

Managing global accounts

Based on the article by
George S Yip and Audrey J.M. Bink
Harvard Business Review, September
2007

Managing Global Accounts

**Javier Marcos, Mark Davies, Rodrigo
Guesalaga, Sue Holt**



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Managing Global Accounts Noel Capon, Dave Potter, Fred Schindler, 2006 Learn to effectively manage your global accounts from global account authorities With practical and proven insight for developing and maintaining a global account program MANAGING GLOBAL ACCOUNTS delivers invaluable tips for selecting global accounts developing line organization securing senior management commitment finding effective account managers demonstrating value optimizing the global account relationship and more

Manage Globally, Sell Locally A. Lee Blackstone, 1995 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

Successful Global Account Management Kevin Wilson, Nick Speare, Samuel J. Reese, 2002 Based on a major global research study into Global Account Management GAM Successful Global Account Management shows companies how to adopt a radically different approach to dealing with their key accounts to operate as truly global suppliers

Successful Global Account Management Kevin Wilson, 2002

Managing Global Customers George S. Yip, Audrey J.M. Bink, 2007-09-06 Highlighting the rewards of taking a step beyond global account management to create a Global Customer Management approach integrating all aspects of the relationship between supplier and customer this book guides international companies in using their relationships with global customers to their full potential

Global Account Management Peter Cheverton, 2008 An essential guide to supporting and servicing global accounts with insight into managing cultural diversity this text uses more than 100 case studies to help managers develop a realistic and practical approach

Global Account Management H. David Hennessey, Jean-Pierre Jeannet, 2004-11-19 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

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.

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.

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 Rgis Lemmens Michael Pusateri Diana Woodburn Stephan Henneburg Tommi Mahlamki Jakob Rehme John Workman Sue Holt Malcolm McDonald Sanjiv Sengupta George Yip Christian Homburg Florin Mihoc Christoph Senn Judy Zolkiewski **The Blackwell Handbook of Global Management** Henry W. Lane, Martha L. Maznevski, Mark E. Mendenhall, Jeanne McNett, 2009-02-09 This book provides an overview of current approaches and research in the field of international organizations with a focus on implementation issues in a globalized context Written by a team of recognized leaders in the field associated with the growing and influential International Organizations Network ION Covers topical issues such as managing virtual teams and globalization Makes a cohesive statement about the field of international organizations Is written with a focus on implementation issues Offers a solid contribution to the closing of the gap between researchers and practitioners The Global Challenge Vladimir Pucik, Paul Evans, Ingmar Bjorkman, Shad Morris, 2024-05-03

Formerly published by Chicago Business Press now published by Sage Since strategy organizational capabilities and people management are increasingly intertwined in multinational firms The Global Challenge takes a general management perspective on the issues associated with international human resources Each chapter in this book is a stand alone guide to a particular aspect of international human resource management HRM from the history and overview of international human resource management in the first chapter to the functional implications for human resource professionals in the last from building multinational coordination to managing the human side of cross border acquisitions The authors build on the traditional agenda of international human resource management how to respond to cultural and institutional differences manage cross border mobility and develop global leaders This new edition contains the latest advances from research and practice

International Management in Service Firms Dirk Klimkeit, Pengji Wang, Huiping Zhang, 2024-05-22 This textbook examines how service firms manage their international operations For the first time it brings together insights from the fragmented literature on this subject into an accessible textbook Further it is unique in its focus on service firms internationalization and international management Beginning with an overview of the international environment in which service firms operate it subsequently describes multinational service firms and their internationalization processes strategies and organization Unlike most texts on international services the book goes beyond internationalization to address the ongoing management of service firms It not only addresses functions such as global service marketing financial management and human resource management but also discusses aspects such as global account management global service delivery and international project management as well as the topical issue of managing distributed virtual teams A dedicated chapter focuses on offshore shared services and business process outsourcing These chapters are complemented by a discussion on international corporate governance and corporate social responsibility The book is intended for students preparing for international careers in the service sector Each chapter includes case studies illustrations highlighted definitions a chapter summary and exercises

Global Strategic Management Philippe Lasserre, Felipe Monteiro, 2022-11-03 Seamlessly blending academic rigour and practicality this textbook provides an introduction to global business strategy Assuming a born global perspective Global Strategic Management is supported by ample pedagogical features including numerous case studies and examples featuring both established multinationals and unknown SMEs from across the globe The book takes an applied approach to global business strategy emphasising functional parts of international business managing marketing operations HR and finance The text has been widely updated to incorporate the impacts of the Covid 19 pandemic such as work from anywhere and deglobalization New to this fifth edition is increased material on sustainability and corporate social responsibility including discussion of climate change NGOs and sustainable development goals Subjects such as the impact of technology cryptocurrency and global strategy in the digital space are discussed in more detail while the conflict in Ukraine is also considered

Selling and Sales Management David Jobber, Geoffrey Lancaster, Kenneth Le

Meunier-FitzHugh,2019 This new edition comes fully updated with new case studies using working businesses to connect sales theory to the practical implications of selling in a modern environment It also contains the results from cutting edge research that differentiates it from most of its competitors The book continues to place emphasis on global aspects of selling and sales management Topics covered include technological applications of selling and sales management ethics of selling and sales management systems selling and a comprehensive coverage of key account management *The Handbook of Technology Management, Supply Chain Management, Marketing and Advertising, and Global Management* Hossein Bidgoli,2010 The discipline of technology management focuses on the scientific engineering and management issues related to the commercial introduction of new technologies Although more than thirty U S universities offer PhD programs in the subject there has never been a single comprehensive resource dedicated to technology management The Handbook of Technology Management fills that gap with coverage of all the core topics and applications in the field Edited by the renowned Doctor Hossein Bidgoli the three volumes here include all the basics for students educators and practitioners

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 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 *A Dynamic Capability Approach to Global Account Management* Linda Hui Shi,2005 *The Oxford Handbook of Strategic Sales and Sales Management* David W. Cravens,Kenneth Le Meunier-FitzHugh,Nigel F. Piercy,2012-11-22 The Oxford Handbook of Strategic Sales and Sales Management is an unrivalled overview by leading academics in the field of sales and marketing management Sales theory is experiencing a renaissance driven by a number of factors including building profitable relationships creating delivering brand value strategic customer management sales and marketing relationships global selling and the change from transactional to customer relationship marketing Escalating sales and selling costs require organisations to be more focused on results and highlight the shifting of resources from marketing to sales Further the growth in customer power now requires a strategic sales response and not just a tactical one The positioning of sales within the organisation the sales function and sales management are all discussed The Handbook is not a general sales management text about managing a

sales force but will fill a gap in the existing literature through consolidating the current academic research in the sales area. The Handbook is structured around four key topics. The first section explores the strategic positioning of the sales function within the modern organisation. The second considers sales management and recent developments. The third section examines the sales relationship with the customer and highlights how sales is responding to the modern environment. Finally, the fourth section reviews the internal composition of sales within the organisation. The Handbook will provide a comprehensive introduction to the latest research in sales management and is suitable for academics, professionals and those taking professional qualifications in sales and marketing.

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.

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