

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

Stark verkauft, hoch gelobt, aktuell ergänzt: der Fachbuch-Klassiker fürs Key-Account-Management. Die Techniken, Methoden und Strategien, die Hans D. Sidow in seinem Grundlagenwerk verrät, zahlen sich in barer Münze aus. Denn wer weiß, wie er seine Hauptumsatzbringer 100-prozentig zufrieden stellt, sichert sich den Löwenanteil und hält im Wettbewerb alle Trümpfe in der Hand. Wissen, wie man sich an den Spitzenkunden orientiert, die gemeinsamen Geschäfte individualisiert und die Zusammenarbeit top-organisiert: Das öffnet die Türen zum Big Business sperrangelweit.

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

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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.

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

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

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A core-text book for the CIM Qualification.

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.

Retaining international scope and a balance between theory and practice, this new edition of Bill Donaldson's highly successful textbook is fully updated throughout, making it the definitive text for undergraduate, postgraduate and MBA students of selling and sales management. Also available is a companion website with extra features to accompany the text, please take a look by clicking below -

<http://www.palgrave.com/business/donaldson/>

For years, sales people have struggled with cliched views of how they sell, while at the same time customers have become more sophisticated and discerning, stopping off at different or unconventional places in the sales funnel. The result is that the technique of sales people controlling the sales conversation and learning how to influence the customer no longer works. Selling Transformed introduces the new world of selling, and addresses the reasons why

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sales people are so poorly perceived. Selling Transformed provides fresh, tangible ideas on how to develop better sales practices. Focusing as much on the customers as on the sellers, it explains key theories of selling effectively and introduces four proven strategies that are based on the values customers look for in sales people: authenticity, client-centricity, proactive creativity and being tactfully audacious. Explaining what customers look for in sales people, and advising on how to develop and deliver these values, this is a new type of sales manual guaranteed to improve sales performance.

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.

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 state of the art The world of business never

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stands still. Today's dominant force is tomorrow's sideshow. Fashions change and best practice evolves. For managers one certainty endures; the more you know the higher you go. From crafting strategies to delivering results, questions of management will always be too varied, perplexing and challenging to yield a single answer. They are best explored with the help of many perspectives. The third edition of the Financial Times Handbook of Management encapsulates this world of management thinking, reflecting what matters to managers in organizations in the first decade of the new century. A compelling and comprehensive companion to management's big ideas, brilliant minds and better ways, the Handbook is packed with intelligent writing to bring management alive for the thinking executive. The Financial Times Handbook of Management captures the state of this indispensable, inspiring, invigorating and essential art: The thinkers: Including Igor Ansoff, Chris Argyris, Warren Bennis, James Champy W Edwards Deming, Peter Drucker; Henri Fayol, Sumantra Ghoshal, Marshall Goldsmith, Lynda Gratton, Gary Hamel, Charles Handy, Phil Hodgson and Randall White, John Kay, Chan Kim and Renée Mauborgne, Philip Kotler, Ted Levitt, John Micklethwait & Adrian Wooldridge, Henry Mintzberg, Rosabeth Moss Kanter, John Mullins, Kjell Nordström and Jonas Ridderström, Kenichi Ohmae, Richard Pascale, Tom

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Peters, Michael Porter, CK Prahalad, Edgar Schein, Hermann Simon, Jonathan Story, Don Sull, Fons Trompenaars, Bruce Tulgan, Elizabeth Weldon, Jerry Windand many more. The foundations: Strategy and competition Globalization Managing Human Resources Operations and Service Marketing Finance Organization Ideas, information and knowledge Entrepreneurship Ethics The Skills: Managing globally Leading Managing change Communicating Managing yourself and your career Making it happen Developing and learning Successful Global Account Management Key Strategies and Tools for Managing Global Customers Kogan Page Publishers

Gibt es ein Rezept für Verkaufserfolg? Die meisten Führungskräfte im Vertrieb verweisen hier zuerst auf eine gute Kundenbeziehung – und sie liegen falsch damit. Die besten Verkäufer versuchen nicht nur einfach eine gute Beziehung zu ihren Kunden aufzubauen – sie stellen primär die Denkweisen und Überzeugungen ihrer Kunden in Frage. Basierend auf einer umfassenden Studie mit mehreren tausend Vertriebsmitarbeitern in unterschiedlichen Branchen und Ländern, zeigt *The Challenger Sale*, dass das klassische vertriebliche Vorgehen mit dem Aufbau von Beziehungen immer weniger funktioniert, je komplexer die Lösungen sind. Doch wie unterscheiden sich Fertigkeiten, Verhaltensweisen, Wissen und Einstellung der Spitzenverkäufer vom

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Durchschnitt? Die Studie zeigt deutlich, dass die Verhaltensweisen, die den Challenger so erfolgreich machen, replizierbar und strukturiert vermittelbar sind. Die Autoren erklären, wie fast jeder Verkäufer, ausgestattet mit den richtigen Werkzeugen, diesen Ansatz erfolgreich umsetzen kann und so höhere Kundenbindung und letztendlich mehr Wachstum generiert. Das Buch ist eine Quelle der Inspiration und hilft dem Leser, sein Profil als Vertriebler zu analysieren und gezielt zu verändern, um am Ende kreativer und besser zu sein.

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

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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.

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.

This book provides knowledge and skill-building training exercises in managing marketing decisions

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in business-to-business (B2B) contexts.

Proceedings of The 7th MAC 2016 - The 7th Multidisciplinary Academic Conference in Prague 2016, Czech Republic

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

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marketing and sales executives, and all senior management with strategic responsibility. The clear and authoritative approach also makes it an outstanding text for the serious MBA and executive student.

"This book 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

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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.

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

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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

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Brehmer Robert Krapfel Peter Naud? Olavi Uusitalo Noel Capon Antonella La Rocca Jukka Ojasalo Tom Vanderbiesen Simon Croom Sylvie Lacoste Ca 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 textbook introduces students to the important concepts of global marketing today, and their managerial implications. Designed to be shorter than many other textbooks, Global Marketing focuses on getting to the point faster. Increasingly, marketing activities must be integrated at a global level. Yet, the enduring influence of culture requires marketers to adapt local strategies in light of cultural differences. Global Marketing takes a similar strategic approach, recognizing the need to address both the forces of globalization and those of

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localization. Other key features include: Coverage of often overlooked topics, such as the competitive rise of China's state-owned enterprises; the importance of diasporas as target markets; and the emerging threat to legitimate marketers from transnational criminal organizations A chapter dedicated to understanding global and local competitors, setting the stage for ongoing discussion of both buyers and competitors in an increasingly competitive global marketplace Extensive real-life examples and cases from developed and emerging markets, including insights into the often-overlooked markets of Africa, Latin America, and the Middle East Written in a student-friendly style, previous editions have received praise from both students and instructors. This edition continues to build on this strong foundation, making this the book of choice for students of global marketing classes.

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

Praise and Reviews "This really makes marketing happen - congratulations!" - Professor Malcolm McDonald "All marketing lecturers find your book most useful - it is replacing Kotler on both the strategic and tactical parts of our courses." -Mats Engström, IHM Business School, Sweden Not just another 'introduction to marketing', Key Marketing Skills is a practical, actionable guide that shows how to apply marketing strategies in a real-world context. Taking you step by step through the entire marketing planning process,

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Peter Cheverton shows you how to: - conduct a market audit - build your marketing strategy - prepare a robust marketing plan - develop a unique value proposition - build alignment throughout the supply chain - implement your plan through the marketing mix Extensively revised and updated, this new edition has also been expanded to include a wealth of brand new international case studies and planning models. Together with sections on vital issues such as brand management, how to brief an agency and how to conduct a self-assessment health check of your current level of marketing excellence, this book will provide all the necessary tools and guidance to make marketing happen. Free online resources contain the INSIGHT Directional Policy Matrix (DPM), the INSIGHT Activity Cycle, and the INSIGHT Marketing Planning template. These can be downloaded at <http://tinyurl.com/bpvkgbb>

Inhaltsangabe: Einleitung: In der heutigen Situation, gekennzeichnet durch Globalisierung, Internationalisierung, dem Trend zu immer homogeneren Produkten und Leistungen und wachsenden Ansprüchen der Nachfrager, ist eine Bindung der Kunden an das Unternehmen nur schwer möglich. Dienstleister können diesen Trends jedoch bestens begegnen, da diese bei der Erstellung der Dienstleistung ein individuelles Eingehen auf den Kunden in einer zwischenmenschlichen Interaktion voraussetzen und damit eine persönliche Kommunikation zwischen Anbietern und Nachfragern erreicht wird. Key-Account-Management bedeutet in diesem Zusammenhang die systematische Analyse, Auswahl und Bearbeitung von aktuell oder potentiell bedeutenden Kunden des Dienstleisters. Im Mittelpunkt der Bestrebungen steht die Verbesserung bzw. die Erhaltung der

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Qualität der Kundenbeziehungen. Das Key-Account-Management ist sowohl im Konsumgüter- als auch im Investitionsgütersektor intensiv erörtert worden. Im Dienstleistungsbereich steht eine umfassende Betrachtung aber noch aus, obwohl auch hier ein zunehmender Einsatz des Key-Account-Managements zu verzeichnen ist. In der vorliegenden Diplomarbeit wird daher das Key-Account-Management bei Dienstleistern näher betrachtet. Zunächst werden die Dienstleistungen aus volkswirtschaftlicher und aus betriebswirtschaftlicher Sicht erläutert, es wird eine Definition gegeben und anschließend eine Systematisierung durchgeführt. Im zweiten Schritt erfolgt eine Beleuchtung des Key-Account-Managements, wobei unter anderem auf Ziele, Entwicklungen und Voraussetzungen eingegangen wird.

Gang der Untersuchung: Im Hauptteil der Arbeit wird das Key-Account-Management auf die Dienstleister bezogen, wobei es in das strategische, das funktionale und das organisatorische Key-Account-Management untergliedert wird. Es wird auf die Kundenselektion, auf Strategieoptionen ebenso eingegangen wie auf den Managementprozess und den Einsatz der Marketing-Instrumente. Aus organisatorischer Sicht wird das Key-Account-Management als Stabsfunktion, als Linienfunktion und in der Matrixorganisation betrachtet. Am Schluss der Arbeit findet dann eine Gesamtbeurteilung des Key-Account-Management bei Dienstleistern statt.

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Abbildungsverzeichnis
1. Einleitung
2. Grundlagen der Dienstleistungen
2.1 Die Gesamtwirtschaftliche Bedeutung und Entwicklung des Dienstleistungssektors
2.2 Der Dienstleistungsbegriff in betriebswirtschaftlicher [...]

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

"... Addresses the factors that make managing the account

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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.

For the Accounts You Can't Afford to Lose: The Strategies that Will Keep Your Customers Coming Back Whether your company has \$50,000 or \$5 million in sales, chances are that at least half of your revenue comes from a few crucial accounts. What does it take to keep them going strong? The authors of *The New Strategic Selling* and *The New Conceptual Selling* present a hard-hitting, no-nonsense book of techniques to improve your most important business relationships. Updated with recent examples of actual success stories, this new edition explores how online click speeds have resulted in highly sophisticated customers who expect all services to be done in "real time." Discover:

- * *The Long View*: Studying and really understanding your company- and your customer's business-can mean years of selling success
- * *"Lamp" Strategies*: Activate a Large Account Management Process strategy to turn your best customers into permanent "external assets"
- * *Trends and Market Forces*: Constantly identify and reappraise the conditions that can make your services more crucial than ever
- * *Channels of Communication*: The right contacts and communication lines will help you make key changes-before it's too late!

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

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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.

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

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comprehensive online Tutors' Guide and Market2Win Simulator for those who teach marketing strategy

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.

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

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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.

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

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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. 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?

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.

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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. Billions of dollars are lost from marketing plans that fail to get implemented properly. This book draws upon fresh research, new technology and decades of experience to help marketers improve their chances of success. it proposes a practical marketing navigation system to help businesses ensure their plan identifies risks and delivers targets.

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