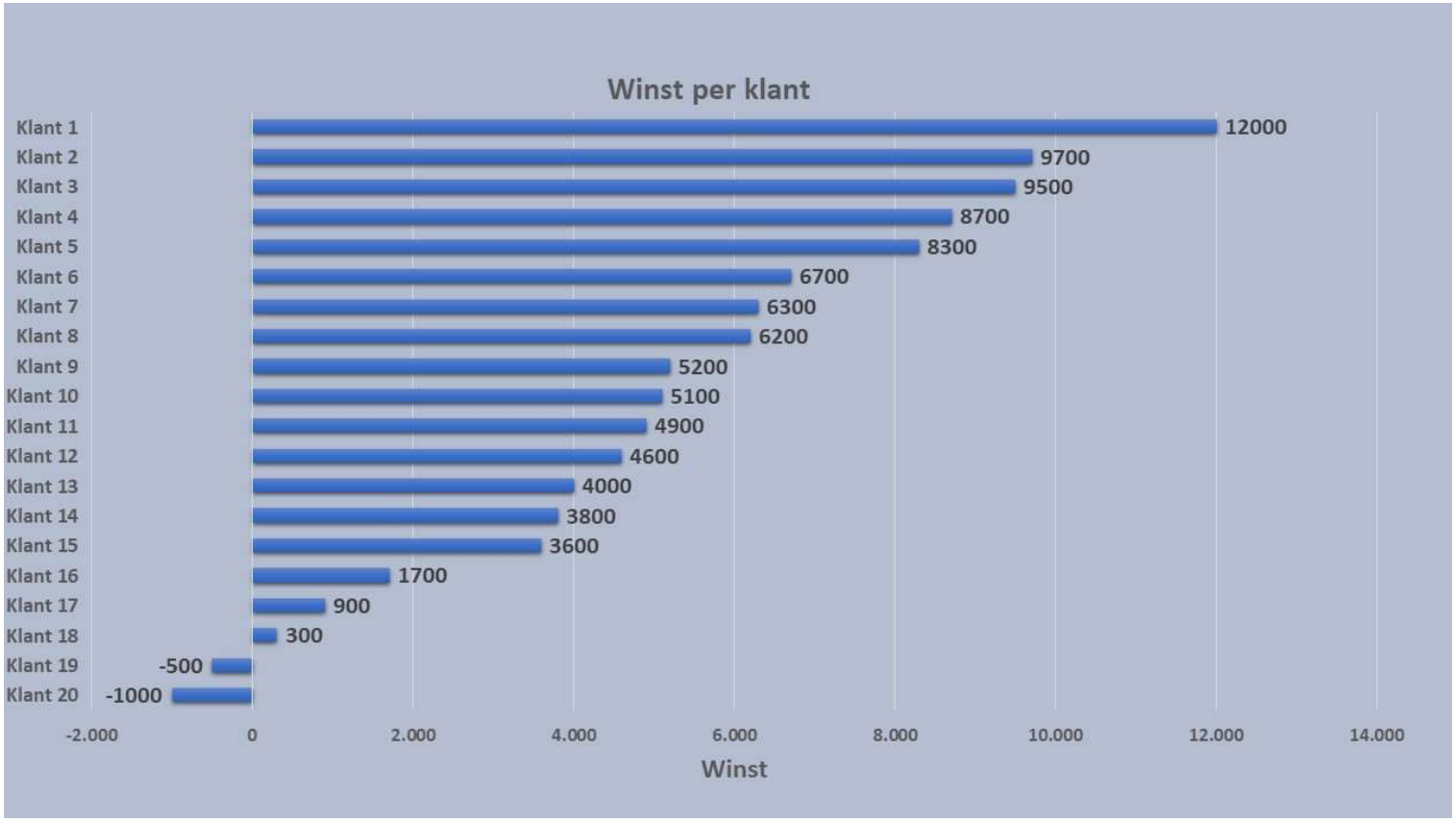
# Top down klantenlijst





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# *Klantpiramide van Curry*

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# *Wet van Pareto*

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# *Meerdimensionale analyses*

- Belang
  - *Opbrengst (winst/omzet)*
  - *Strategische waarde (niet-financieel)*
- *Inspanning*
  - *Commercieel*
  - *Logistiek*
  - *Financieel*
- *Wederzijdse afhankelijkheid*


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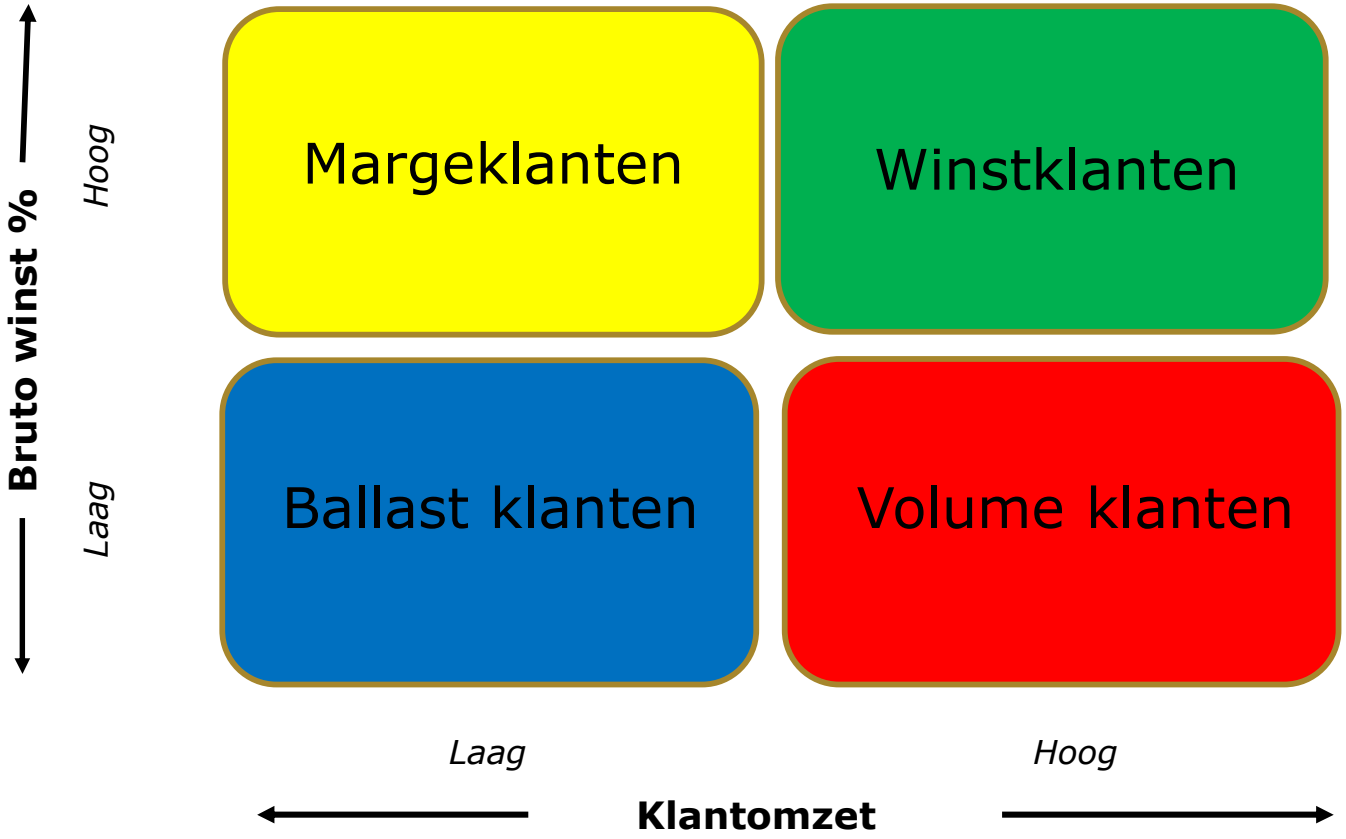
# *Winstgevendheid van de klantomzet*





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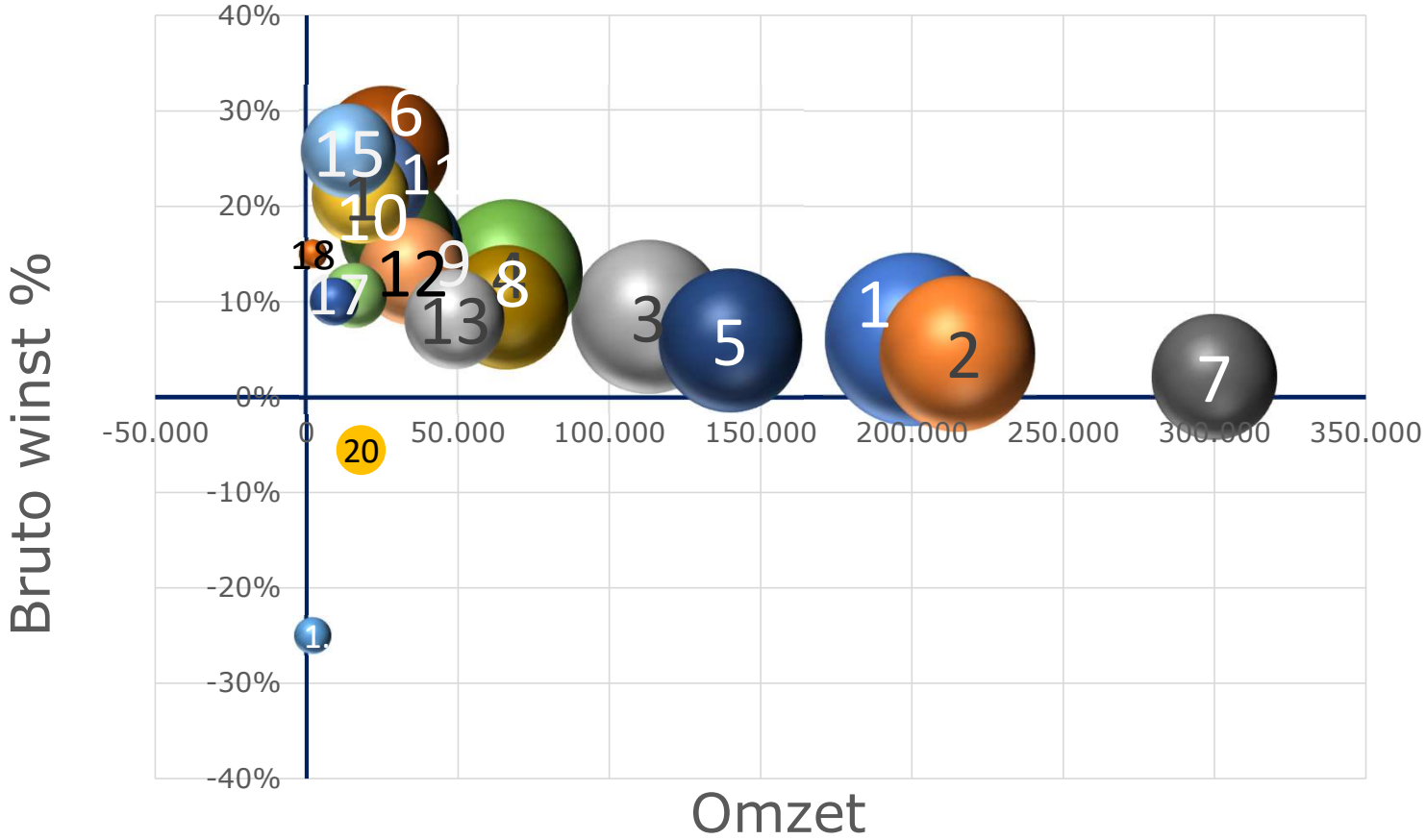
# Winstgevendheid van de klantomzet

*(verfijnd)*





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# *Klant winstgevendheidsmatrix*

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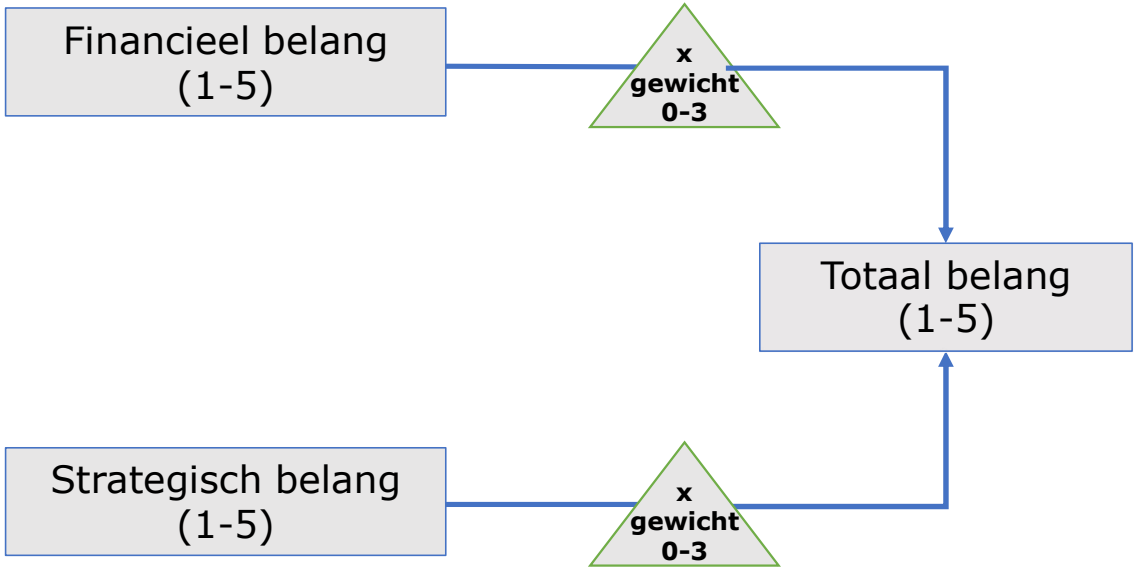
# *Berekening belang per klant*





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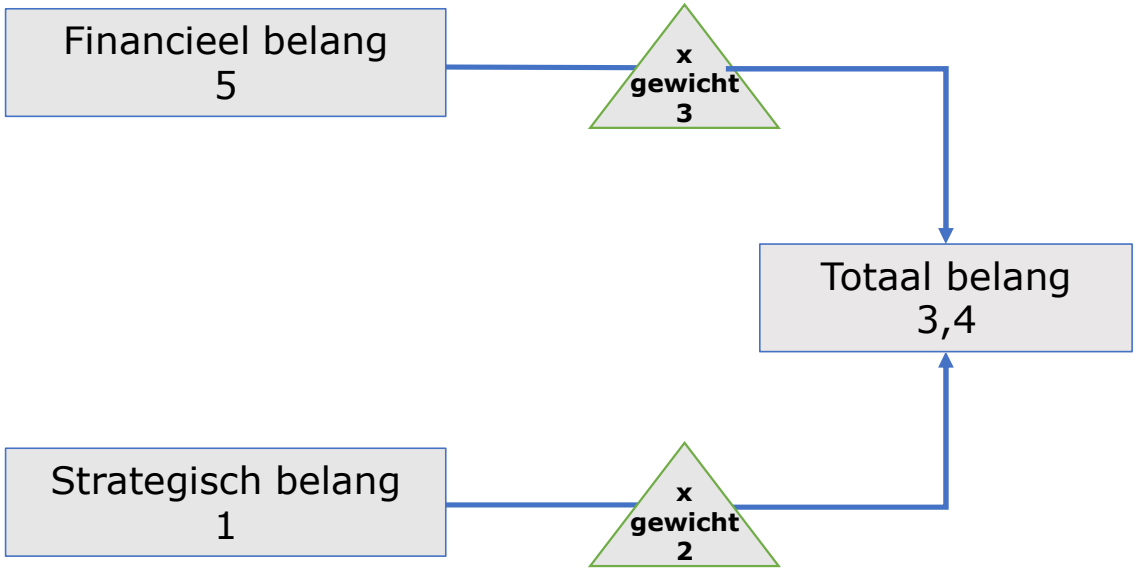
# Rekenvoorbeeld: Klant 1




*Berekening:*

$$\frac{(5x3) + (1x2)}{(3+2)} = \frac{17}{5} = 3,4$$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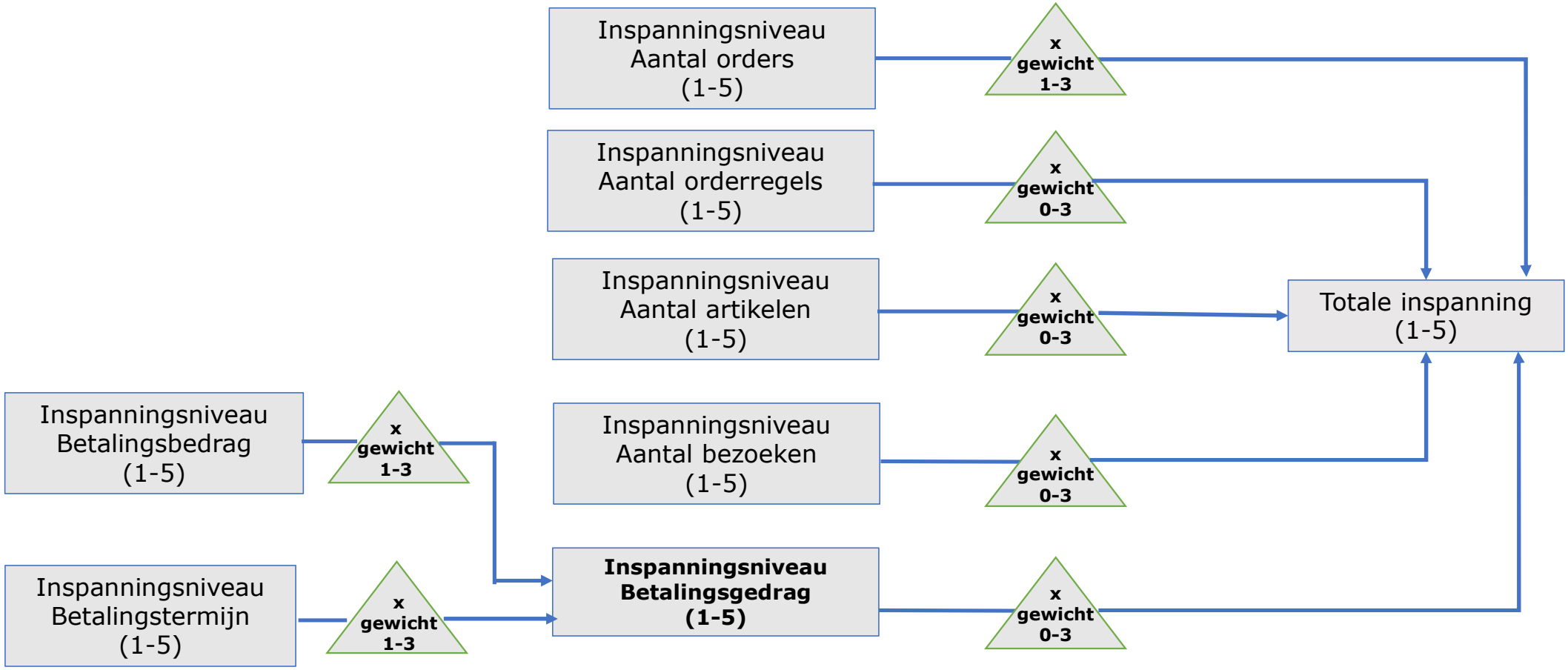
# *Berekening inspanning per klant*





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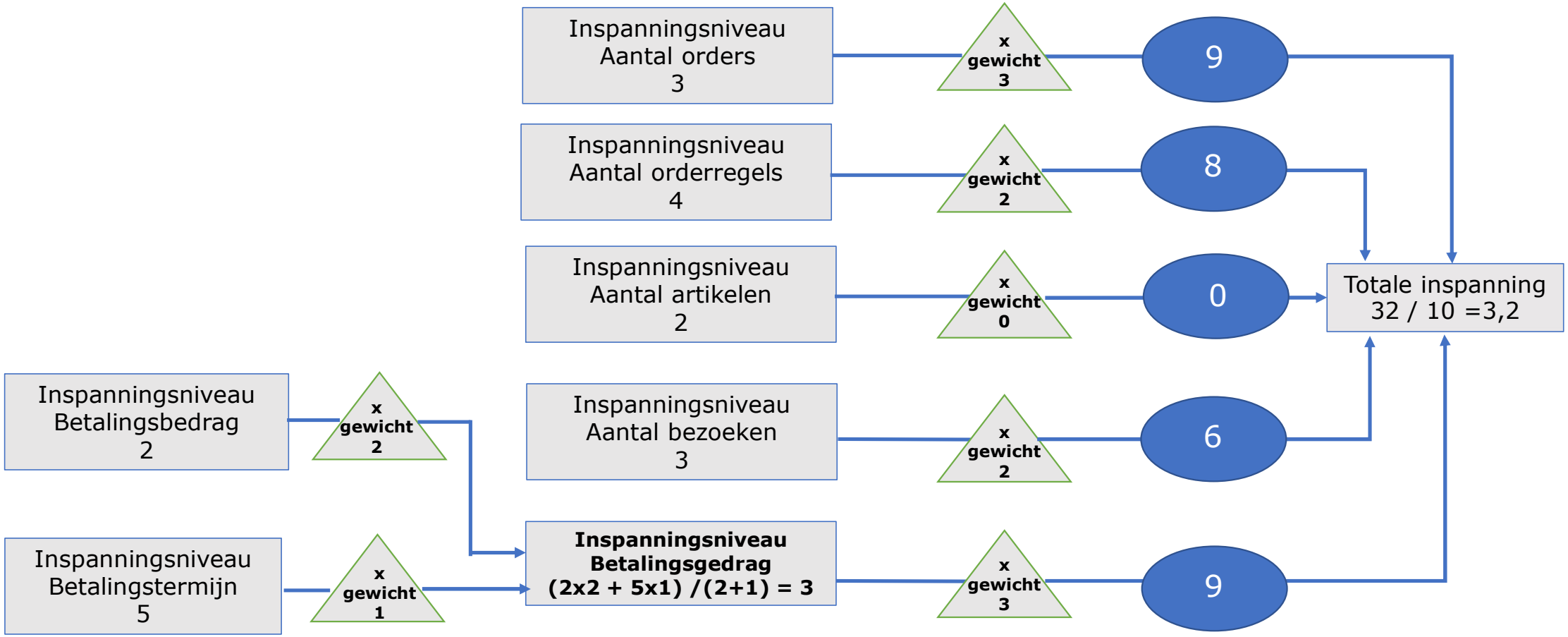
# *Voorbeeld klant 4:*





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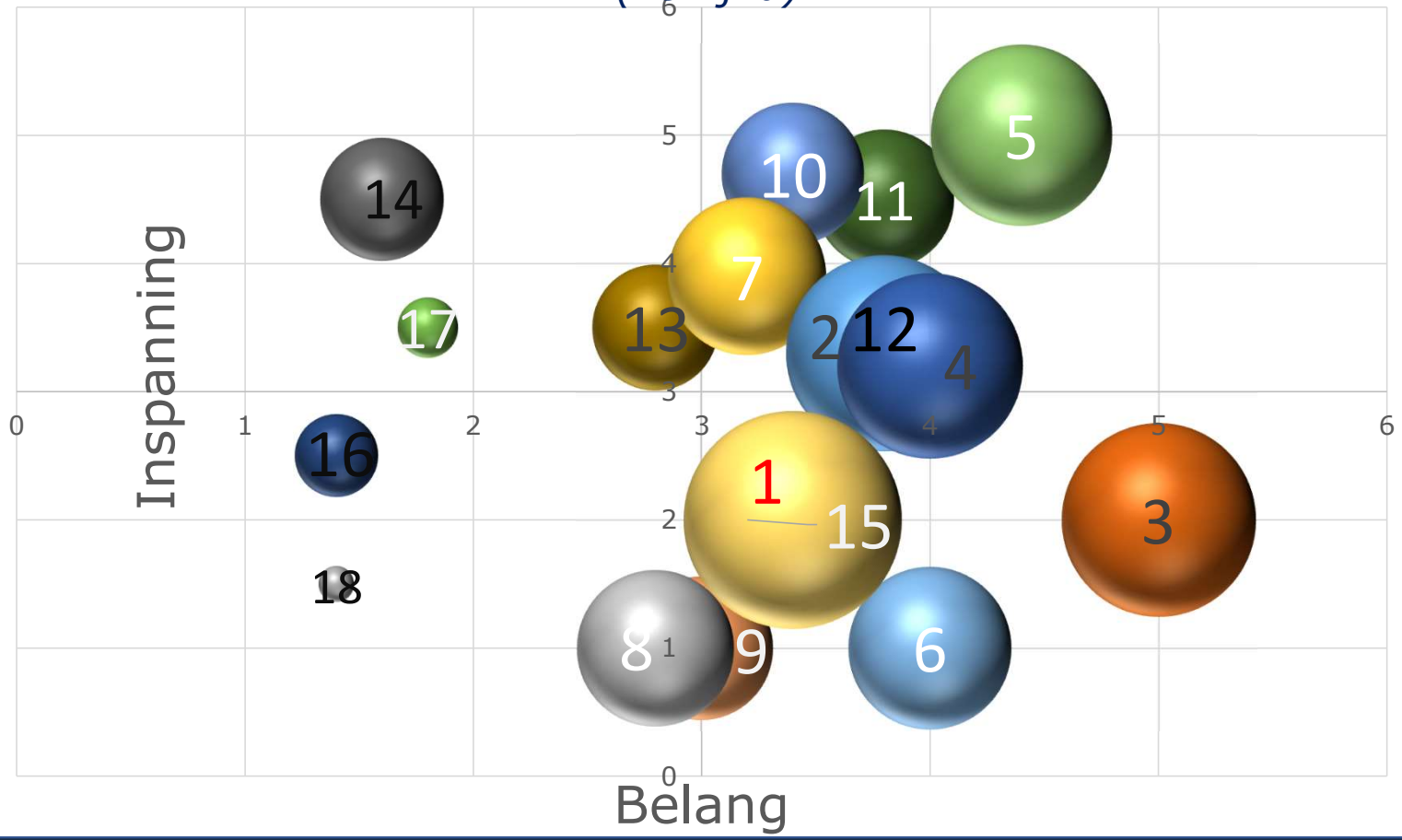
# *Klantwinstgevendheidsmatrix*

*(verfijnd)*





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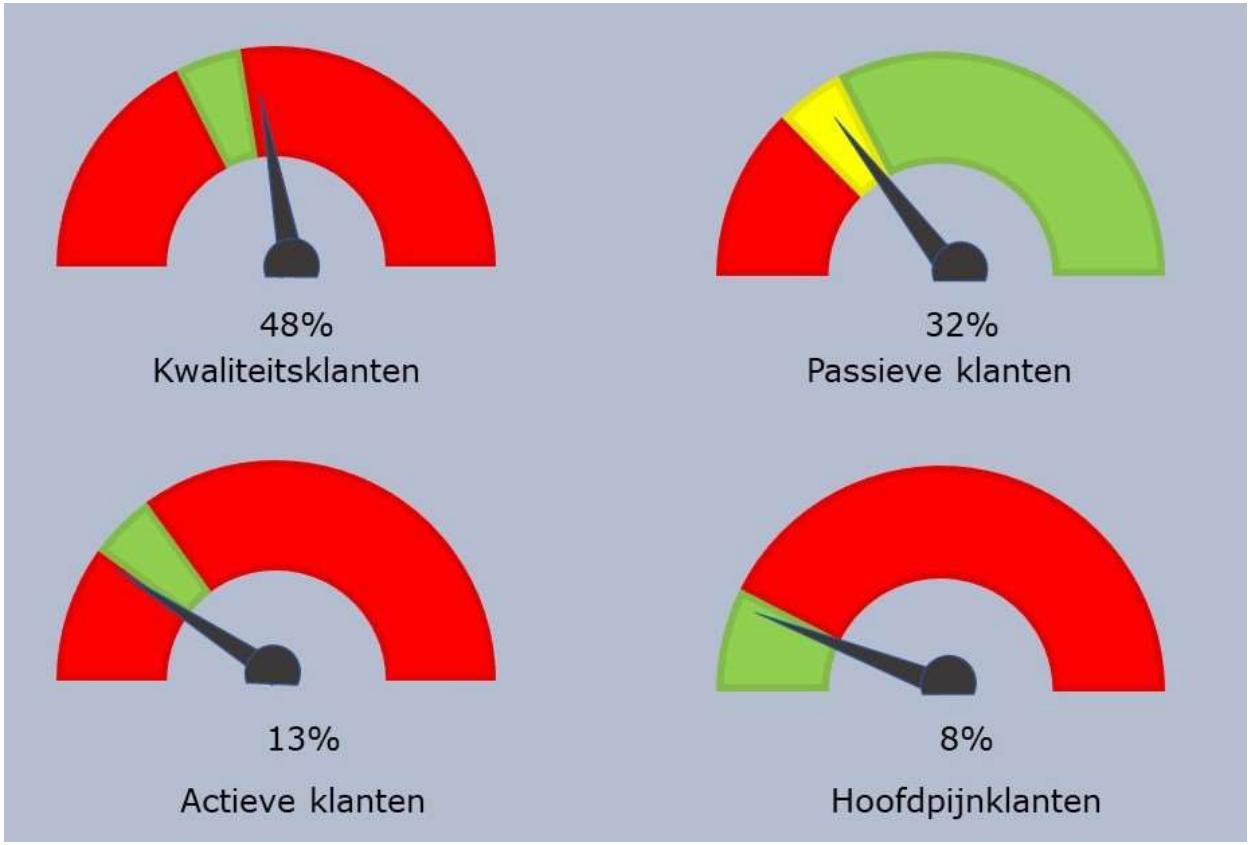
# Herkomst van de winst

*per klantcategorie*





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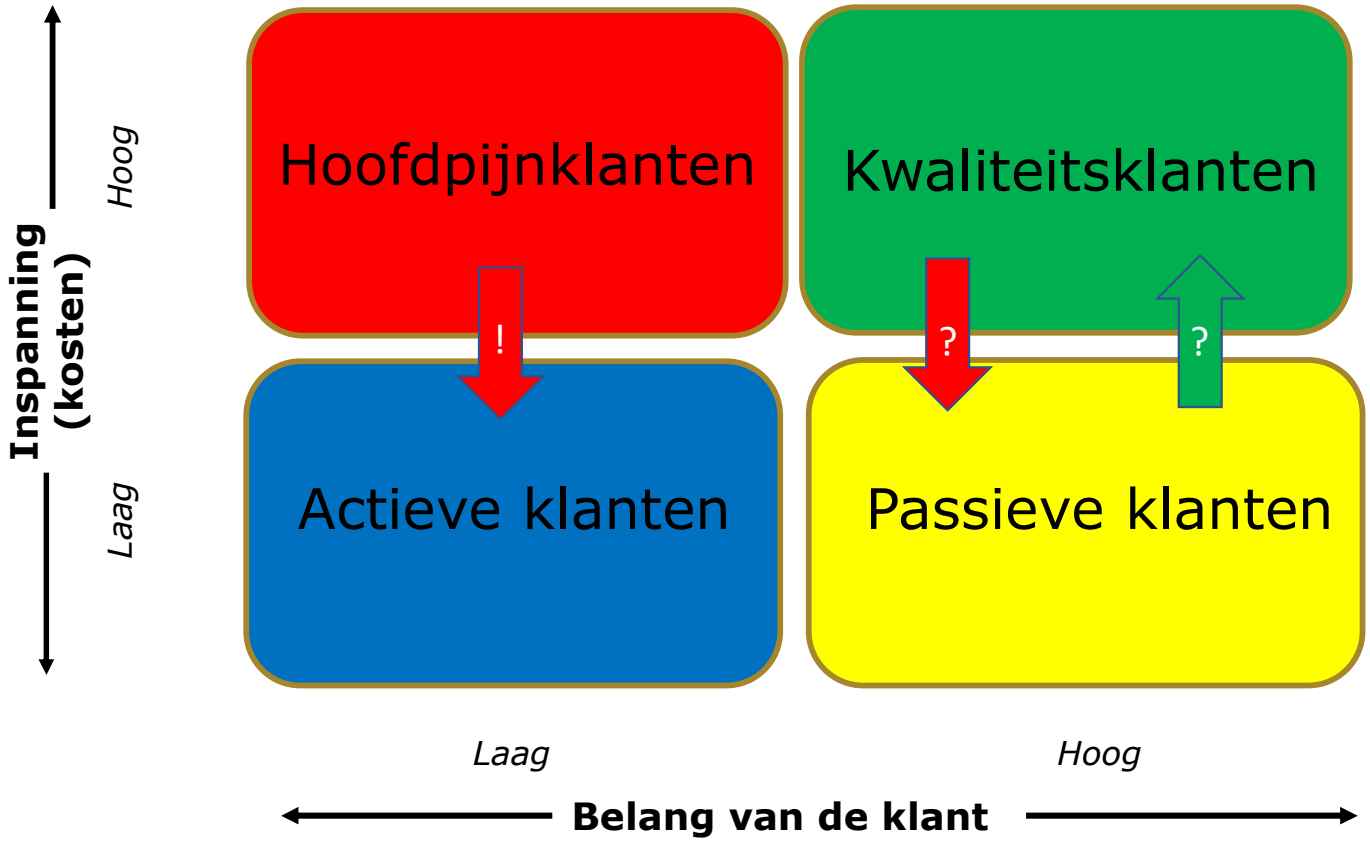
# *Klant winstgevendheidsmatrix*





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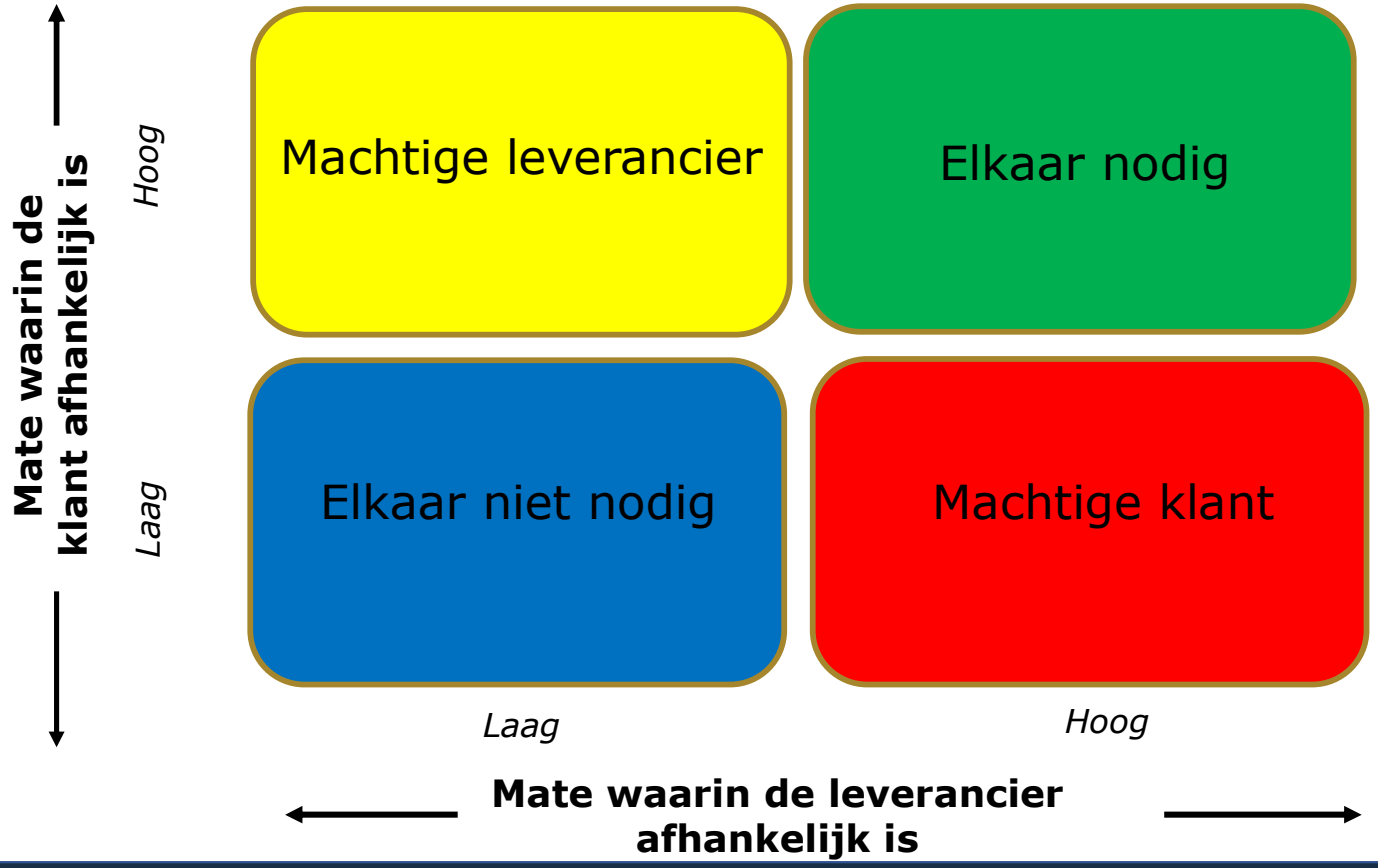
# *Klantafhankelijkheidsmatrix*





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# *Methodiek productportfolio analyse*

- Producten indelen volgens bepaalde criteria
  - ✓ *Bijdrage aan omzet/winst (opbrengst)*
  - ✓ *Bewerkelijkheid (inspanning)*


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# *Eendimensionale analyses*

- *Top down productenlijst*
- *Pareto-analyse*


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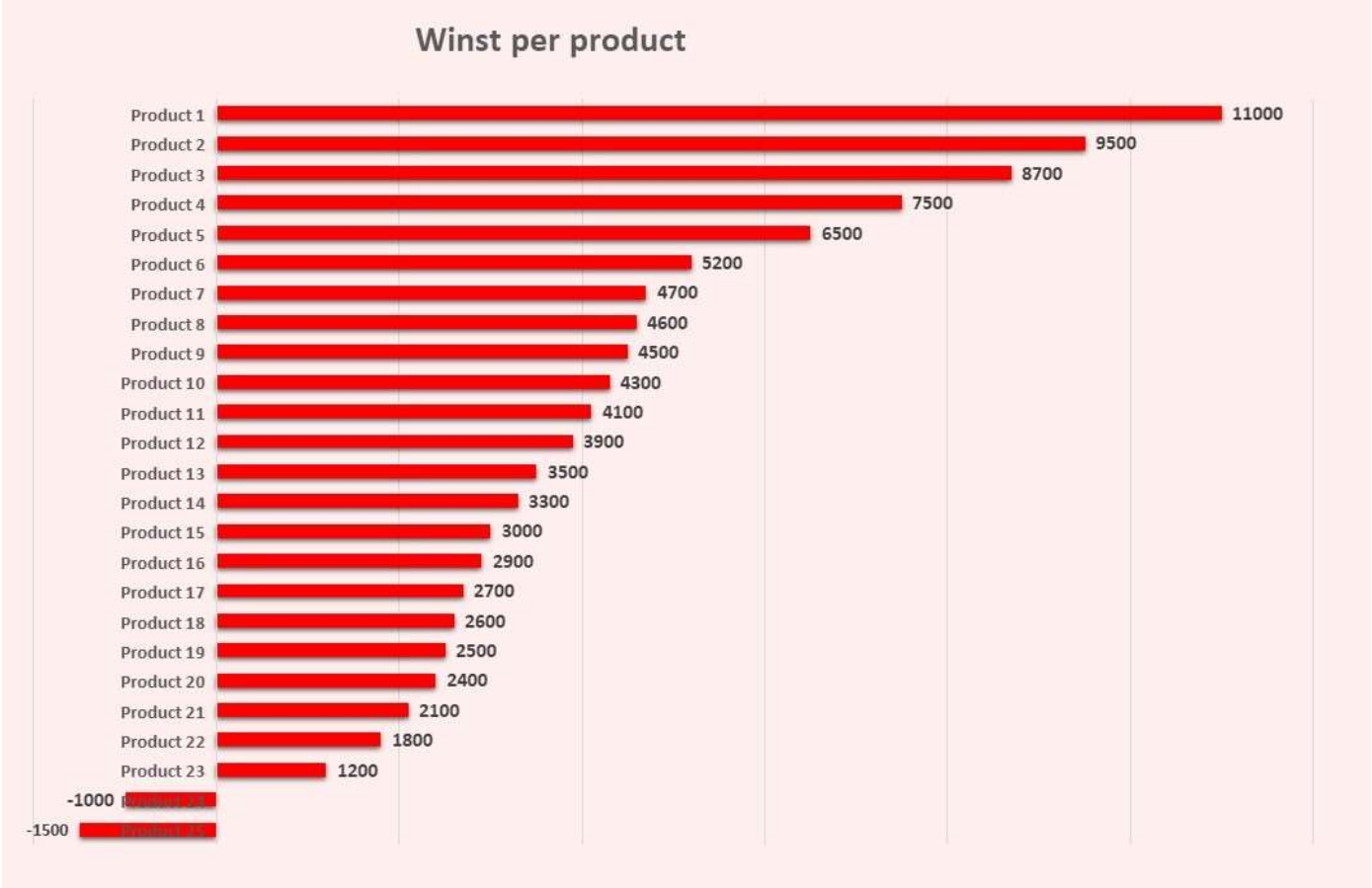
# Top down productenlijst





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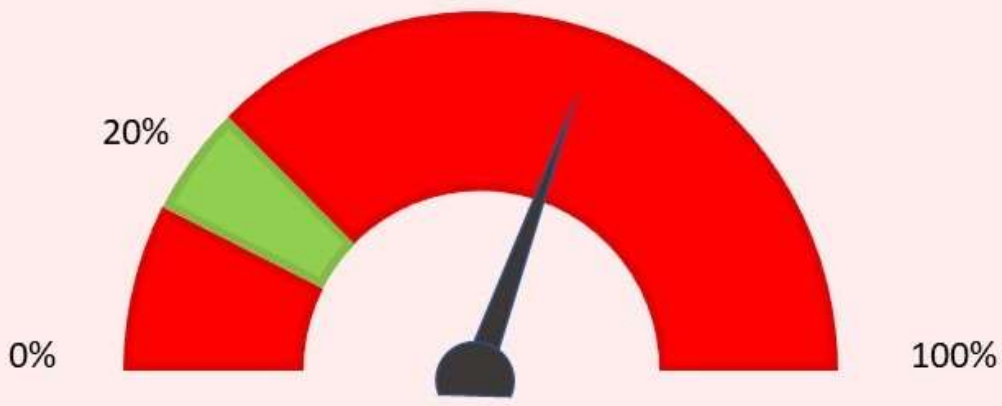
# *Wet van Pareto*




Herkomst 80% van de winst

Winst Top 20% van de producten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# *Meerdimensionale analyses*

- *Belang (winst/omzet)*
- *Inspanning (logistiek)*


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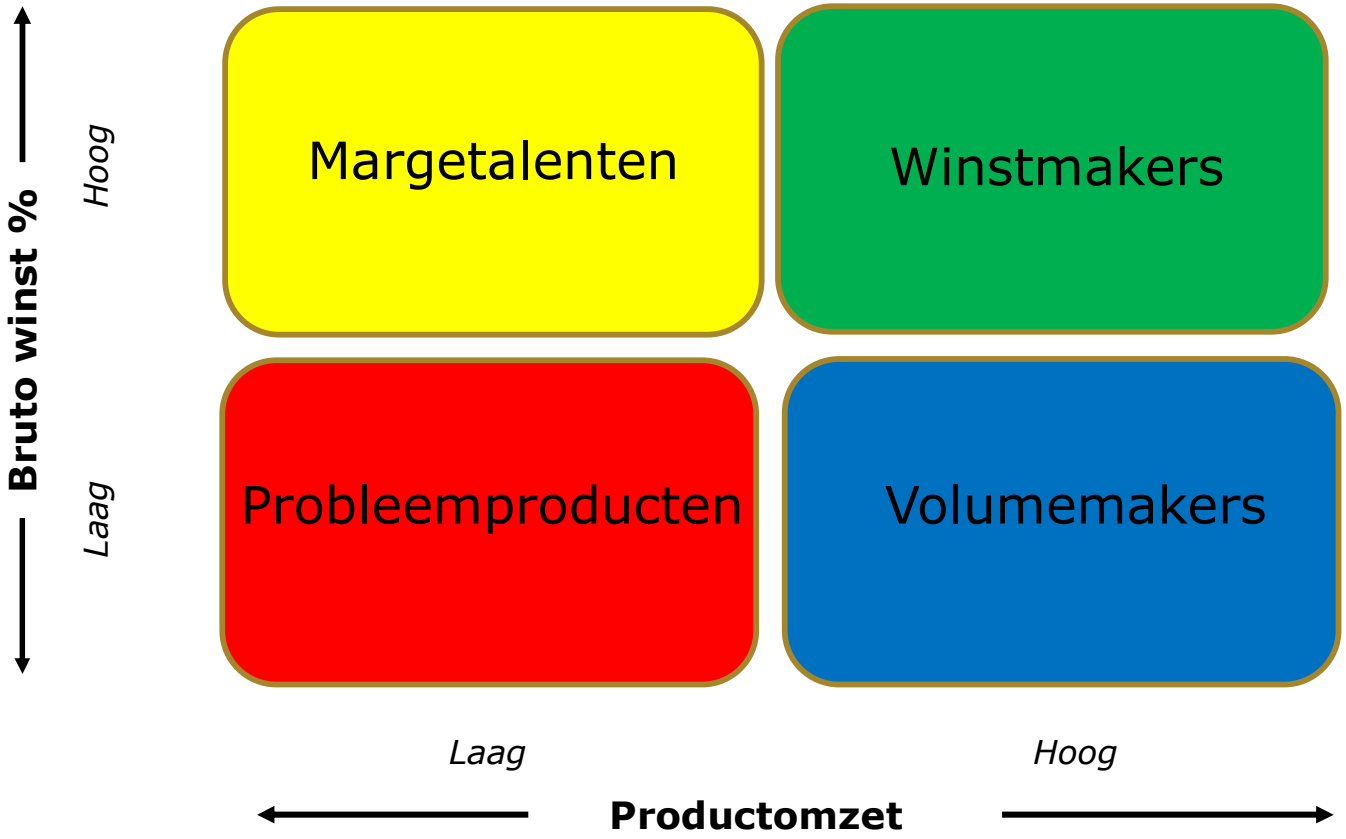
# Winstgevendheid van de productomzet





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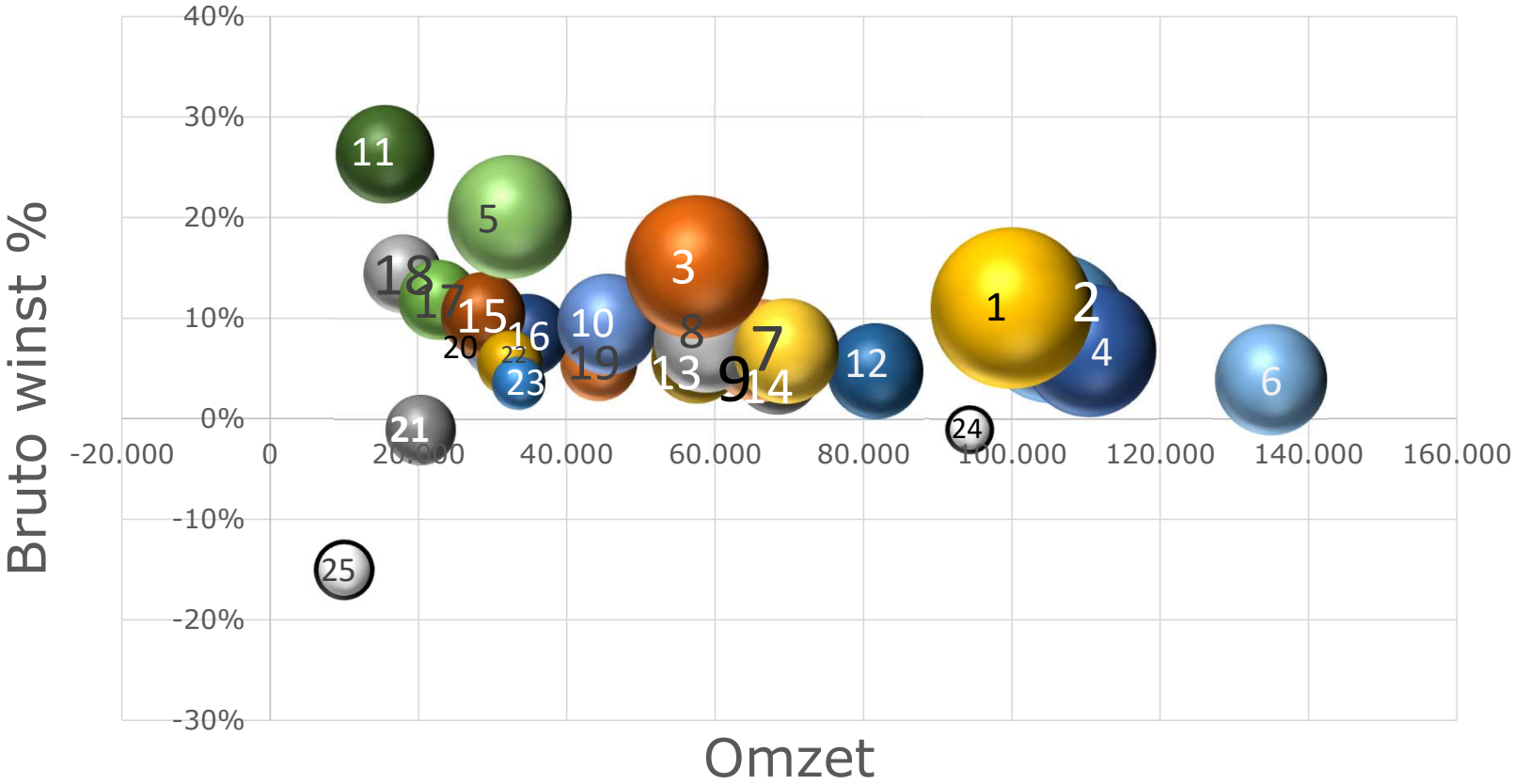
# Winstgevendheid van de productomzet

*(verfijnd)*





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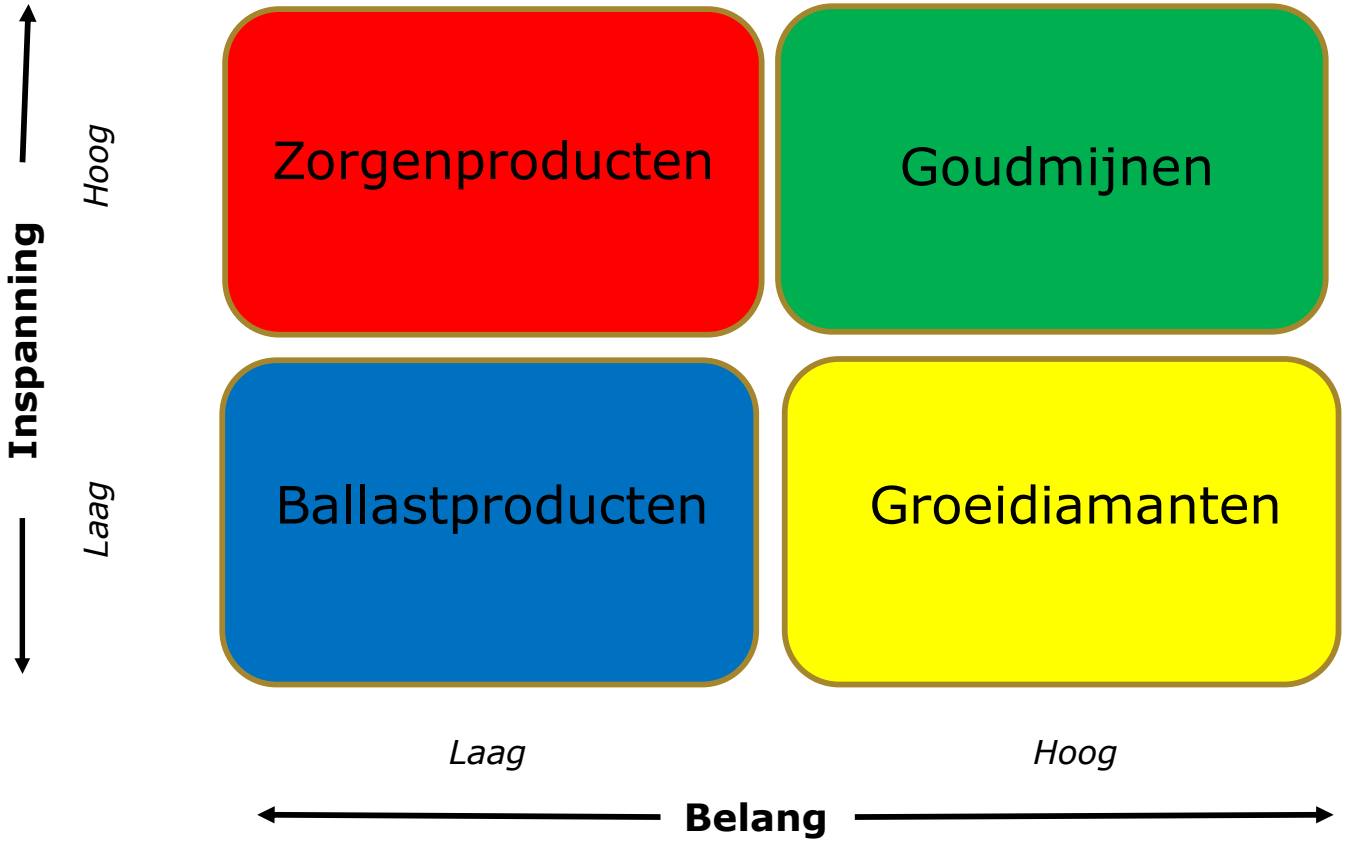
# Product winstgevendheidsmatrix





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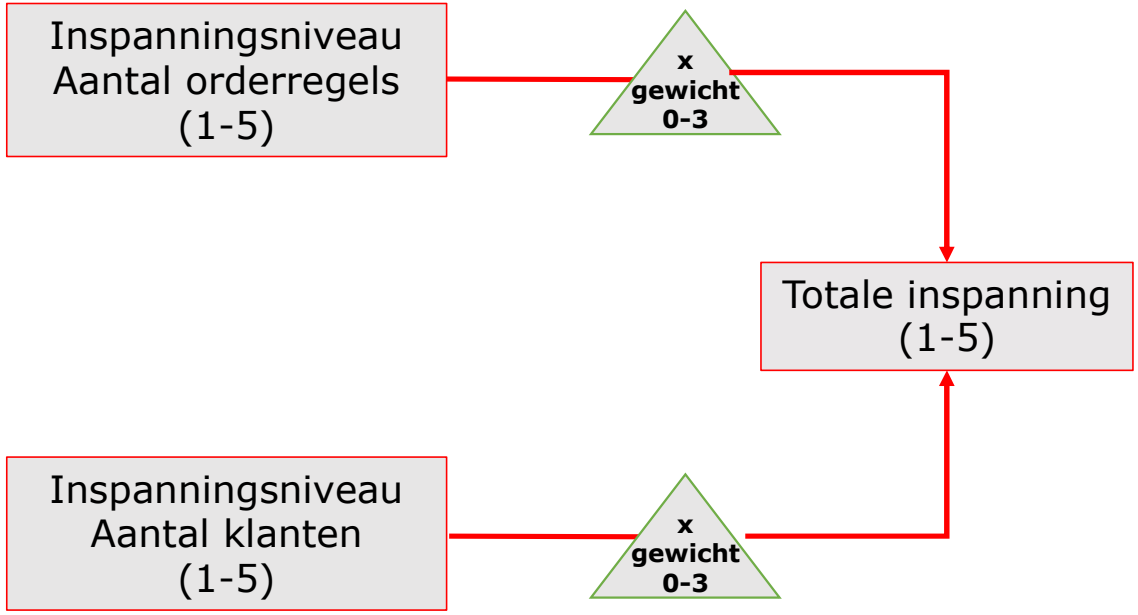
# *Berekening inspanning per product*





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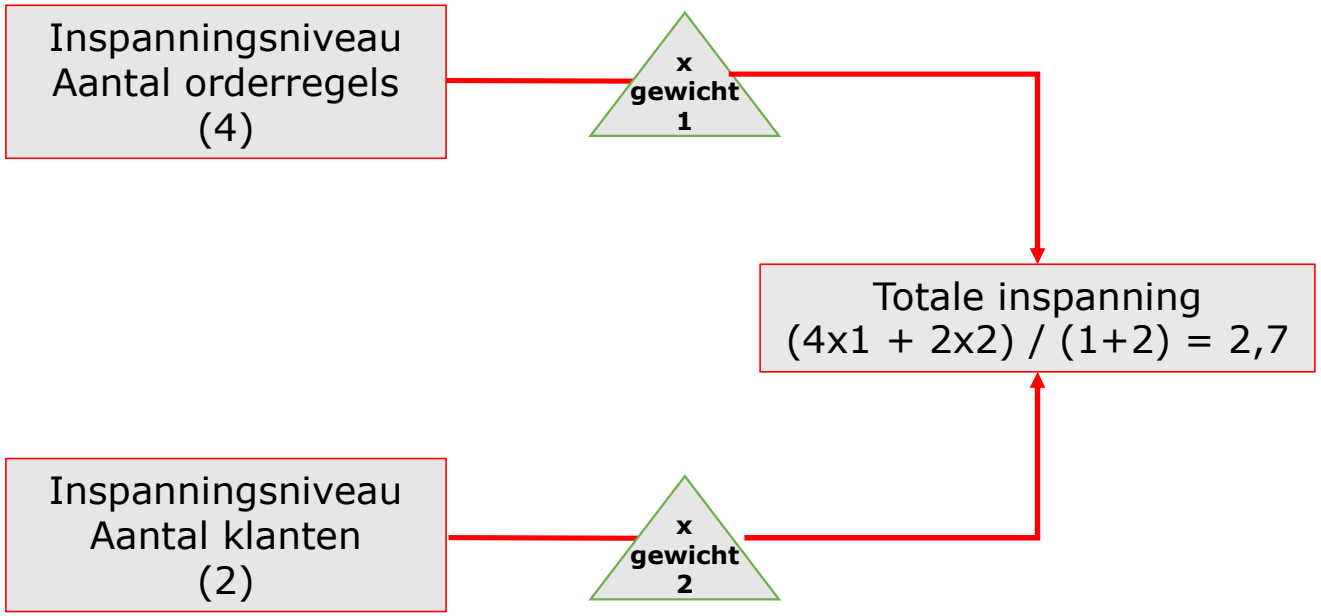
# *Voorbeeld: Product 5*





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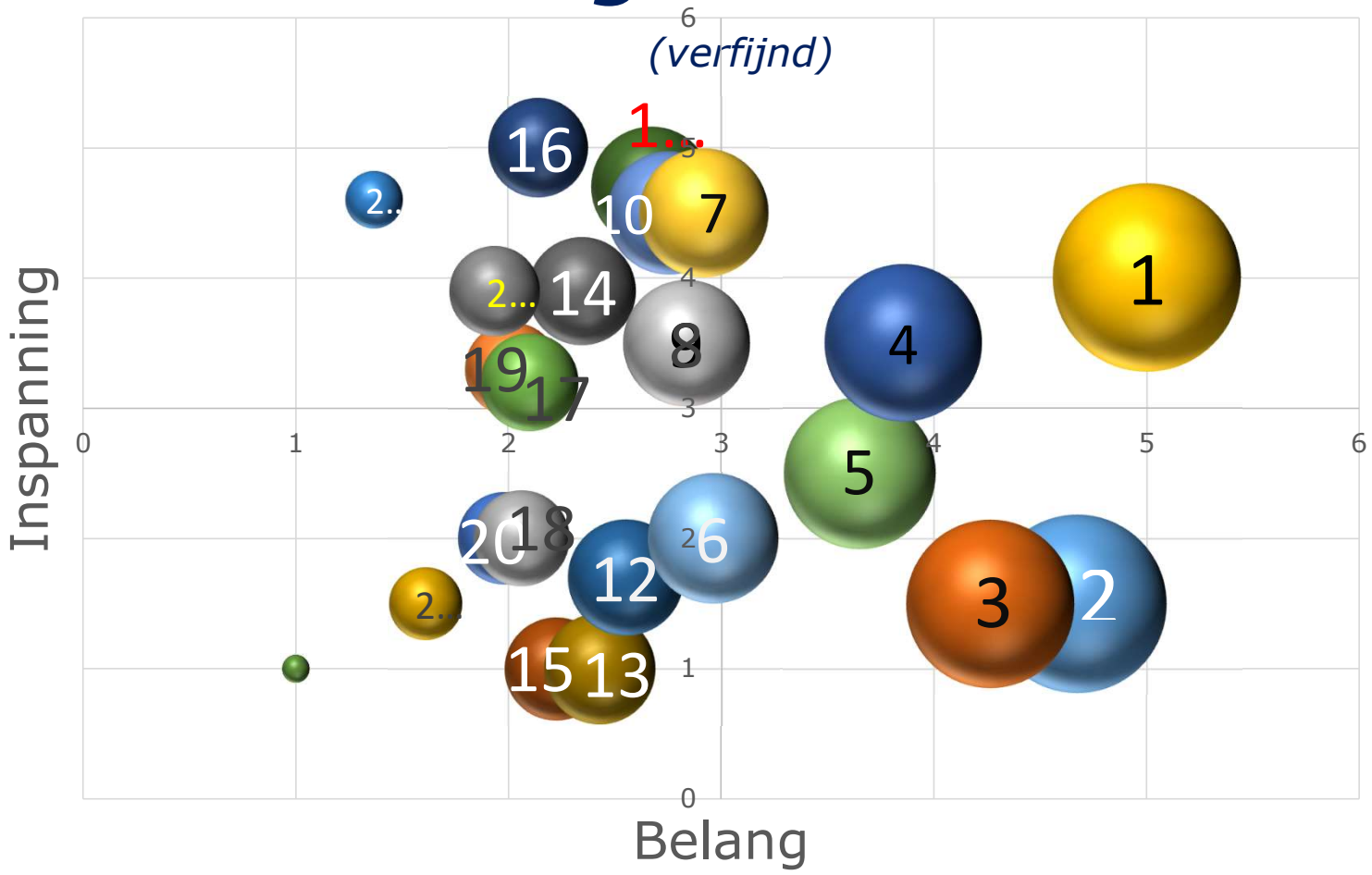
# Productwinstgevendheidsmatrix





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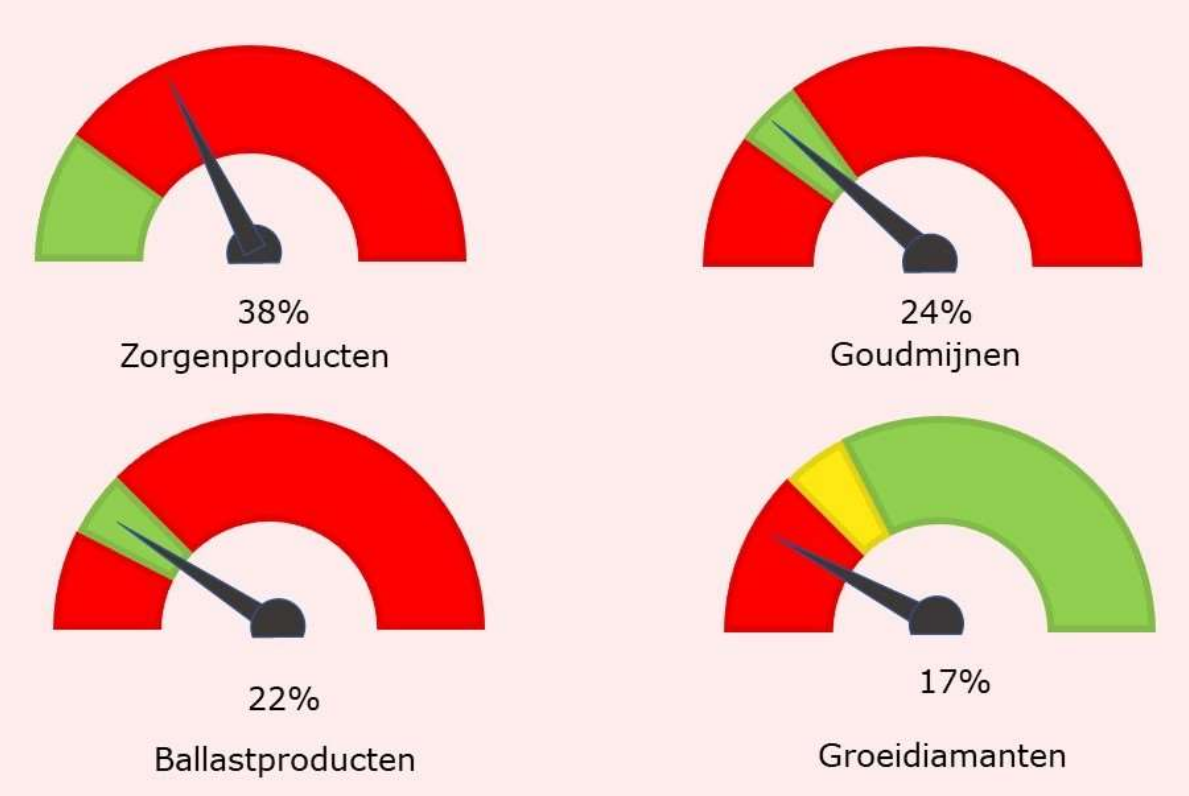
# *Herkomst van de winst*

*per productcategorie*





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# *Strategie vorming*


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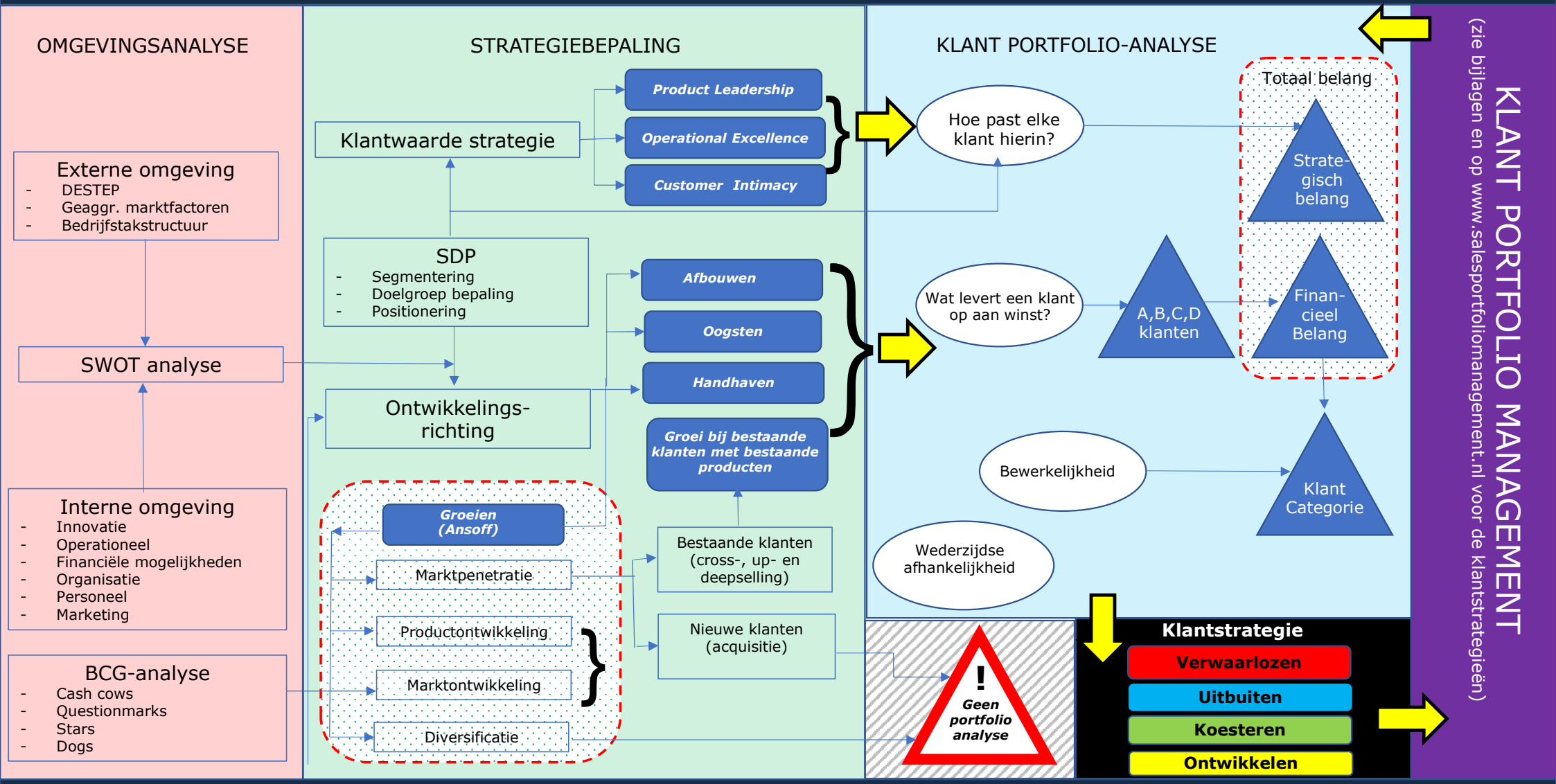
# Sales portfolio management: een cyclisch proces



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# *Ontwikkelrichtingen en portfoliomanagement*


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| Ontwikkelrichting | Producten | Markten | Klanten | Actie |
|---|---|---|---|---|
| Afbouwen | Bestaande | Bestaande | Bestaande | Klanten en producten saneren |
| Oogsten | Bestaande | Bestaande | Bestaande | Saneren van onrendabele producten en klanten |
| Handhaven | Bestaande | Bestaande | Bestaande | Onderhouden |
| | | | Nieuwe | “Koude” acquisitie met bestaande producten (compensatie natuurlijk verloop) |
| Groeien | Bestaande | Bestaande (Marktpenetratie) | Bestaande | “Warme” acquisitie: Cross-, Up- en Deepselling |
| | | | Nieuwe | “Koude” acquisitie |
| | | Nieuwe (Marktontwikkeling) | Nieuwe | “Koude” acquisitie |
| | Nieuwe | Bestaande (Productontwikkeling | Bestaande | “Warme” acquisitie: Cross-, Up- en Deepselling |
| | | | Nieuwe | “Koude” acquisitie |
| | | Nieuwe (Diversificatie) | Nieuwe | “Koude” acquisitie |


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# *Relatie vanuit klantperspectief*

- Inkoopportfolio (Kraljic-matrix)
- Aantrekkelijkheid als klant (Klantrelatiestrategieën)


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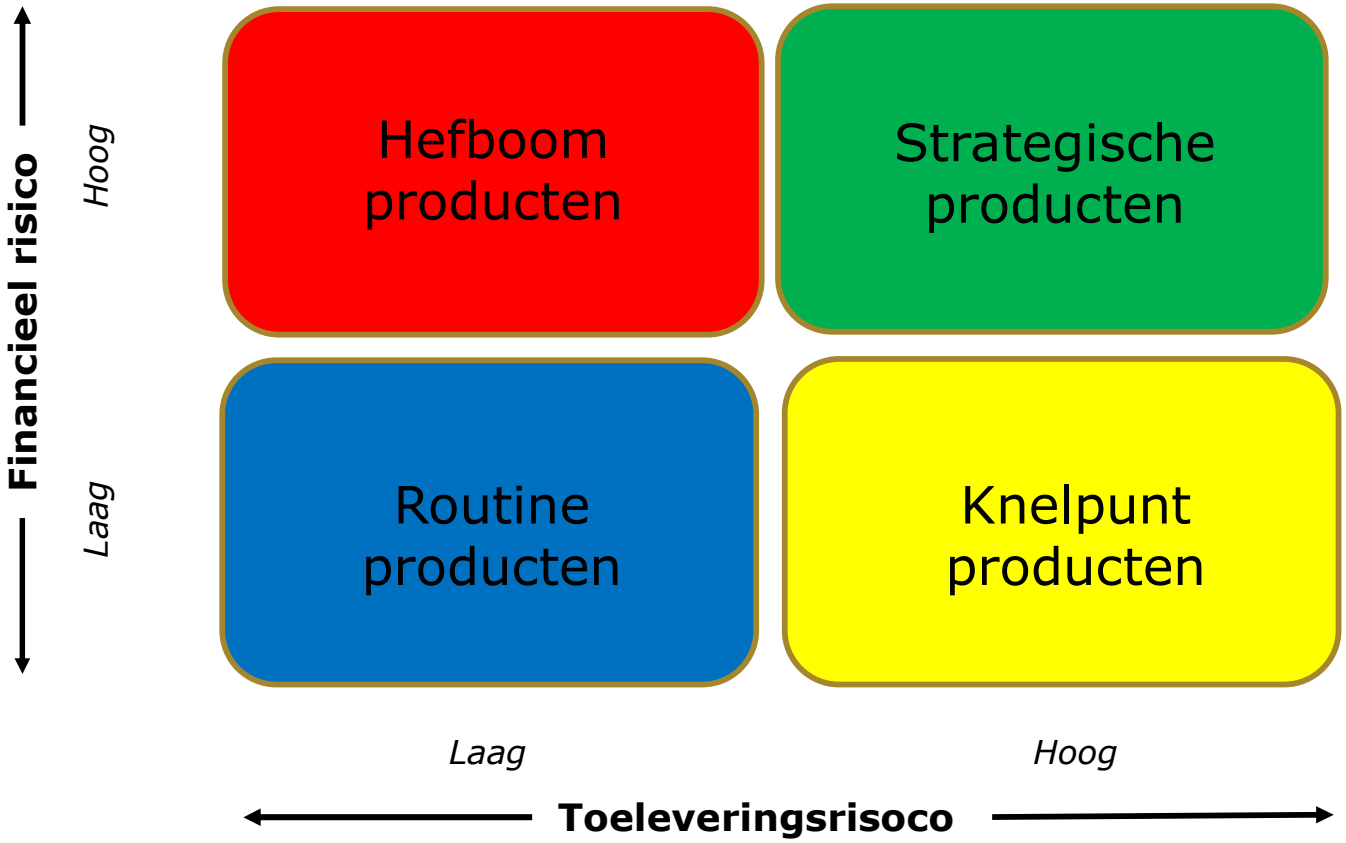
# *Kraljic matrix*





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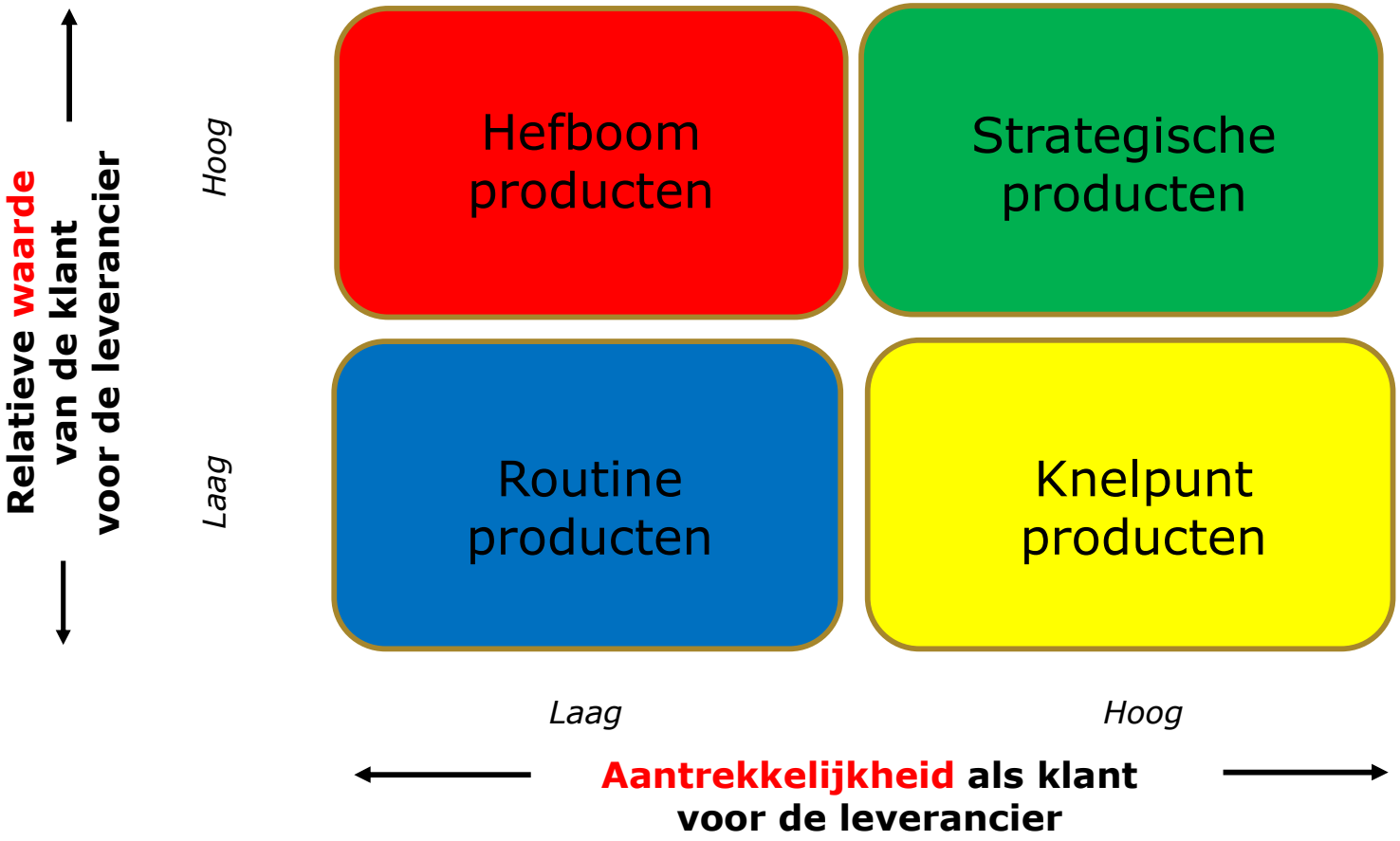
# Klantrelatiestrategieën





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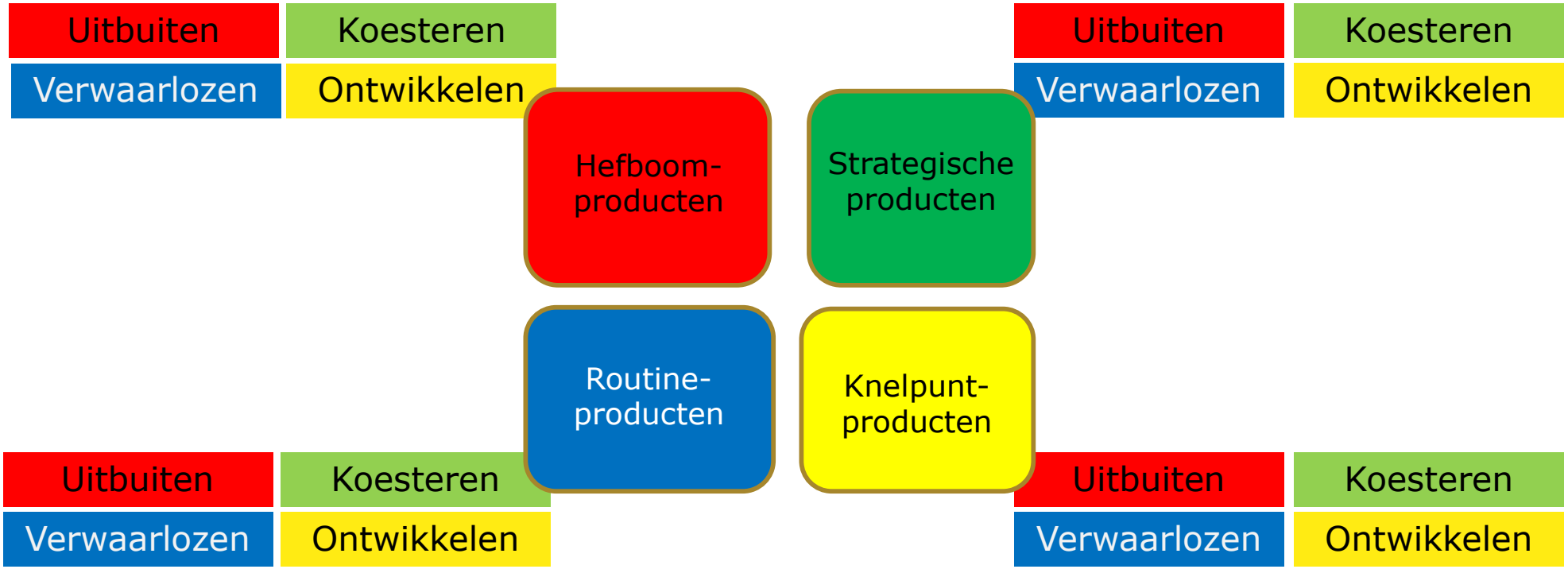
# *Dutch windmill*





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# Inkoopstrategieën

| | Kraljic categorie voor de inkoper | | | |
|---|---|---|---|---|
| | Strategisch | Knelpunt | Hefboom | Routine |
| Verwaarlozen | Groot risico. Zoek alternatieve leverancier, of geef meer aandacht | Groot risico. Zoek alternatieve leverancier, of geef meer aandacht en incentives | Risico. Geen match. Zoek alternatieve leverancier | Passieve relatie. Zoek alternatieve leverancier |
| Uitbuiten | Risico. Zoek concurrentie en verhoog de wederzijdse afhankelijkheid | Risico. Zoek alternatieve leverancier. | Risico. Strijdige posities; Zoek andere leverancier | Risico. Zoek alternatieve leverancier. Verhoog de aandacht. Let op prijs en service. |
| Koesteren | Goede positie. Zoek lange termijn samenwerking | Zeker stellen. Onderhoud lange termijn samenwerking | Sterke positie. Mogelijkheid om voor de volle winst te gaan. | Sterke positie. Laat de leverancier de relatie warm houden. Stuur op maximale efficiency. |
| Ontwikkelen | Goede positie. Werk samen aan business development | Zeker stellen. Zoek naar onderlinge afhankelijkheden. Biedt incentives. | Goede positie. Laat de leverancier de samenwerking zoeken. | Zeker stellen. Laat de leverancier de samenwerking zoeken. |


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# *Implementatie*

- *Assortimentstactiek*
- *Bedieningsconcept*
  - ✓ *Hoe*
  - ✓ *Wie*
  - ✓ *Intensiteit*
- *Onderhandelingspositie*
  - ✓ *Roos van Leary*


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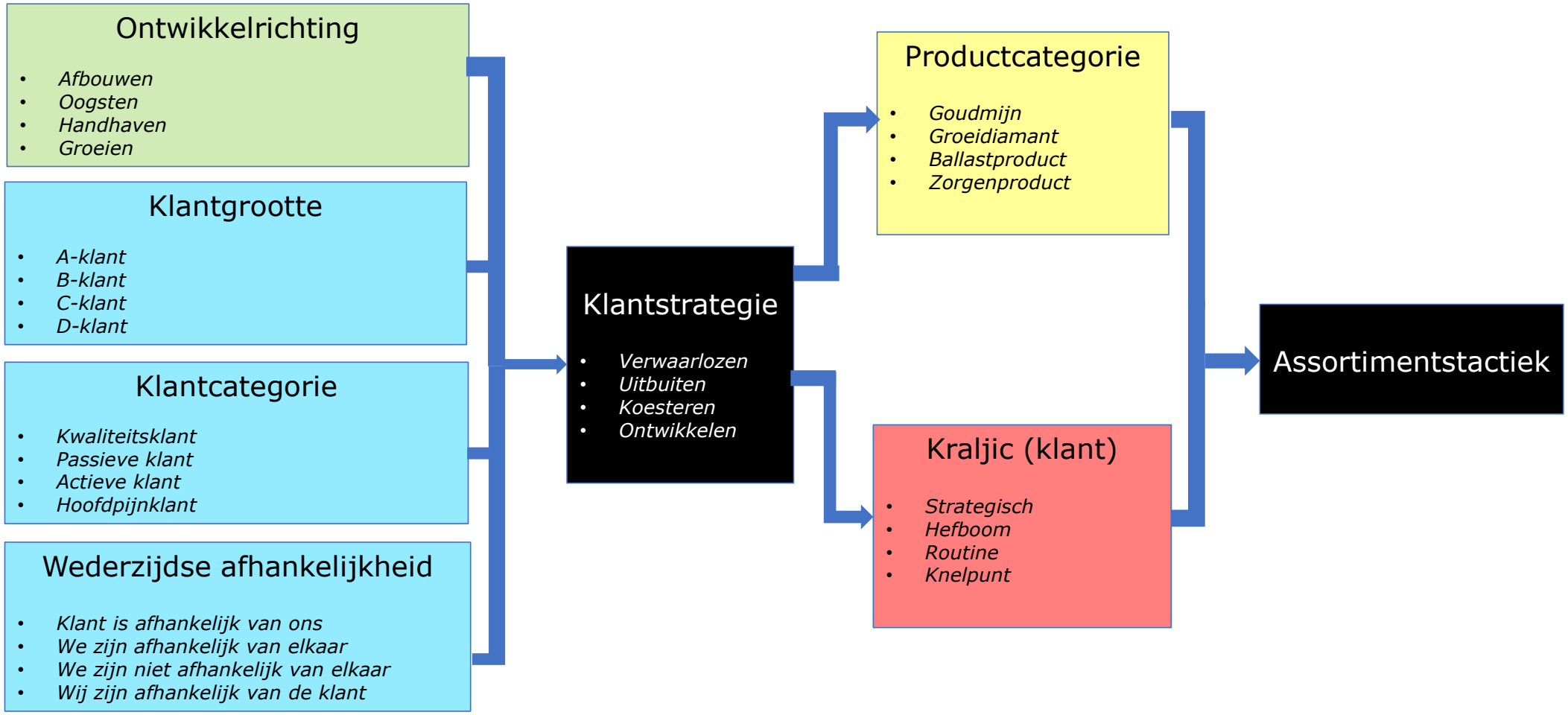
# Assortimentstactiek





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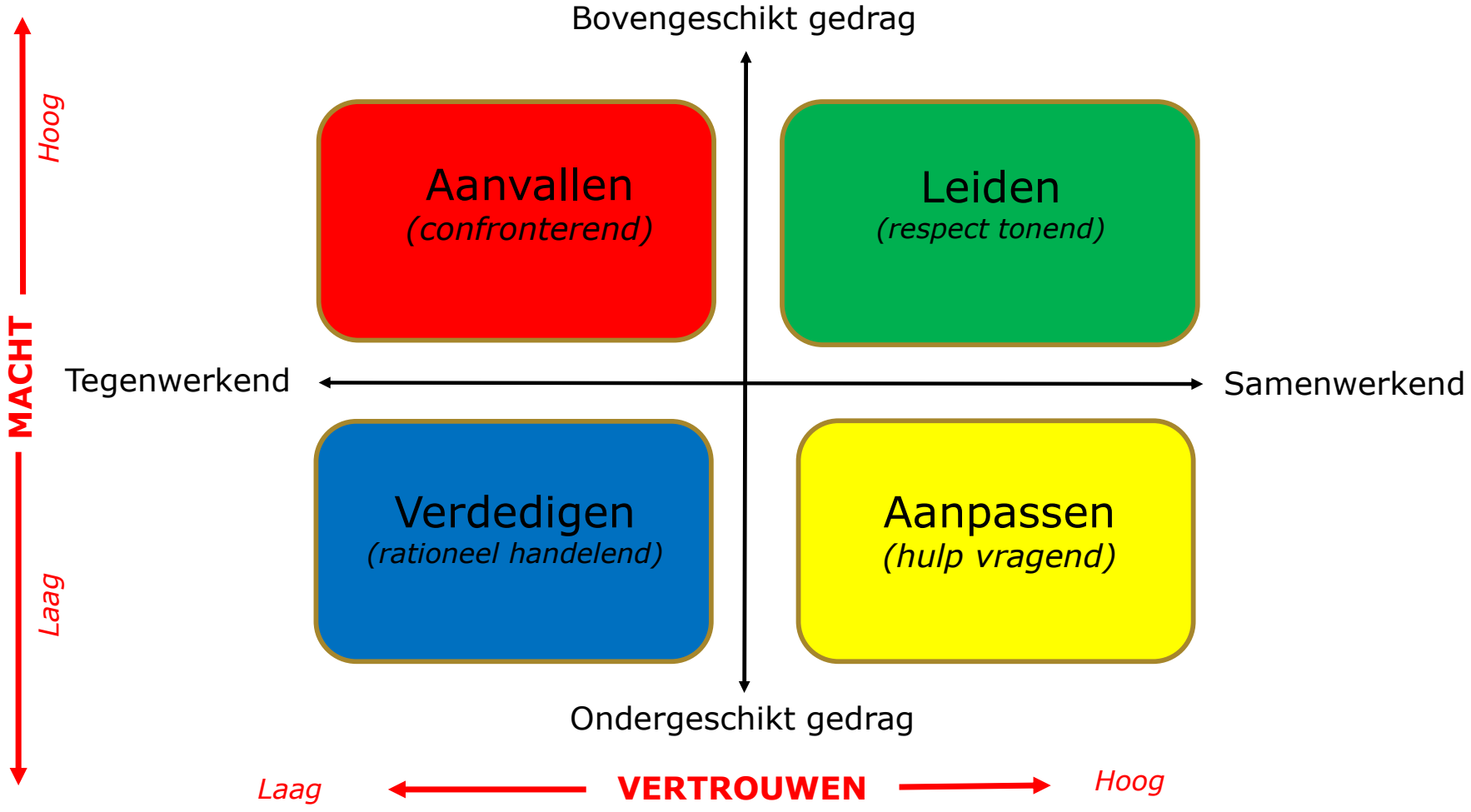
# Roos van Leary





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