Successful Global Account Management Key Strategies And Tools For Managing Global Customers

A compilation of the established knowledge in strategic account management While companies and academics expend tremendous effort on mass marketing, they often overlook their immediate customers (which are critical in both senses) and hence the importance of strategic account management (SAM). This handbook is a compilation of papers that present researched knowledge of SAM across the academic community which fills a void in the existing academic literature. Handbook of Strategic Account Management identifies drivers of the SAM approach, key issues and success factors, operational needs and areas still awaiting exploration. Each paper includes an overall referenced summary of the tenets of SAM relevant to the area it reports, and together with the combined list of references, it creates an indispensable resource for academic readers, students, and researchers. Handbook of Strategic Account Management is written by over 40 knowledgeable experts with substantial experience of SAM from teaching, researching, writing and advising companies on why and how it works, spread widely across Europe and the US. It represents the balanced, researched body of knowledge in SAM and will be an invaluable resource to anyone exploring the approach, whether for a student thesis, for original research or for answers on how to approach SAM as a company initiative. "Today’s strategic, key and global account management professionals owe thanks to a small community of academic researchers who, over the past three decades have been pioneers in identifying, cataloguing and analyzing the selling and business management practices of an emerging profession we now call strategic account management. This Handbook is an important milestone to mark SAM’s still evolving impact on corporate business strategies and its ever-increasing relevance as a proven engine for growth in business-to-business strategic customer relationships." Bernard Quancard, President & CEO of SAMA (US-based Strategic Account Management Association with over 3,000 members worldwide) Yana Atanasova Bjorn Ivens Toni Mikkola Ivan Snehota Audrey Bink Ove Jensen Stefanos Mouzas Kaj Storbacka Per-Olof Brehmer Robert Krapfel Peter Naud? Olavi Uusitalo Noel Capon Antonella La Rocca Jukka Ojasalo Tom Vanderbiesen Simon Croom Sylvie Lacoste Ca

Implementing Key Account Management is a highly practical handbook that guides readers through the realities of rolling out a functional key account management programme. The book offers an integrated framework for key account management (KAM) that businesses can use to design or further develop strategic customer management programmes, enabling them to overcome the obstacles that organizations often face when rolling out their strategies. Bringing together the experiences of leading experts within this field, Implementing Key Account Management draws on two decades of research and best practice from Cranfield University School of Management, one of the foremost centres for researcher and thought leadership in KAM. Between them, the authors have designed and delivered programmes globally for clients such as Rolls-Royce, Unilever, Vodafone, The Economist and many more. Rigorously researched, well-grounded and practical, this book is - quite simply - the definitive, go-to resource for
implementing key account management programmes.

In our increasingly digitized and fast-paced world, human relationships are often strained—sales relationships even more so. Sales professionals must navigate new challenges as they seek to develop meaningful relationships with buyers who are often elusive. Human To Human Selling will appeal to sales professionals and the people who manage them by showing how they can increase sales performance while simultaneously developing strategic relationships with their customers.

How do firms become Client-centric? Effective Client Management in Professional Services is about putting the Client first, everywhere, in the activities of professional services firms. The book introduces The Client Management Model to enable firms to assess their level of Client orientation and relationship development. It also features The Client Management Index which enables firms to benchmark their result against their peers. Many firms are still developing and improving their commercial structures and approaches to attract, develop and retain Clients. Characteristically, professional services firms tend to lag their consumer goods and service industry counterparts in overall commerciality. Only recently have they discovered the value of having a strong brand promise with the associated employee engagement. In many firms achievement of Client satisfaction is not a strategic objective; this may need to be reviewed. This book provides a comprehensive, pragmatic guide to the Client relationship journey, from identifying potential Clients to their engagement, care, retention, development, loyalty and beyond. The handbook format has exercises and tools which can help to establish which Clients are likely to be the most lucrative and thus provide the desired financial returns. The book also includes insights from top practitioners, anecdotes, case studies, charts and useful exercises and checklists. Readers can also determine their own level of effectiveness using the end of chapter reviews and a diagnostic tool to produce a Client Management Profile.

A core text book for the CIM Qualification.

Successful Global Account Management: Key Strategies and Tools for Managing Global Customers

Any organization's key accounts are its lifeblood. This text puts forward a simple planning methodology for identifying, obtaining, retaining and developing key customers. The book takes a long-term, team-selling strategic view.

What is globalisation? How are its effects felt by different people across the world? How can we help young people flourish in a world characterised by globalisation? Conflict, poverty, breaches of human rights, and environmental sustainability are everyday issues for global citizens today, old and young. Global Learning and Education presents a detailed and challenging introduction to a central concern facing education systems and curricula around the world: How young people understand and experience globalisation and how meaningful global learning can be developed. Encouraging a critical and reflective approach in order to advance understanding of a range of theoretical and practical factors, it considers the meaning and definitions of globalisation, global citizenship and global education. Global Learning and Education explores key issues including interconnectedness and interdependency, cultural diversity, social justice and sustainable development. It considers how global learning should and can imbue all aspects of education, within curriculum subjects, through project based learning, and through extra-curricular activities.
that help students participate and engage in global issues. It argues the importance of the mission and ethos of a school itself, of shaping global learning for different educational contexts, and of ensuring teaching and learning meets the needs of individual learners. Global Learning and Education is a comprehensive, thought-provoking - sometimes contentious - introduction for educationalists concerned with what globalisation means for our young people. Illustrated throughout with case studies that seek to inspire creativity and hope, and including questions and suggested reading for further investigation, it is essential reading for all those involved in the teaching and learning of young people, as well as those studying this vital topic on Education Studies and Masters level courses.

An organization's key accounts are its lifeblood. Key account management focuses on the long-term investment of resources in customers that can offer an exceptional return on resources. But which are the key accounts? Are they the ones growing the fastest? The ones that are most financially secure? Or are they the ones that shout the loudest? Key Account Management puts forward a straightforward and effective planning methodology. This fully updated 6th edition of Key Account Management takes a long-term, team-selling strategic view of the whole process, from defining the customer, to managing the relationship and achieving key supplier status. With coverage of latest best practice including IT’s role in account management, plus new case studies, online supporting resources and a new section comparing how different industries/markets approach key account management, it stands alone as the premier book on managing key customers.

This international textbook focuses on the strategic and operational aspects of sales management. With new material on coaching and motivating sales teams, sales skills and leadership are developed in this unique product. Sales Management teaches students how to gradually draw up a comprehensive sales plan: a process of analysing, learning, asking, brainstorming, writing, removing and reformulating. This comprehensive text provides core reading for students of sales and sales management globally.

For years, sales people have struggled with cliched views of how they sell, while at the same time customers have become more sophisticated and discerning, stopping off at different or unconventional places in the sales funnel. The result is that the technique of sales people controlling the sales conversation and learning how to influence the customer no longer works. Selling Transformed introduces the new world of selling, and addresses the reasons why sales people are so poorly perceived. Selling Transformed provides fresh, tangible ideas on how to develop better sales practices. Focusing as much on the customers as on the sellers, it explains key theories of selling effectively and introduces four proven strategies that are based on the values customers look for in sales people: authenticity, client-centricity, proactive creativity and being tactfully audacious. Explaining what customers look for in sales people, and advising on how to develop and deliver these values, this is a new type of sales manual guaranteed to improve sales performance.

If you buy a new BMW you may be surprised as much by the owner's manual as by the car itself. Thin, personalized, and containing information only on the features you have selected in the language you speak, it is the result of a year's collaboration with Xerox that has radically improved the product and decimated costs. It is just one example of the new organizational structures and processes being developed at leading companies to serve the global marketplace. As firms realize that dealing with global customers is not simply an extension of key account management, their most common response is to launch a formal global account management initiative. Done well this is powerful and effective; however without proper planning it can spell disaster. Drawing on widely accepted 'key success factors' for global account management as well as new elements revealed by their research, David Hennessy and Jean-Pierre Jeannet redefine the
process global account management around the premise that sustainable value springs only from an expert understanding of the customer's industry, its structure and its strategy. The book covers all critical aspects of the topic (the planning process, account selection, team building, executive support, global IT requirements, compensation structures and more) and draws on interviews with top global account managers at leading companies including IBM, Cable and Wireless, Siemens, HP, Guinness, Cisco, and Procter & Gamble.

The vastly increased level of competitive intensity faced by corporations and the increased costs of selling have radically changed the nature of the traditional selling process. Key or "strategic" accounts have now become a company's most important asset, in some cases supplying in excess of 80 percent of a firm's revenues. Here, in one powerful volume, key account management expert Noel Capon provides the most comprehensive treatment of key account management and planning yet published. For the first time, Capon introduces his breakthrough four-part "congruence model" of key account management -- a new, thoroughly researched approach to optimally managing your key account portfolio. First, the author shows how to select and conceptualize the key account portfolio; second, how to organize and manage key accounts; third, how to recruit, select, train, retain, and reward key account managers; and fourth, how to formulate and execute strategy and issues of coordination and control. This congruence model serves as a backdrop as Capon takes the reader step-by-step through the vital functions of key account management including identifying key account criteria, considering the threats and opportunities for the key account, and understanding the roles and responsibilities of critical players. Capon backs up his points with extensive research, real-life stories of successes and failures at a variety of companies, and clarifying figures. Special chapters are devoted to partnering with key accounts and in-depth information on global key account management, an increasingly important weapon for staying ahead of the competition. Timely, important, and essential, Key Account Management and Planning is the only reference handbook those with key account responsibilities will ever need.

This book focuses upon the role of the sales force in today's changing world and how to design a sales force for strategic advantage. It includes sections on how to assess the current sales force design and how to implement change and covers customer segmentation, market strategy, structuring and sizing, alignment, metrics and managing change.

This second volume consists of the sections: technologies for knowledge management, outcomes of KM, knowledge management in action, and the KM horizon.

"... Addresses the factors that make managing the account relationship different from territory management, and offers tools to help the account manager measure success or position within the account. ... Outlines how a team approach can be used to successfully sell at all levels of the customer's organization."--Book jacket.

Market-proven strategies to generate competitive advantage by identifying and always taking care of your best customers The Seven Keys to Managing Strategic Accounts provides decision makers with a proactive program for profitably managing their largest, most critical customers--their strategic accounts. Drawing on the expertise of S4 Consulting, Inc., a leading-edge provider of strategic account consulting, and Miller Heiman, a global sales training leader serving many Fortune 500 companies, this how-to book shows how many of today's market leaders have learned to focus on their most profitable customers, avoiding or overcoming common errors before they become relationship-crippling disasters. Placing its total focus on the design and implementation of cost-effective strategic account management programs, this hands on book provides: A world-class competency model for
Read Book Successful Global Account Management Key Strategies And Tools For Managing Global Customers

strategic account managers Techniques for developing a program to manage and grow "co-destiny" relationships Examples and cases from Honeywell, 3M, and other leading corporations
Multinational companies need to manage their relationships with multinational customers with a globally integrated approach. This book provides a systematic framework for developing and implementing such global customer management programs. It draws on in-depth research at over 20 major U.S. and European multinational companies, such as ABB, Bechtel, BP, Bosch, British Airways, Carrefour, Daimler-Chrysler, Hewlett-Packard, HSBC, IBM, Schlumberger, Shell, Siemens, Tesco, Unilever, Vodafone, Wal-Mart, and Xerox. Readers will learn how to:
• think about managing global customers in the context of their overall global strategy
• develop effective global customer management programs
• overcome barriers to implementation and success
• build better relationships with important customers
• get the entire company to engage with managing global customers
This book takes a strategic, total business, and not just sales approach to managing global customers. It also takes a customer as well as a supplier perspective. The book provides guidance on both strategy and implementation. Yip and Bink's Managing Global Customers takes a systematic and logic driven approach, yet provides many creative insights and practical advice. Managing Global Customers highlights the rewards of taking a step beyond global account management to create a Global Customer Management approach, integrating globally all aspects of the relationship between supplier and customer. The book gives a framework that guides international companies in using their relationships with global customers to their full potential. George Yip, author of the widely-praised Total Global Strategy, and Audrey Bink tackle in-depth one of the most important aspects of global strategy: How to manage global customers.
Retaining international scope and a balance between theory and practice, this new edition of Bill Donaldson's highly successful textbook is fully updated throughout, making it the definitive text for undergraduate, postgraduate and MBA students of selling and sales management. Also available is a companion website with extra features to accompany the text, please take a look by clicking below - http://www.palgrave.com/business/donaldson/
Global Account Management explains the challenges of establishing a global account strategy and guides the reader through the process of decisions and actions required to manage global accounts successfully. The book provides a thorough, workmanlike template for all businesses with global clients. Peter Cheverton highlights the difference between an international company operating in different markets and one that can be considered truly global. He explains that company directors need to understand whether a client has consistent needs across different countries, possesses a global operational structure, and has the ability to implement global decisions. Cheverton then details the factors critical to successful handling of a global account. The implications of making the wrong decisions in a global marketplace are enormous. Global Account Management gives readers the information and insight they need to ensure the future success of their companies.
Global Account Management explains the significant challenges of establishing a global account strategy and guides you through the process of decisions and actions required to manage global accounts successfully. The book provides a thorough,
workmanlike template for all businesses with global clients. It shows you the issues you need to consider from the point of view of both your customers and your company's internal structure. Author Peter Cheverton - an expert practitioner and teacher of account management - highlights the difference between an international company operating in different markets and one that can be considered as truly global. He reveals that, to operate accounts globally, you need to understand whether your client has consistent needs across different countries; possesses a global operational structure; and has the ability to implement global decisions. He then details the factors critical to your successful handling of a global account. The implications of making the wrong decisions in a global marketplace are enormous - Global Account Management gives you the information and insight you need to establish the best long-term relationships with your biggest clients, and - most importantly of all - secure the future success of your company. Global Account Management is an essential guide for business directors, sales and marketing directors, and global account managers.

This book provides an overview of current approaches and research in the field of international organizations with a focus on implementation issues in a globalized context. Written by a team of recognized leaders in the field, associated with the growing and influential International Organizations Network (ION). Covers topical issues such as managing virtual teams and globalization. Makes a cohesive statement about the field of international organizations. Is written with a focus on implementation issues. Offers a solid contribution to the closing of the gap between researchers and practitioners.

"This book offers case studies, methodologies, frameworks and architectures, and generally the cutting edge in research within the field of customer relationship management"--Provided by publisher.

This textbook introduces students to the important concepts of global marketing today, and their managerial implications. Designed to be shorter than many other textbooks, Global Marketing focuses on getting to the point faster. Increasingly, marketing activities must be integrated at a global level. Yet, the enduring influence of culture requires marketers to adapt local strategies in light of cultural differences. Global Marketing takes a similar strategic approach, recognizing the need to address both the forces of globalization and those of localization. Other key features include: Coverage of often overlooked topics, such as the competitive rise of China's state-owned enterprises; the importance of diasporas as target markets; and the emerging threat to legitimate marketers from transnational criminal organizations. A chapter dedicated to understanding global and local competitors, setting the stage for ongoing discussion of both buyers and competitors in an increasingly competitive global marketplace. Extensive real-life examples and cases from developed and emerging markets, including insights into the often-overlooked markets of Africa, Latin America, and the Middle East. Written in a student-friendly style, previous editions have received praise from both students and instructors. This edition continues to build on this strong foundation, making this the book of choice for students of global marketing classes.

A fully revised and updated 8th edition of the highly renowned international bestseller. The 8th edition of this highly acclaimed bestseller is thoroughly revised with every chapter having been updated with special attention to the latest developments in marketing. Marketing Plans is
designed as a tool and a user–friendly learning resource. Every point illustrated by powerful practical examples and made actionable through simple, step–by–step templates and exercises. The book is established as essential reading for all serious professional marketers and students of marketing, from undergraduate and postgraduate to professional courses for bodies such as CIM. Above all it provides a practical, hands–on guide to implementing every single concept included in the text. New chapters and content include: A ‘Does it Work’ feature throughout demonstrating examples of real successes using the processes in the book More substantial coverage of consumer behaviour to balance the book’s focus with B2B planning Digital techniques and practices brought fully up to date Also includes a comprehensive online Tutors’ Guide and Market2Win Simulator for those who teach marketing strategy

Now more than ever, companies are faced with a critical and challenging truth. Today’s customer is demanding more attention, superior service, and the expertise of a dedicated sales team. Suppliers must make difficult choices to determine how to allocate limited resources, including which customers receive the highest level of service. Increasingly, supply side organizations are working to design and implement key account programs to meet or exceed these expectations. Key account management is a specific business strategy that involves complex sales processes, large-scale negotiations, and the alignment of multiple internal and external stakeholders. This multi-pronged process is anything but straightforward, and the business world is filled with examples of key account programs that have not achieved the expected results. This book addresses the strategic challenges facing top executives and sales leaders as they build strategies to better manage their key accounts. By leveraging up-to-date research, testimonials drawn from interviews with experienced practitioners, best practices of successful companies, along with straightforward practical guidelines for executives and sales leaders, this book can serve as an instruction manual and toolbox for organizations working to achieve success through their key account strategies to meet the demand of their key customers.

For the Accounts You Can't Afford to Lose: The Strategies that Will Keep Your Customers Coming Back Whether your company has $50,000 or $5 million in sales, chances are that at least half of your revenue comes from a few crucial accounts. What does it take to keep them going strong? The authors of The New Strategic Selling and The New Conceptual Selling present a hard-hitting, no-nonsense book of techniques to improve your most important business relationships. Updated with recent examples of actual success stories, this new edition explores how online click speeds have resulted in highly sophisticated customers who expect all services to be done in “real time.” Discover: * The Long View: Studying and really understanding your company-and your customer's business-can mean years of selling success * "Lamp" Strategies: Activate a Large Account Management Process strategy to turn your best customers into permanent "external assets" * Trends and Market Forces: Constantly identify and reappraise the conditions that can make your services more crucial than ever * Channels of Communication: The right contacts and communication lines will help you make key changes before it's too late!

While the concept of global account management (GAM) is not new, there are numerous differences (both subtle and overt) between it and the conventional management of overseas accounts. So what are they? How should we define GAM? And how can companies ensure that their global accounts are managed successfully?

Successful companies no longer assume they alone are capable of developing, manufacturing and marketing the products their business require. Increasingly, firms seek partnerships to stay ahead of the competition or even to survive in today’s global economy. Global markets may soon be dominated by extended corporate families with multiple links and partners. To manage key accounts profitably you need strategic planning that works. This book is the definitive guide to achieving this based on the
unmatched practical and research experience of Ryals and McDonald. Key Account Management is proven to deliver substantial benefits to the bottom line. Best practice companies know that real results from managing powerful customers are not achieved through short-term cost cutting. Instead, as the best companies understand, it depends on fostering carefully developed and profitably managed relationships with an equally carefully selected group of key accounts. This is a genuinely strategic activity that goes well beyond sales management and the simplistic use of budgets to generate targets. It is about the behaviours and practices that make predictable, profitable and sustainable Key Account Management possible. To achieve this the book is constructed to deliver: * Clear descriptions of the various techniques and the reason for their importance * A hugely powerful step by step approach to using the key techniques to build strategic skills * Templates for building real plans * Cases, examples and vignettes to show best real world practice Based on wide application in the business world, and the world class research at Cranfield Management School this book will be an essential introduction to the principles and reality of Strategic Key Account Planning. For senior managers, key account managers at all levels as well as those on executive and MBA courses it will be an essential guide and text.

There is a growing requirement for truly successful and effective Key Account Management (KAM) in the ever increasingly competitive global market. Increased digitalization requires improved personal communication to make a difference. Key account business is made between people. Stakes are high. The potential reward with a key account is tremendous while cost of people is considerable and the required time to get to success is getting shorter and shorter. This is not a theoretical book. It is all about how to do it in real life. Regardless if you are a beginner or if you are already experienced in the business, there are ideas and inspiration to pick up. The reader gets a lot of practical tips: How to analyze, plan and influence. How to work in teams, local and global. How and when to look at partnership. How to sell professionally and effectively. How to set pricing, negotiate and follow up. How to manage problems. How to use the right attitude. How to increase the probability to win in every step. Everything explained in a down to earth language, with a lot of examples and a twinkle in the eye. Whether you take the book from scratch and do everything in it, or use your current work methods and add or change what can be improved, it will help you in increasing the probability to win. And that is what it is all about.

Designed to provide salespeople with a clearly defined approach to the account planning process, which will benefit their effective management of key customers. The ideas put forward in the text are based on the authors’ sales training programme LAMP (Large Account Management Programme). The reader is taught how to implement an action plan for the management of a key account, how to manage limited resources, how to build long-term relationships with clients and how to identify the right contacts and activate proper channels of communication.

Malcolm McDonald on Key Account Management explores the challenges of winning, retaining and developing key accounts. Key accounts are customers who help their suppliers grow, and consequently, they wield significant power. Although they are the key to market share and revenue growth, the costs of serving key accounts can erode profitability unless they are thoroughly understood and managed. Malcolm McDonald on Key Account Management takes a step-by-step approach to presenting best practice in key account management. Whether your business is starting up or well-established, there is always more to discover about improving the way value is created between you and your most important customers. Malcolm McDonald and Beth Rogers have spent over twenty years researching, teaching and consulting on key account management, and have condensed their
knowledge into this book, focusing on making it clear, concise and easy to use.
This highly practical book puts forward a unique yet simple planning methodology for identifying, obtaining, retaining and
developing key customers.
Developing successful business-to-business relationships with more powerful customers in highly competitive markets requires
processes and skills that go beyond traditional selling activity. The very best state-of-the-art strategies are set out clearly in this
book in a practical way that can be implemented in all organizations. In particular "Key Customers" looks at: * why has key
account management become so critical to commercial success? * what are the key challenges and how do successful companies
respond? * why is it vital to understand the role of key account management in strategic planning? * do you know what strategy
your customer has for your company? By addressing these key questions McDonald, Rogers and Woodburn draw out the
business issues that really matter - from developing a customer classification system that really works, analysing the needs of key
accounts, developing the skills of key account managers to how systems for implementing key account plans can be developed.
Throughout the book the emphasis is on clarifying and articulating the key concepts to give the reader the tools to apply in the
marketplace. The "real world" approach is based on best practice from leading companies globally and the latest research from
the renowned Cranfield School of Management. "Key Customers" comes from authors with an international reputation in this field
and is an essential guide to customer management for marketing and sales executives, and all senior management with strategic
responsibility. The clear and authoritative approach also makes it an outstanding text for the serious MBA and executive student.
This book provides knowledge and skill-building training exercises in managing marketing decisions in business-to-business (B2B)
contexts.
You're up to 55% more likely to win business with an existing customer than with an outside prospect. Mastering Account
Management is your blueprint for winning long-term business with your highest potential buyers (your customers). From selling
millions in high-end video services and managing projects in the New York advertising world, Dan Englander learned that most
companies don't take the right steps to farm repeat business. Instead of focusing on time-consuming lead generation tactics, a
replicable account management process will produce better and faster returns. Englander’s 102-step guide will show you how to
create one for your business. Learn what the top account managers do: Systematize repeat business. Achieve flexibility and
freedom by keeping a barrier between sales and customer or client service. Build long-term partnerships by prioritizing experience
over output. Make life easier by leveraging new apps, tools, and high-tech shortcuts. Maximize networking referrals. Mastering
Account Management will give you the right framework for winning more deals, delighting your customers, and achieving peace of
mind. It's equal parts sales and customer service, with a healthy sprinkling of technology. Those who enjoyed Spin Selling and The
Art of Client Service are sure to gain a lot from this book, as will fans of the The 4-Hour Workweek. Order Today and access a
library of digital resources!
Teaching the Global Dimension specifically responds to concerns such as inequality, justice, environment and conflict in chapters
written by leading educationalists in the field. It explores both the theory and practice of ‘global education’ today and provides: a
framework for understanding global issues a model identifying the key elements of good practice insight into young people’s
concerns for the world and the future tried and tested strategies for handling controversial global issues more confidently in the
classroom key concepts for planning appropriate learning experiences a range of case studies which demonstrate the different
ways in which a global dimension can be developed. Inspiring, thought-provoking and highly practical, this book shows how
teachers at any stage in their career can effectively and successfully bring a global dimension to the taught curriculum.
"This book is crammed with distilled, practical wisdom for key account managers and their directors. Organizations claiming to
practise key account management should equip everyone involved with a copy, so they really understand what they are supposed
to be doing. Anything less is just old-fashioned selling." Developing successful business-to-business relationships with more
customers in highly competitive markets requires processes and skills that go beyond traditional selling activity. The very best
state-of-the-art strategies are set out clearly in this book by intentionally known authors who have worked at the highest levels with
more key and strategic account managers worldwide than probably any other leading advisors. Based on the hugely influential
KEY CUSTOMERS it looks at: Why has account management become so critical to commercial success? What are the key
challenges and how do successful companies respond? What part does key account management play in strategic planning? How
do companies build profitable relationships with their customers? How does key account management actually work? What does a
successful key account manager look like and what skills does he/she need? How should key account managers be evaluated and
rewarded? How do companies achieve key account management? By addressing these key questions Woodburn and McDonald
provide tools and processes for success honed by tough consultancy projects with the boards of some of the world's leading
companies. The book stresses the elements that really matter - from developing a customer categorization system that really
works and analyzing the needs of key accounts; to understanding the new skills required by key account managers and ensuring
that key account plans are implemented. The 'real world' approach is backed by tested principles and the latest research from the
renowned Cranfield School of Management. Key Account Management comes from authors who have taught leading companies
how to approach their most powerful and demanding customers and still make money. It is essential reading for all senior
management with strategic responsibility, for key or strategic account directors, and for marketing and sales executives. The clear
and authoritative approach also makes it an outstanding text for the serious MBA and executive student as well as business-to-
business company directors and key account managers.

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