



The Association for
Key Account Management

4th Annual AKAM Key Account Management Conference

Can you still increase business with your global key accounts?

Wednesday 8th March, Session 2

English version

Q1 2022

Christian Maryska



The growth potential with global key accounts

Christian Maryska

Education

Industrial engineer specializing in:
Mechanical engineering/process management

Profession

Since 2015 Global Key Account Management (part-time PhD)
2013 – 2015 Key Account Manager (part-time M.Sc.)
2010 – 2013 Working student (part-time B.Eng.)

Focus:

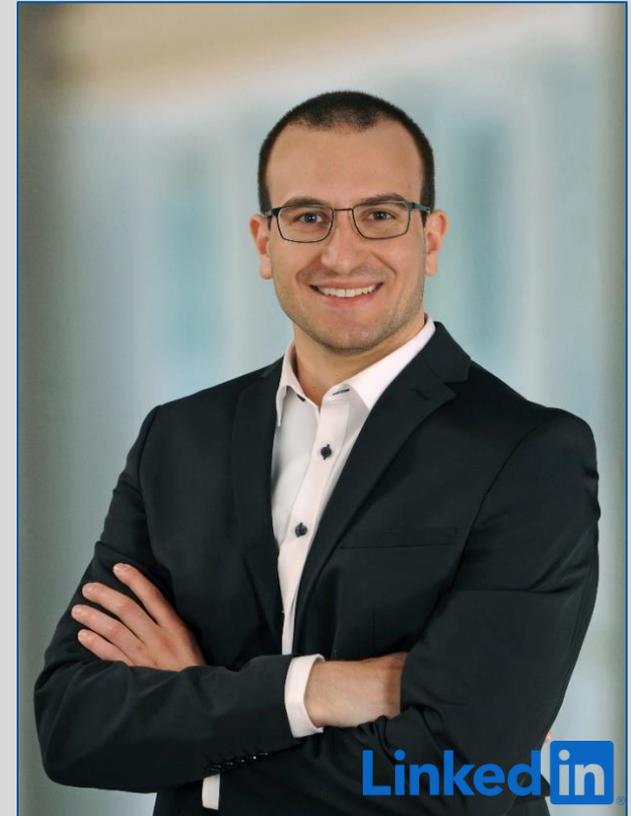
Global Key Accounts in the electrical & automation (B2B) industry

Current project

PhD at the RWTH Aachen University
(In cooperation with the University St. Gallen and Maastricht School of Management)

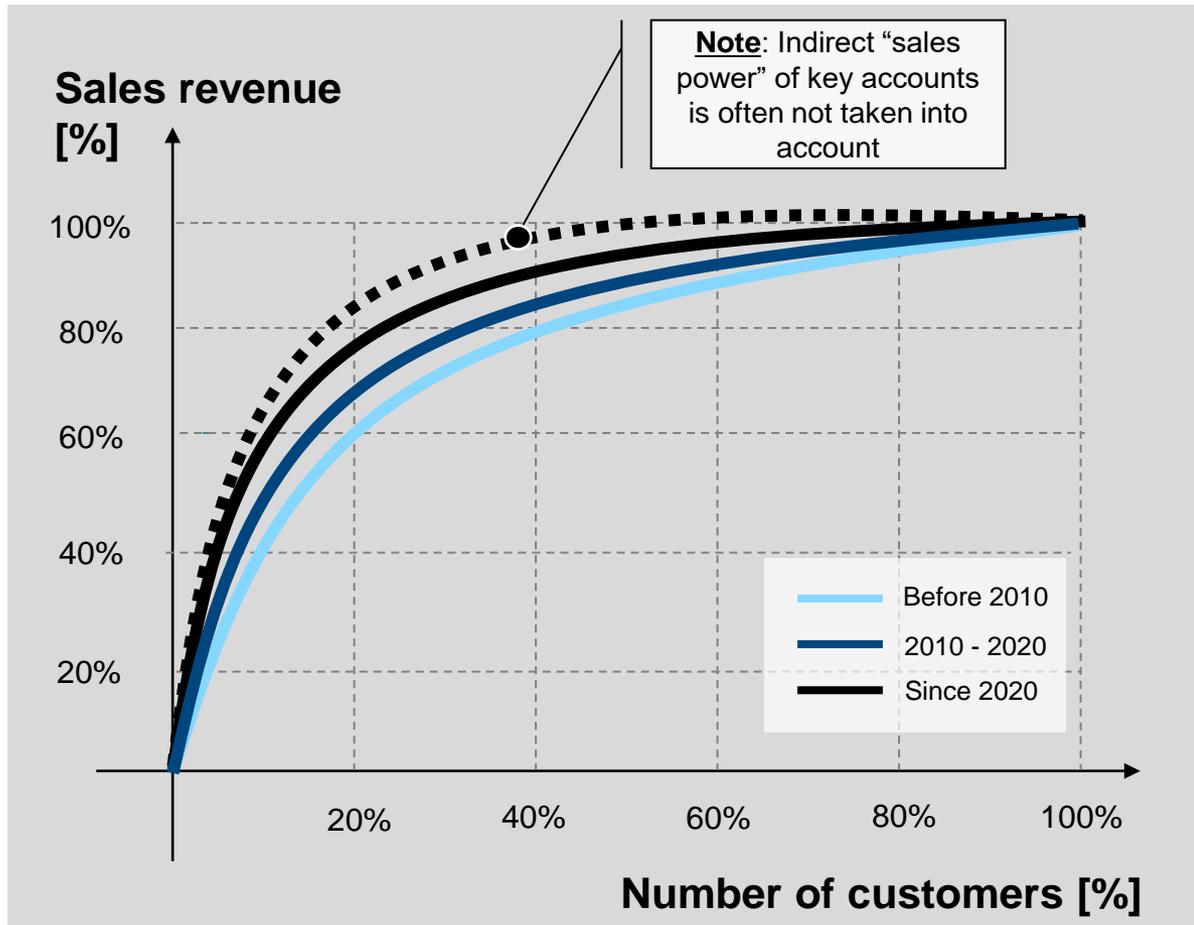
Title:

“An exploration of the growth potential of suppliers’ KAM programs
as well as key accounts in the B2B market”



The growth potential with global key accounts

Observation from practice: Development of the “sales dependency” with key accounts (1/2)



Observations

- The **sales curve** of most companies in the B2B market has always been a **root function**
- The **“sales power”** of key accounts **has grown** over the years
- The **real “sales power”** (incl. indirect power) of the key accounts **is far greater**

The growth potential with global key accounts

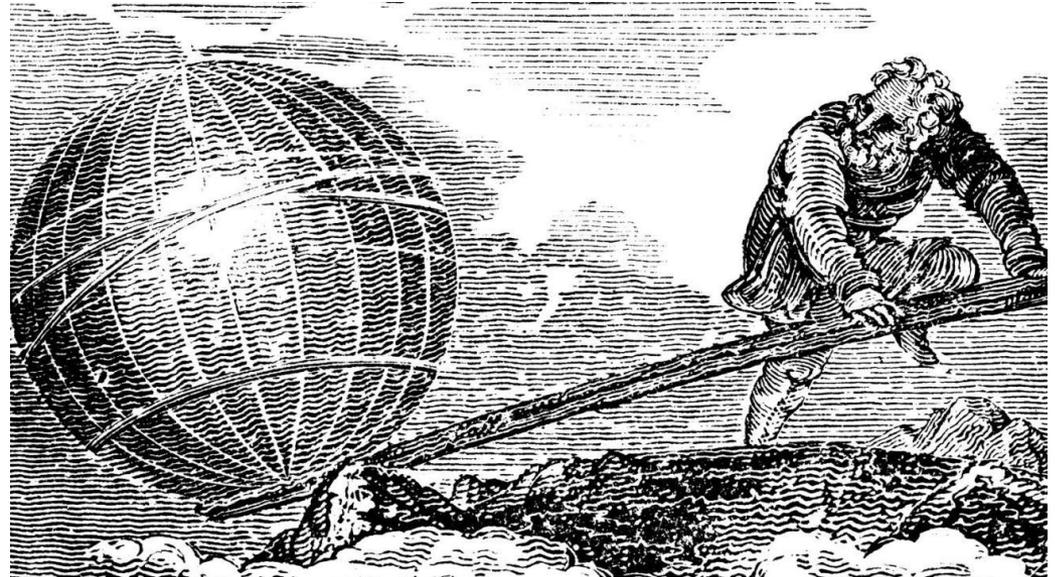
Observation from practice: Development of the “sales dependency” with key accounts (2/2)

Rule of thumb

+20% growth in key account management means...

...with a **80/20** distribution
= **+16% total growth**

...with a **90/10** distribution
= **+18% total growth**



<https://img.welt.de/img/wissenschaft/mobile105191426/5471355237-ci16x9-w1300/hebelgesetz2-DW-Wissenschaft-Beckdorf-jpg.jpg>



Key account management is a crucial success factor for many companies in the B2B market

The growth potential with global key accounts

Structure and design of my dissertation

Dissertation

Research Study I



Quantitative
data

In which areas can be
improved in KAM?

Research Study II



Qualitative
data

What are the root
causes for the sales
potential with key
accounts?

Research Study III



Quantitative
data

Which factors
influence the share-
of-wallet with key
accounts?



Increase understanding of the growth potential with key accounts



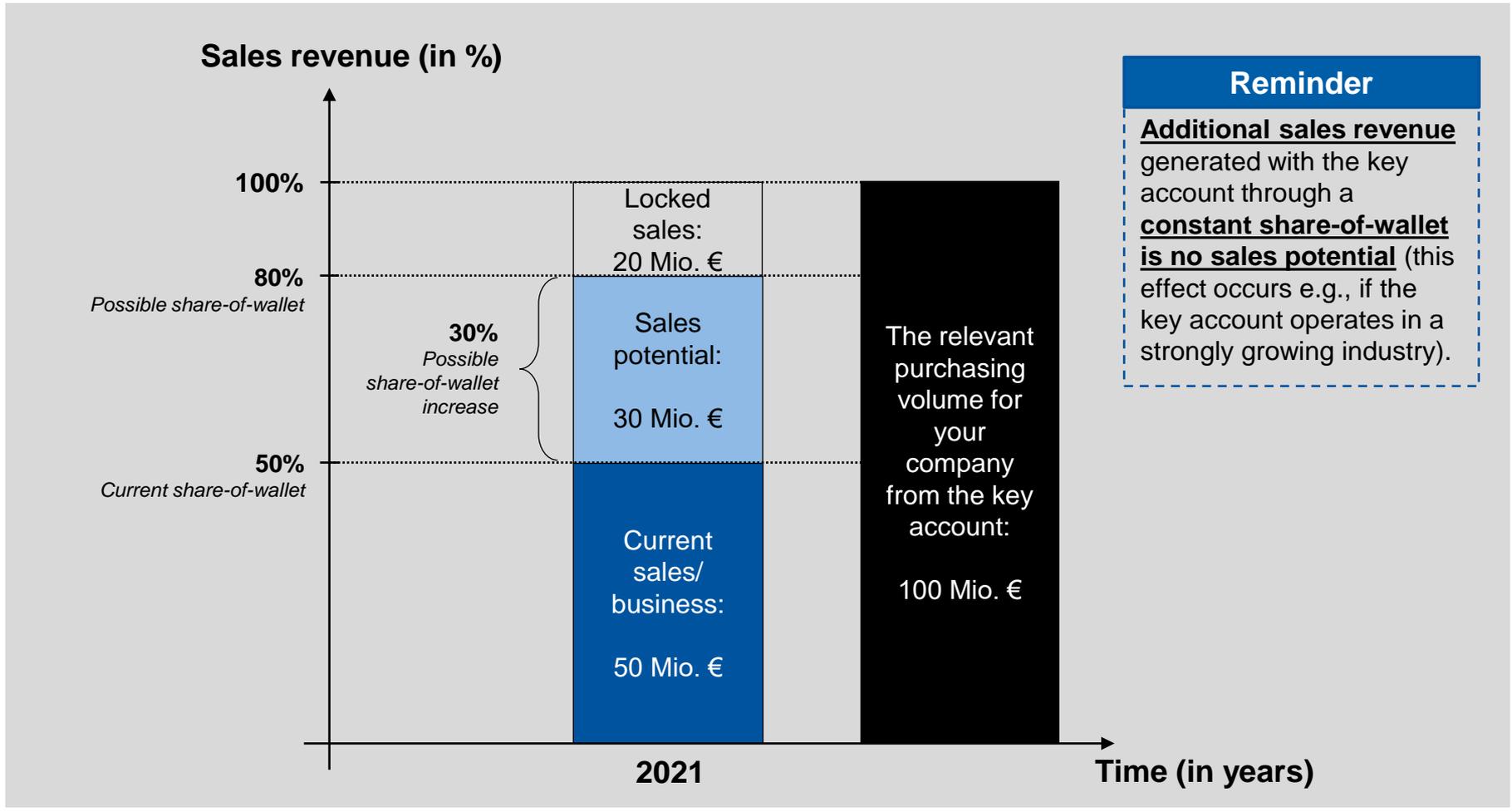
Research question #1:

How can we determine and measure **sustainable sales growth potential** with our key accounts?

<https://www.chip.de/ii/1/2/6/3/7/0/5/3/2/7ff2218c7a053d7b.png>

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Definition of the sales potential based on the share-of-wallet situation





Research question #2:

Does a **relevant sales potential** with our key accounts exist?

https://coaching-persoenlichkeitsentwicklung.ch/wp-content/uploads/2017/11/potenzial_skills_erkennen_fotolia_176587319_S.jpg

The growth potential with global key accounts

Description of the sample: The study participants (1/2)

Job hierarchy	Total*
Top management	4 (11%)
(Senior) vice president	3 (8%)
KAM director	9 (24%)
Key account manager	20 (54%)
Other manager	1 (3%)

Job experience in KAM	Total*
Ø	12 years

Gender	Total*
Female	4 (11%)
Male	33 (89%)

Country	Total*
Germany	29 (78%)
Switzerland	6 (16%)
Austria	2 (5%)

*n=37

The growth potential with global key accounts

Description of the sample: The companies (2/2)

Industry	Total*
Automation	6 (16%)
Mechanical engineering	6 (16%)
Electrical manufacturing	5 (14%)
Automotive	5 (14%)
IT	4 (11%)
Logistics and transportation	3 (8%)
Process engineering	3 (8%)
Drive technology	3 (8%)
Wholesale and distribution	2 (5%)

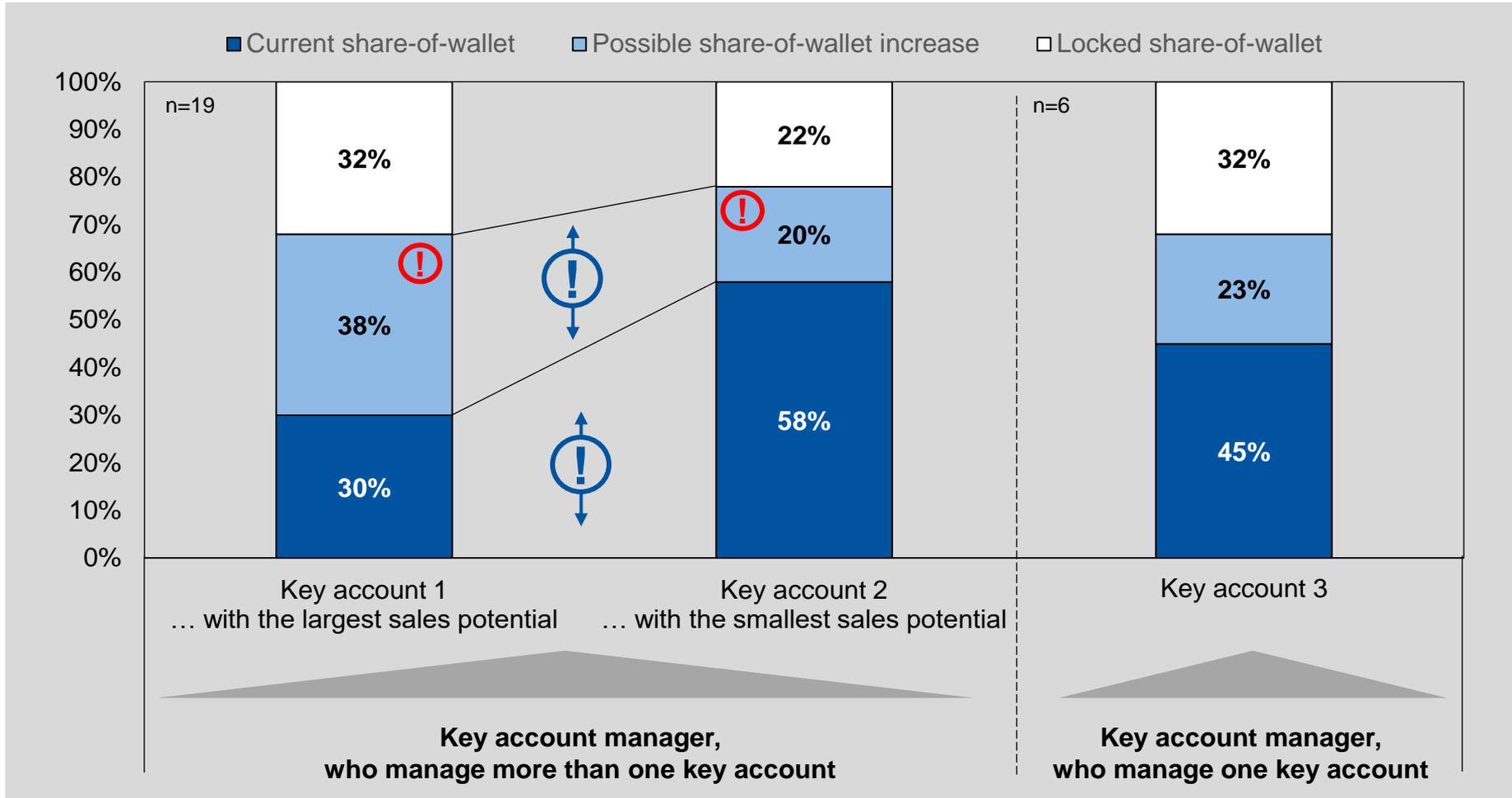
*n=37

Number of employees	Total*
< 1,001	2 (5%)
1,001 – 5,000	5 (14%)
5,001 – 10,000	4 (11%)
10,001 – 50,000	14 (38%)
50,001 – 100,000	10 (27%)
> 100,000	2 (5%)

Business type	Total*
Solely manufacturer	6 (16%)
Manufacturer and service provider	22 (59%)
Solely service provider	9 (24%)

The growth potential with global key accounts

How large is the average sales potential with key accounts?





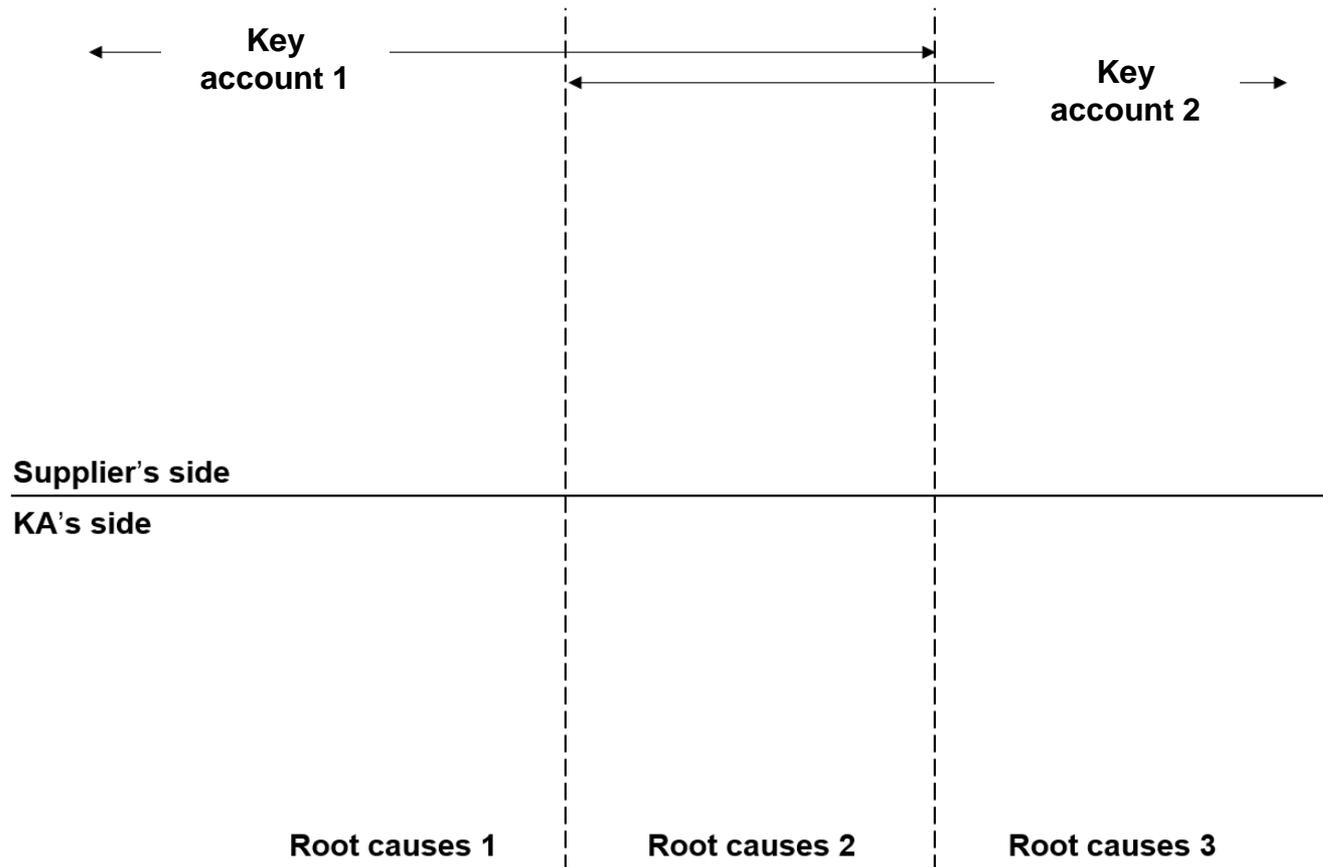
Research question #3:

What factors are the **reason** that the **sales potential** could not be **captured**?

<https://image.stern.de/30407764/t/lh/v2/w1440/r1.7778/-/schach.jpg>

The growth potential with global key accounts

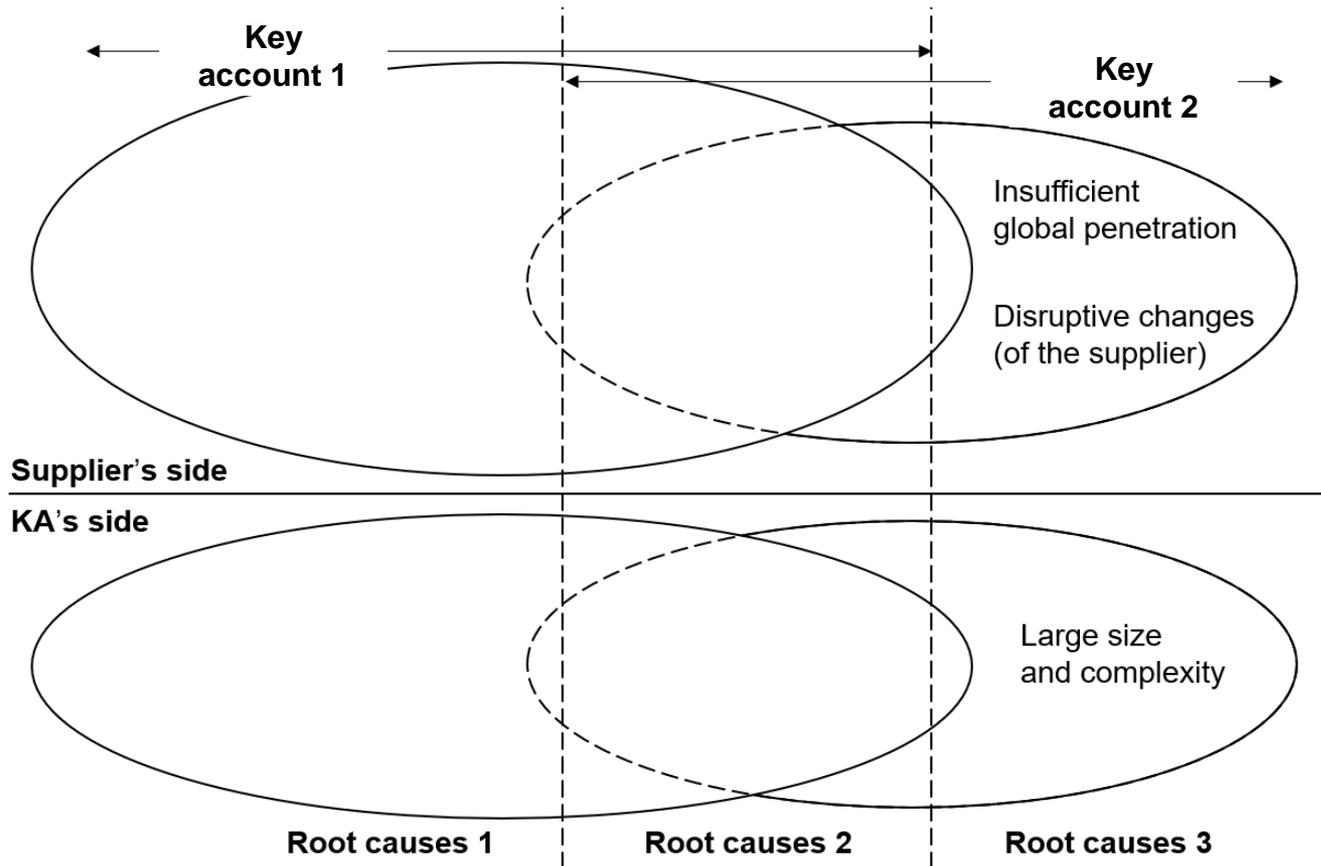
What are the root causes why the sales potential could not be captured in the past?



Key account (KA)

The growth potential with global key accounts

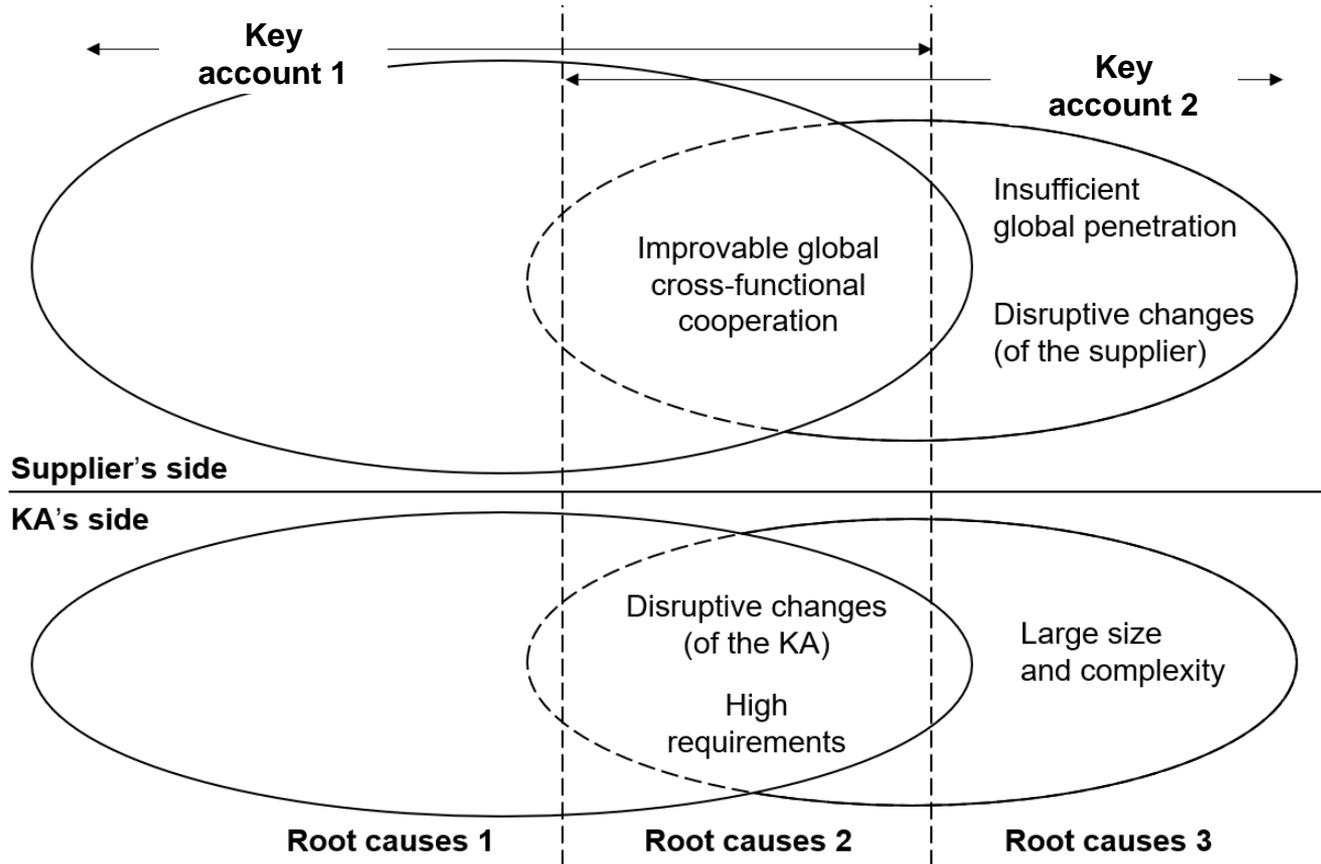
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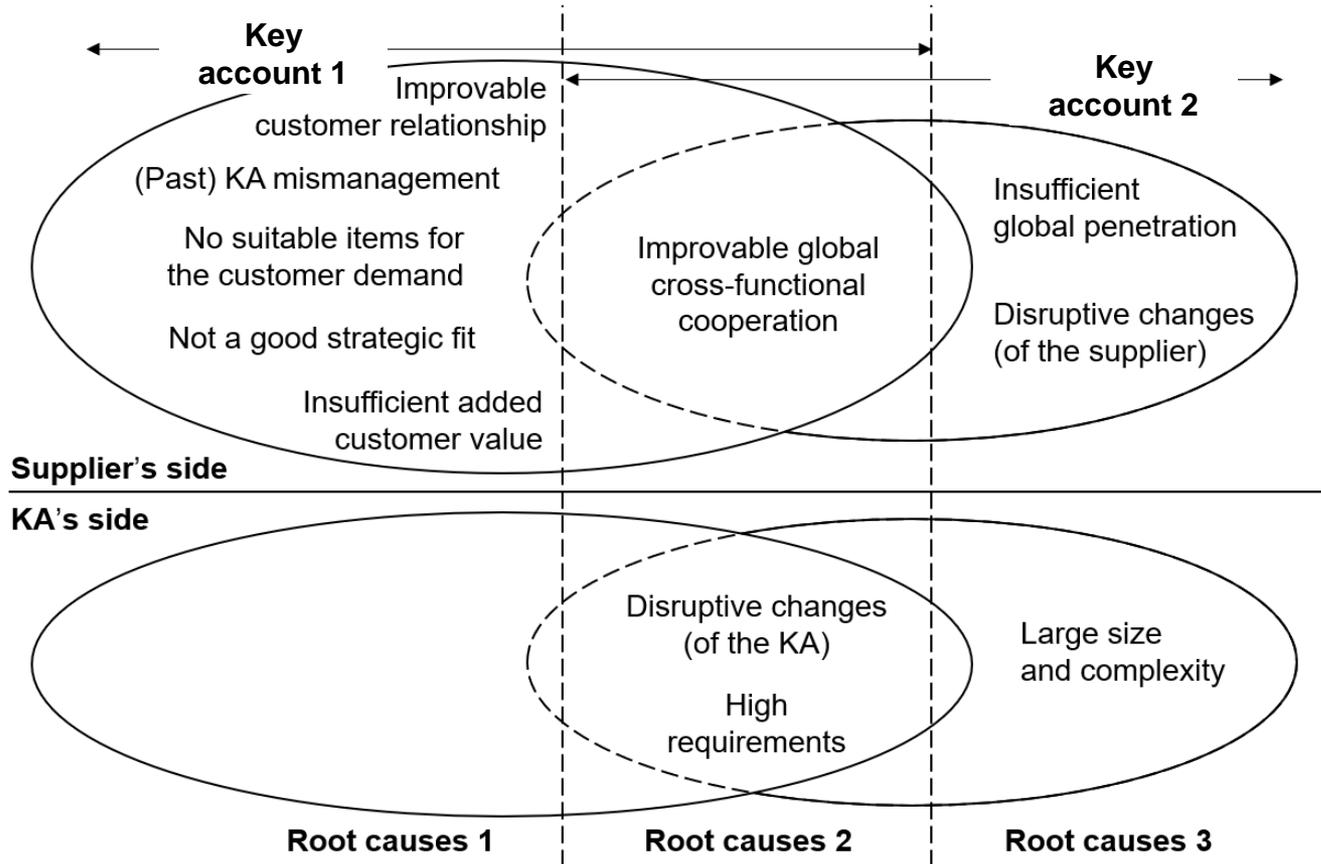
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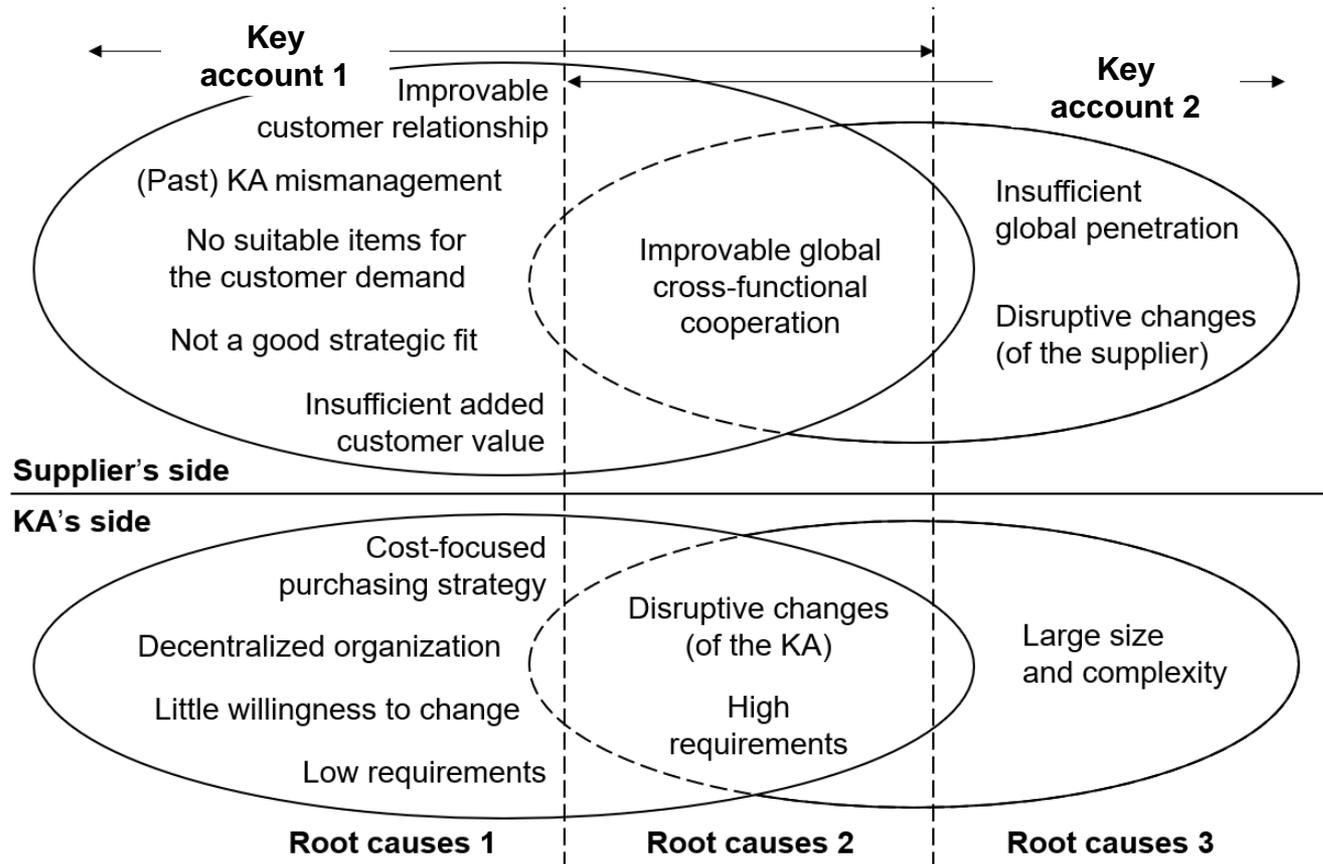
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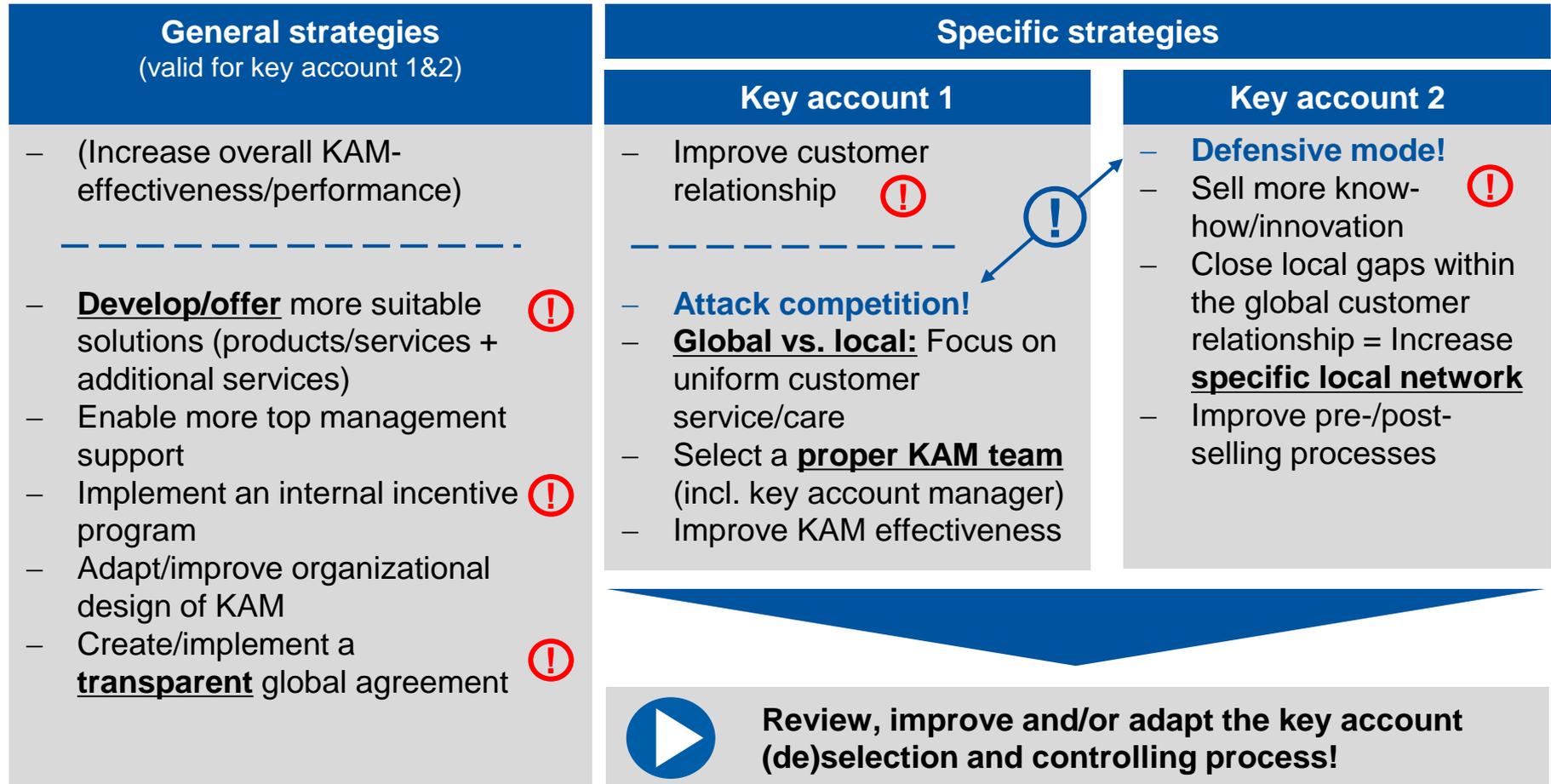
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Key account (KA)

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Proper strategies to capture the sales potential with key accounts in the future



Thank you!