

Key Account Management And Planning The

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, while also delivering value to both customer and supplier. Through the introduction of the selling center concept, the text offers sound, experiential solutions to better managing the buying center, resulting in co-creating value for both organizations. The objective of key account management is to increase the value of the relationship to the stakeholders of both organizations. To achieve this value optimization, the authors have integrated the processes/objectives/planning of key account management and sales effectiveness while leveraging information, technology, and relationships. To this end, this text provides direct, action-oriented answers to the following key questions: When should a key account program be implemented and when should it not? How does one align key customer and supplier interests? How is value co-created for key customers and suppliers? How can complex customer and supplier processes be streamlined to better integrate the buying center with the selling center? How should customer relationship management technology be used for co-creation of collaborative value? How can key account programs maintain and grow market leadership? By leveraging the most up-to-date research, testimonials drawn from interviews with experienced practitioners, the best practices of successful companies, along with straightforward practical guidelines for executives and sales leaders, this text can serve as instruction manual and toolbox for organizations working to achieve success through their key account strategies and meet the demand of their key customers.

Marketing Plans is simply the definitive guide to making plans that work. Adopting a 'this is how you do it approach' McDonald takes you through the painstaking process of marketing planning, while also providing a detailed means of implementing all the concepts introduced. The differences between processes, methods, strategic and tactical planning is made clear and the latest thinking in marketing incorporated. This is an essential title for all serious professional marketers and students of marketing, both undergraduates and those on

professional courses for CIM and CAM. Above all it provides a practical, hands-on approach for implementing every single concept included in the text. Now in its 6th edition, Marketing Plans is a highly renowned international bestseller. * A comprehensively revised and updated edition of the definitive and internationally bestselling guide to Marketing Planning * Retains the practical step-by-step approach that gives the book unique clarity * Incorporates all the latest thinking in e-marketing, CRM and new planning practices

Professional Selling and Sales Management have become more complex and multifaceted than ever before, but also a more exciting and stimulating function and profession. Sales Management provides a comprehensive introduction to selling and sales management. Packed full of insightful real-world case studies, the fully updated and revised fourth edition of this highly successful text includes new chapters on Defining and Implementing Sales Strategies and Key Account Management. The book features an increased emphasis on the practical approaches to Professional Selling and extensive up-to-date coverage of Motivation and Leadership of the Sales Force, Technology, Sales Training and Sales Performance. With a wealth of international examples, it contains a unique combination of academic rigor and practical focus, based on the authors' invaluable combination of industry experience, expertise in sales consultancy and years of teaching and research in sales. It is the definitive text for undergraduate, postgraduate and MBA students of selling and sales management.

"... 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.

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.

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 research 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.

Peter Cheverton's Key Account Management (3rd edition 2004) has established itself as the leading book on the subject. The idea for this new book was prompted by the huge up-take for his KAM Masterclass seminars and workshops from sales and marketing people in FS companies all over the world. It follows a similar structure to the original book, but offers specific advice on marketing and selling financial products, with real-world examples and case studies from FS companies around the globe. Compiled from original in-depth research and interviews, the book is divided into seven parts and is designed to take the reader through the process of understanding, analysis, planning, implementation and performance monitoring, so it can be used as a 'before, during, and after' guide to practical implementation. With areas covered such as the changing environment in financial services; the buying process; competitor replacement strategies; identifying key accounts; meeting the customer's needs; E-commerce and the Internet; and management of non key accounts, this book is a must-have for anyone working or studying in this field.

Key Account Management is a highly practical book with a unique yet simple planning methodology for identifying, obtaining, retaining and developing key customers - the lifeblood of any organization. Very few books take the long-term, team-selling strategic view of KAM that this book takes, and it is the only book which focuses on implementation rather than theory. Based on real and current experience of companies facing the challenge, it provides tools for use in the real world that will help you to plan your own strategy as you proceed.

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.

Die Implementierung von CRM in einem Unternehmen ist mit vielen Herausforderungen verbunden, da eine solche Implementierung viel Zeit erfordert und hohe Kosten verursacht. Diese Kosten sind mitunter schwer zu rechtfertigen. Jedoch verspricht man sich, durch diese Technologie ein besseres Kundenverständnis zu erlangen und somit auch seine Umsätze nachhaltig steigern zu können. Leider ist es oft der Fall, dass Systeme, die das Kundenmanagement erleichtern sollen, genau das Gegenteil bewirken und somit zu Frust und Enttäuschung führen. Die vorliegende Arbeit beschäftigt sich mit den Erfolgsschlüsselfaktoren für die Implementierung von CRM in einer Vertriebsorganisation im B2B Bereich.

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.

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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.

The sales function is the front-line of any business. Keeping up with the latest sales techniques is essential, as well as ensuring you have a motivated, incentivised and focused sales team well-versed in the basics of selling, from identifying new prospects and getting repeat business to closing the deal. This module gives essential insight into all the key sales drivers such as account

management, handling complex sales, selling services, FMCG selling, customer relationships and self-development for sales people.

"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.

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 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

Studieboek op hbo/wo-niveau.

During the recessionary period of 2008-9, many organizations followed a business model that was ill-suited to long-term prosperity and strong profits, instead focusing on cost-cutting initiatives in order to survive. Post-recession, there is more optimism around investment, but changing from an entrenched cost-focused strategy can prove to be challenging. Infinite Value offers a value-based business model approach, which author Mark Davies argues is the most effective way forward for a business to thrive and grow in any economy. When a salesperson uses value-selling techniques to identify the needs of the customer, and can highlight how those needs are met by the product or service being sold, the customer becomes more invested in acquiring that offering, as well as more invested in the business itself. Although a value-based business strategy provides stronger competitive advantage and long-term profits for both the supplier and the customer, few organizations manage to work in this way for sustained periods. Infinite Value provides a seven-pillar model to help organizations understand and implement the concepts of value-based selling, including reviews of customer strategy, value propositions, strategic customers and value pricing.

Learn in a week what the experts learn about key account management in a lifetime The ability to manage key accounts successfully is crucial to any salesperson who wants to advance their career. Written by Grant Stewart, a leading expert on key account management, this book quickly teaches you the insider secrets you need to know to in order to grow successful relationships with key customers. The 'in a week' structure explains the essentials of key account management over just 7 days. At the end there are questions to ensure you have taken it all in and cartoons, diagrams and visual aids throughout help make Successful Key Account Management In A Week an enjoyable and effective learning experience. So what are you waiting for? Let this book put you on the fast track to managing your key accounts successfully!

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

Whether ERP software, office applications, open-source products or online games: In terms of its economic characteristics, software differs fundamentally from industrial goods or services. Based on the economic principles and rules of the software industry, the book reveals strategies and business models to software vendors that comprise cooperation, distribution, pricing and production and industrialization strategies, as well as software as a service and platform concepts. Further aspects including the outsourcing behavior of software vendors and users; providing business software as open source software; selecting software; and the value chains in the software industry are also addressed. Based on a number of expert meetings, it contains numerous case studies and new empirical findings. Target audience of the book are professionals and executives from the software, consulting and IT branches as well as students and scholars of business administration, computer science, business and industrial engineering.

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?

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.

Based on the world-class research at Cranfield Management School, this text offers an essential introduction to the principles and reality of strategic key account planning. It is ideal for senior managers and key account managers at all levels as well as those on executive and MBA courses.

Key account management just got easier 'This little book is a real gem' Professor Malcolm McDonald Key account management is increasingly important and must keep pace with its customers as they continually develop and evolve, often resulting in increasingly sophisticated buying structures. The key account manager therefore requires a wide variety of skills in order to be successful; this is not only an important job role in its own right, it is often a stepping stone to career development, leading to more senior management jobs. Successful Key Account Management In A Week is a week long course. On Sunday you are encouraged to Know your customer as success depends on a relationship that is both rewarding and valuable. On Monday you will

Analyse your growth opportunities. The competitiveness of the company must be appraised to enable the identification of sales growth opportunities and all major accounts should be compared in appeal and position to give an indication of the strategy to be adopted for customers. On Tuesday you will Measure profits by account. You will be shown how to measure the profitability of major customers and to draw up league tables to enable profit improvement strategies. On Wednesday you will Plan for success, building on the analysis of growth opportunities and profit measurement already considered, to result in a best judgement final plan. On Thursday you will learn to Negotiate to win-win; success relies on understanding the difference between negotiation and selling and being able to conduct negotiations to produce a win-win situation in which the objectives of both sides are considered. On Friday you will look at Control activity levels and the monitoring of standards of performance to enable the presentation of plans and progress, allowing the measurement of success against these plans. And finally, on Saturday you are reminded to Manage relationships with an introduction to the Relationship Model which describes how business with a customer changes as it moves from a transactional or short-term sales achievement, to collaboration with long-term customer value and retention. 'This little book is a real gem, which you should read, use and keep handy for continuous reference. If you follow the straightforward guidelines in this book, your company's future is assured' Professor Malcolm McDonald, Former Professor of Marketing and Deputy Director, Cranfield University School of Management

This bundle contains the following 2 respected books: Key Account Management, 2nd edition, ISBN: 9780750662468 Key Account Plans, ISBN: 9780750683678 The Key Account Manager's Bundle is a fantastic package of essential key account information and advice that provides pragmatic and practical solutions to account management and planning. Key Account Management, is written by two experienced authors in this area. The book provides tools and processes for successful key account management which have been developed and refined by tough consultancy projects with the boards of some of the world's leading companies. The 'real world' approach is backed by the latest industry case studies and research from the renowned Cranfield School of Management. Key Account Plans, whilst covering some similar material, is a practical workbook for those who need to execute plans for key accounts. Again the authors use their wide experience and expertise to deliver templates, recommendations and no-nonsense advice for sound analysis and decision making that leads to real plans. Packaged together for the first time this critical toolkit for anyone working with key accounts is a must have.

Sales Management offers a global perspective on the opportunities and issues facing today's sales managers. Current textbooks have failed to move beyond the US context; Sales Management provides unique access to European and international experts, with globally relevant case studies.

This work concisely presents methods for integrated marketing, sales, and customer management, and is orientated to practice and implementation. It sketches a modern and forward-looking marketing approach for domestic as well as international small, mid-sized, and large firms in the B2B market.

A classic text providing thorough and sophisticated treatment of selling and sales management, with an emphasis on the international market.

This highly practical book puts forward a unique yet simple planning methodology for identifying, obtaining, retaining and developing key 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.

The other day in Germany: The Key Account Manager John Smith is told by his boss to create a Key Account Plan for an important, strategic customer. Should he now quickly prepare a PowerPoint presentation and show it to his boss so he's satisfied? Is a Key Account Plan actually a presentation or a real tool? If it actually is a tool, what characterizes a good Key Account Plan? How should such a Key Account Plan be structured? Should the Key Account Manager prepare this plan by himself? Just as he is contemplating all these questions, he stumbles on an interesting survey. According to this study only 20% of Key Account Managers said that they actually use this plan as a tool in their daily work, but it was this 20% that was more successful than their competitors in the year of the crisis in 2009! The conclusion from the survey catches John Smith's attention and he decides not to prepare a mere presentation but to make the most of the Account Plan by using it as a real tool. If you can identify with John Smith, this book is for you. This book will help you to structure and prepare a Key Account Plan in a professional manner. You have already prepared an Account Plan? Then use this book for a thorough scrutiny of your plan. This book is intended to be used as a guide for your work, so you can immediately put into practice what you have just read.

A step-by-step "how-to" guide to selling in the contemporary world with a focus on storytelling to enhance relationship building and help drive sales; alongside skills development for sales management and today's role for sales data analytics.

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. Stefan Wengler provides a well founded answer to the question of the economic value and shows the need for the implementation of key account management. He presents a comprehensive, but easy-to-handle decision-making model that supports the decision on the most efficient key account management organization for individual companies. In addition, he gives a comprehensive overview on the key account management conception and its controlling tools. A sound territory/strategic account plan is essential to make the best use of limited time and resources--especially in business-to-business selling. This edition explores a broad range of sales strategy topics focused on developing and executing a winning plan.

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