

# Key Account Management A Complete Action Kit Of Tools And Techniques For Achieving Profitable Key Supplier Status Key Account Management Tools Techniques For Achieving Profitable

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

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.

Key account management is a natural development of customer focus and relationship marketing in business-to-business markets. It offers critical benefits and opportunities for profit enhancement to both sides of the seller/buyer dyad. Based on extensive and unique research by Cranfield School of Management, Key Account Management

presents a new framework for understanding the development of key account relationships. It incorporates a comprehensive guide to the current practice of key account management, and comments on the challenges for the future of key account management practice. The research was based on in-depth interviews with key account managers, their managers and their main contacts in the customer organization. Addresses one of the key new areas in strategic marketing practice Ideal for practitioners and students Based on the unique expertise of the Cranfield Marketing Faculty

Key Account Management is central to any company's sales and marketing strategy. On average, 20% of customers create almost 80% of overall revenue. This book is a guide to winning and maintaining profitable and trusted relationships with key customers.

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 guide-lines 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.

A much-needed "people skills" primer and master class in all facets of workplace communication Do you know how to ask for help at work without sounding dumb? Do you know how to get valuable and useful feedback from your colleagues? Have you mastered your professional elevator pitch so that every time you meet someone, they remember and are impressed by you? If you answered "no" to any of these questions, you need Great on the Job. In 2008, Jodi Glickman launched Great on the Job, a communications consulting firm whose distinguished client list includes Harvard Business School, Wharton, The Stern School of Business, Merrill Lynch, and Citigroup. Now, Glickman's three-step training program is available in book form for the first time. With case studies, micro strategies, and example language, readers will learn communication skills that can be practiced and implemented immediately. In today's economy, it's not typically the smartest, hardest working or most technically savvy who succeed. Instead, the ability to communicate well is often the most important precursor to success in the workplace. So whether you're a star performer or a struggling novice, Great on the Job will give you the building blocks you need for every conversation you'll have at work.

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.

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

This book is a response to a need in the market place in the fast-growing field of customer profitability analysis and the profitable management of customer relationships. It combines innovative approaches to calculating the value of customers, with the management strategies necessary to make and keep customers profitable. It includes easy-to-follow instructions on how to calculate customer profitability, including worked examples (non-technical) and discusses strategies and their applications for organizations to manage customers profitably. Based on cases and feedback from the KAM Club and other research, there will be many business-to-business as well as business-to-consumer examples. The book assumes some level of numeracy in its readership. The contents include: Assessing product costs, costs to serve and how these can be estimated, and how to deal with customer-specific overhead costs. It discusses the uses and limitations of the use of customer profitability analysis, and illustrates how to calculate customer lifetime value using two methods, one with actual numbers and one which estimates relative customer lifetime value. Provides an

innovative approach to calculating the lifetime value of a customer by taking risk into account. Demonstrates how to recognise and value the relationship benefits of customers, such as word of mouth. Brings into discussion the idea that how customers are managed, links to their profitability. Describes how financial portfolio analysis and theory apply to marketing and how, their application to marketing relates to the optimisation of marketing spend.

"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.

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.

"This publication offers debate on the importance of occupational safety and health management in organizations, with respect to the exchange of best practices and knowledge, to enhance workplace safety and health and provide human capital with the adequate prevention mechanisms"--

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.

Key Concepts in Marketing introduces and examines the key issues, methods, models and debates that define the field of marketing today. Each entry comprises of:

-Definition -Summary -Broader discussion -Examples and illustrations -Key literature and further reading

Introductory chapters serve to situate and introduce the topics. 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.

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.

The new, 2nd edition of the Key Account Manager's Pocketbook gives practical advice on how to keep and develop important customers, thereby maximising ongoing revenue streams, reducing sales costs, improving investment planning and increasing market knowledge. It opens by describing the key account manager's role and then goes on to describe how to rise up the so-called customer perception ladder, moving from a simple commodity supplier to developing a solid, long-term business partnership with your key customers. The author next explains how to develop the 'key account development plan', how to increase your influence with the decision-maker in your key account (relationship management) and how to win new business. The final chapter runs through the essential steps of key account handling. There are short exercises throughout which, if carried out, will help to reinforce the key learning points.

Until recently, sales managers received no specific training for their jobs. However, selling has become more complex with the emergence of regulations and more sophisticated customers. Sales managers need to inspire and achieve sales results by managing teams of professionals and other resources. To do so, they need guidance on dealing with issues that arise in these broader aspects of their role. This concise guide for sales managers is based on a well-known sales

management technique called the 'customer portfolio matrix'. Beth Rogers weaves her version of this throughout, enabling sales managers to see their strategy from the customer's point of view. Doing so will allow them to set realistic objectives, design new strategies that add real customer value, avoid wasting time on price-oriented customers and deploy resources for maximum results.

Top 10 Tips For Your Top 10 Customers Although the world is changing rapidly, this book is based on a timeless business principle... look after your most important customers before someone else does! In the future, many customers will be managed by technology on a transactional basis, but the larger key accounts (often the 20% of customers generating 80% of the business) will be managed through transformational, strategic partnerships based on rapport, trust, added value and deep understanding. The winners of the next decade will be companies who know more about their customers than the customers themselves know! KEY ACCOUNT MANAGEMENT has therefore never been more important and Top 10 Tips For Your Top 10 Customers explains how to: Work as an exceptional partner, rather than ordinary supplier. Defend, retain and develop your most important strategic relationships. Stand out from your competitors rather than stand up to them.

Founded in 1971, the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory, research, and practice. Among its services to members and the community at large, the Academy offers conferences, congresses and symposia that attract delegates from around the world. Presentations from these events are published in this Proceedings series, which offers a comprehensive archive of volumes reflecting the evolution of the field. Volumes deliver cutting-edge research and insights, complimenting the Academy's flagship journals, the Journal of the Academy of Marketing Science (JAMS) and AMS Review. Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science. This volume includes the full proceedings from the 2011 Academy of Marketing Science (AMS) Annual Conference held in Coral Gables, Florida, entitled The Sustainable Global Marketplace.

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.

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?

This volume includes the full proceedings from the 2011 World Marketing Congress held in Reims, France with the theme The Customer is NOT Always Right? Marketing Orientations in a Dynamic Business World. The focus of the conference and the enclosed papers is on marketing thought and practices throughout the world. This volume resents papers on various topics including marketing management, marketing strategy, and consumer behavior. Founded in 1971, the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory, research, and practice. Among its services to members and the community at large, the Academy offers conferences, congresses and symposia that attract delegates from around the world. Presentations from these events are published in this Proceedings series, which offers a comprehensive archive of volumes reflecting the evolution of the field. Volumes deliver cutting-edge research and insights, complimenting the Academy's flagship journals, the Journal of the Academy of Marketing Science (JAMS) and AMS Review.

Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science.?

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.

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.

"This delightfully written, lesson-laden book deserves a place of its own in the Baseball Hall of Fame." —Forbes Moneyball is a quest for the secret of success in baseball. In a narrative full of fabulous characters and brilliant excursions into the unexpected, Michael Lewis follows the low-budget Oakland A's, visionary general manager Billy Beane, and the strange brotherhood of amateur baseball theorists. They are all in search of new baseball knowledge—insights that will give the little guy who is willing to discard old wisdom the edge over big money.

Key Account Management and PlanningThe Comprehensive Handbook for Managing Your Company's Most Important Strategic AssetSimon and Schuster What is 'the marketing mix'? Is marketing a concept, function or process? How do you construct a good SWOT analysis? What are the strategic marketing benefits of key account management? The Complete Marketer is a solid introduction to the marketing discipline, which is broken down into easily digestible chapters on topics such as digital marketing, understanding consumers, understanding markets, market audits, segmentation, sales forecasting, mobile marketing, advertising and PR, and managing a sales team. It features clear diagrams and definitions throughout to make concepts easy to understand. Malcolm McDonald and Mike Meldrum have simplified the discipline of marketing by translating the jargon and creating an encyclopaedia of marketing terms, concepts and fundamentals. They have applied their marketing know-how to every aspect of the marketing mix, making The Complete Marketer an invaluable resource for general managers, non-qualified marketers and students taking a module in marketing as part of a broader degree course.

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.

**NEW YORK TIMES BESTSELLER** • Thought leader, visionary, philanthropist, mystic, and yogi Sadhguru presents Western readers with a time-tested path to achieving absolute well-being: the classical science of yoga. “A loving invitation to live our best lives and a profound reassurance of why and how we can.”—Sir Ken Robinson, author of *The Element*, *Finding Your Element*, and *Out of Our Minds: Learning to Be Creative* **NAMED ONE OF THE TEN BEST BOOKS OF THE YEAR BY SPIRITUALITY & HEALTH** The practice of hatha yoga, as we commonly know it, is but one of eight branches of the body of knowledge that is yoga. In fact, yoga is a sophisticated system of self-empowerment that is capable of harnessing and activating inner energies in such a way that your body and mind function at their optimal capacity. It is a means to create inner situations exactly the way you want them, turning you into the architect of your own joy. A yogi lives life in this expansive state, and in this transformative book Sadhguru tells the story of his own awakening, from a boy with an unusual affinity for the natural world to a young daredevil who crossed the Indian continent on his motorcycle. He relates the moment of his enlightenment on a mountaintop in southern India, where time stood still and he emerged radically changed. Today, as the founder of Isha, an organization devoted to humanitarian causes, he lights the path for millions. The term guru, he notes, means “dispeller of darkness, someone who opens the door for you. . . . As a guru, I have no doctrine to teach, no philosophy to impart, no belief to propagate. And that is because the only solution for all the ills that plague humanity is self-transformation. Self-transformation means that nothing of the old remains. It is a dimensional shift in the way you perceive and experience life.” The wisdom distilled in this accessible, profound, and engaging book offers readers time-tested tools that are fresh, alive, and radiantly new. *Inner Engineering* presents a revolutionary way of thinking about our agency and our humanity and the opportunity to achieve nothing less than a life of joy.

Key Account Management (KAM) is central to any company's sales and marketing strategy. Peter Cheverton, experienced in KAM strategies with clients such as ICI, Guinness, DuPont, and BMW and offers highly practical planning and methodology for identifying, obtaining, retaining and developing key customers. Written in a clear, jargon-free style, it is packed with examples, techniques, diagrams, action points and checklists.

As some of today's major and complex companies are worth more than the GDPs of some countries, traditional marketing approaches, such as glossy corporate campaigns, will have limited returns. Account-based marketing, also known as client-centric marketing, treats important individual accounts as markets in their own right, to help strengthen relationships, build reputation, and increase revenues in important accounts. *A Practitioner's Guide to Account-Based Marketing* outlines a clear, step-by-step process for readers to harness ABM tools and techniques and set up ABM

programmes. Featuring insights from practising professionals and case studies from organizations including Microsoft, Accenture, O2 and Fujitsu, it also contains guidance on developing the competencies needed for account-based marketing and managing your ABM career. This updated second edition contains further discussion on how ABM initiatives can go from a pilot to being embedded in a business, new material on quantified value propositions and updated wider research. Meticulously researched and highly practical, A Practitioner's Guide to Account-Based Marketing will help all marketers to deliver successful B2B marketing.

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.

Working remotely gives you flexibility and independence. But it can pose challenges when you need to team up with colleagues or coworkers. Virtual Collaboration covers the basics of working productively--and collaboratively--from anywhere. You'll learn to: Communicate clearly over a variety of media Bond with colleagues across the wires Keep others--and yourself--accountable Avoid and mitigate tech glitches Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

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!

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.

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!

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

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