

managing key clients

securing the future of the
professional services firm

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Managing Key Clients

**Javier Marcos,Rodrigo
Guesalaga,Andrew Hough,Richard
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Managing Key Clients:

Key Account Management Diana Woodburn, Malcolm McDonald, 2012-11-13 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

Key Account Management Malcolm McDonald, Beth Rogers, Chartered Institute of Marketing, 1998 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 **The Seven Keys to Managing Strategic Accounts** Sallie Sherman, Joseph Sperry, Samuel Reese, 2003-04-29 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 **Key Account Management** Peter Cheverton, 2004 With a free CD ROM containing key account selection software and planning tools Any organization's key accounts are its lifeblood This highly practical book puts forward a unique yet simple planning methodology for identifying obtaining retaining and developing key customers Completely updated and revised with lots of new material to reflect the latest best practice this edition will reinforce its standing as the premier book on the subject This is one of very few books to take the long term team selling strategic view of Key Account Management KAM Apart from finding great resonance with business practitioners all over the world Key Account Management has established itself on many academic reading lists Translated into five languages it was also short listed for Business Book of the Year in Sweden 2002 This new edition features lots of new case studies several new chapters significant updates on Selecting Key Customers Key Account plans and the use of IT a new and updated CD ROM containing the Insight key account selection software and planning tools *Effective Client Management in Professional Services* Jack Berkovi, 2016-04-29 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

Key Account Management in Business-to-Business Markets Stefan Wengler, 2007-11-06 Key account management as an alternative organizational form of marketing management became increasingly popular in many companies during the last years In its beginning key account management was particularly applied in the consumer packaged goods industry with respect to wholesalers as well as large department stores for some time key account management has also been applied time by suppliers in industrial markets as well as by companies offering product related services in order to serve their most important customers Despite its practical relevance in marketing management the implementation of key account management as well as its integration within the supplier s organization is hardly realized on an adequate economic evaluation Similarly key account management controlling of an already implemented key account management organization is also lacking These organizational units are once implemented neither controlled nor evaluated concerning their economic performance With respect to these rather surprising findings in marketing management practice the author develops a theory based decision support model which seems capable of overcoming the previously described deficits Based on a comparative analysis the efficiency of alternative key account management organizations is evaluated using criteria developed from transaction costs economics This decision model enables companies to evaluate each organizational key account management alternative on the basis of transaction cost economizing effects In addition set up costs which arise due to the implementation of the organizational unit are also included in the cost benefit calculation

Key Account Management in Financial Services Peter Cheverton, 2004 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

The High-Performing Key Account Manager Javier Marcos, Rodrigo Guesalaga, Andrew Hough, Richard Vincent, 2025-06-03 Explore the core knowledge and capabilities required for key account managers to deliver and sustain profitable relationships and drive growth with strategic customers In a rapidly changing economic

environment the role of a key account manager is now more important than ever due to the value they provide to the business and the profitable growth they enable The High Performing Key Account Manager demonstrates what core competencies and skills a key account manager needs to succeed such as how to develop long lasting relationships how to build trust with key customers and how to foster value based sales solutions This book also establishes what organizational support they require in order to create the right conditions for high performance account management including guidance on how to lead and influence build teams and enhance cross functional collaboration With real world examples from leading companies such as Siemens Caterpillar Honeywell Group and CISCO Systems this highly practical guide provides the strategies and tactics required to overcome common challenges capitalize on emerging opportunities and enable key account managers to perform at the highest level *Managing Key Clients* Kevin Walker,Paul Denvir,Cliff Ferguson,PACE Partnership,2006-01 Beginning with a key client management healthcheck this volume not only pinpoints what every reader s firm is currently doing to get the most out of their major clients it will show them what they re doing wrong and how to put it right *Key Account Management and Planning* Noel Capon,2002-06-15 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 Services Marketing and Management Balaji B.,2002 Concept Of Service Service Characteristics Service Expectations The Service Product Service Location Pricing For Services Promotion Services The Service Process Physical Evidence People And Services Internal Versus External Marketing Good Small Business Guide 2013 Bloomsbury Publishing Plc,2013-01-01 Fully updated the Good Small Business Guide 2013 is packed with essential

advice for small business owners or budding entrepreneurs Containing 140 easy to read articles and an extensive information directory this comprehensive guide offers help on all aspects of starting and growing a small business **Good Small Business Guide 2013, 7th Edition** Bloomsbury Publishing, 2013-06-30 Fully updated for this 7th annual edition the Good Small Business Guide 2013 is packed with essential advice for small business owners or budding entrepreneurs Offering help on all aspects of starting running and growing a small business including planning setting up or acquiring a business getting to grips with figures marketing selling online and managing yourself and others Containing over 140 easy to read articles and an extensive information directory this fully updated guide offers help on all aspects of starting and growing a small business Features a foreword from the National Chairman of the Federation of Small Businesses *Handbook of Strategic Account Management* Diana Woodburn, Kevin Wilson, 2014-03-17 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 Catherine Pardo Stefan Wengler Osman G k Nikala Lane Nigel Piercy Kevin Wilson Paolo Guenzi R gis Lemmens Michael Pusateri Diana Woodburn Stephan Henneburg Tommi Mahlam ki Jakob Rehme John Workman Sue Holt Malcolm McDonald Sanjiy Sengupta George Yip Christian Homburg

Florin Mihoc Christoph Senn Judy Zolkiewski *Implementing Key Account Management* Javier Marcos, Mark Davies, Rodrigo Guesalaga, Sue Holt, 2018-08-03 *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.

Key Customers Malcolm McDonald, Beth Rogers, Diana Woodburn, 2000-07-04 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 key account management has 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.

Account-Based Growth Bev Burgess, Tim Shercliff, 2022-11-03 Develop long-term relationships, deliver market-beating growth, and create sustainable value with this pragmatic guide to aligning marketing, sales, customer success, and your executives around your most important customers. Many B2B companies make half their profitable revenue from just three percent of their customers yet don't recognize the significance of these accounts nor invest appropriately in them. *Account-Based Growth* introduces a comprehensive framework for improving internal alignment and external engagement with these vital few. It contains bullet-pointed takeaways at the end of each chapter plus a comprehensive

checklist to help you improve your own company's approach to its most important customers. Each element of the framework is brought to life through viewpoints from industry experts and case studies from leading organizations including Accenture, Fujitsu, Infosys, SAP, Salesforce, ServiceNow, and Telstra. Key Account Management Peter Cheverton, 2015-02-03. 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. Online resources include helpful templates, guides for students and lecturers, and self-tests to ensure that best practice is being followed. Sales Manager's Essentials: A Practical Workbook for Success Jones Mathew, Partha Pratim Pal, 2022-02-11. A Sales Manager's job has become all the more demanding in the new era. However, the fundamentals remain the same. This workbook, like its predecessor *The Leadership Essentials*, is designed to offer practical guidance to young and ambitious sales managers to help them excel in their chosen profession. Sales Management is a proving ground for genuine business developers. It's a challenging field. The 10 essentials for sales managers discussed in this book will assist sales managers in delivering to the highest standards and becoming sales leaders. Sales Managers have to achieve ever-increasing sales targets, strategize and manage key accounts, build high-performance teams, execute sales planning and review, acquire the right talent to keep the sales juggernaut moving forward, organize on the job, training, provide purposeful coaching, offer holistic mentoring, develop sales skills of team members, and thereby developing the qualities required of sales leaders. Readers of this book will benefit directly and immediately from the shared tips and techniques, reflections, and experiences. Instead of being theoretical and preachy, this book attempts to keep the sales manager's essentials simple, practical, and doable. Sales personnel at all levels will positively benefit from the contents of this book, written by the authors with nearly half a century of cumulative experience in the lifestyle goods and pharmaceutical industries. Successful Key Account Management In A Week Grant Stewart, 2012-03-30. 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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