

## KAM research, 2010-2015

Review of KAM papers in IMM and JIBM

List of KAM papers  
For KAM programme managers,  
students and academics

Papers on Key Account Management are distributed across a variety of academic journals. However, KAM has been a consistent stream of research reported in Industrial Marketing Management and the Journal of Business and Industrial Marketing for a number of years.

Here Professor Björn Ivens has extracted the reference details of articles about KAM in these two popular journals, and summarised the subject and findings of each to make it easier for you to find what you want to know about KAM. In addition, he has identified ideas for further research which highlight some key things that we don't yet know.

### Check out new knowledge about Key Account Management

Is the way you are practising KAM aligned with everything that is known about the discipline? Is it sensible to be 'making it up as you go along' when there is properly researched knowledge on which you should be building your KAM programme and practices? These papers are the way in for programme directors and KAM practitioners to learning how to build more robust and effective KAM in their organisations.

This table is also valuable to anyone studying or researching KAM, as although it does not review KAM research in other journals, the references attached to these papers would include those as well. So if you are studying or researching any of the topics shown here, you have a good start on finding all the work that covers your area of interest.

## Key Account Management in Industrial Marketing Management and Journal of Business & Industrial Marketing, 2010-2015

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Author(s)	Year	Article Title	Journal	Vol.	Issue	Pages	Cluster	Topic and Findings	Methodological Approach	Nationality (University)	Avenues for Future Research
TzempelikosGounaris	2015	Linking key account management practices to performance outcomes	IMM	45	Feb	22-34	Effectiveness/Performance	This study investigates Relationship Management with KAs and practices (strategic, organizational, tactical, control levels) to foster performance. Moreover relational capabilities and their impact on KAM effectiveness at the account level are elucidated.	Conceptual	Europe (UK)	1.) List of KAM practices, context of KAM initiative, what actions are more effective in developing a strong esprit de corps? What information is most appropriate when planning for KAs? What are the most important Key Performance Indicators (KPIs) to track when monitoring the implementation of a KAM initiative; what actions are more effective in developing a strong esprit de corps? What information is most appropriate when planning for KAs? What are the most important KPIs to track when monitoring the implementation of a KAM initiative, what actions are more effective in developing a strong esprit de corps? What information is most appropriate when planning for KAs? What are the most important KPIs to track when monitoring the implementation of a KAM initiative, what actions are more effective in developing a strong esprit de corps, what information is most appropriate when planning for KAs, what are the most important KPIs to track when monitoring the implementation of a KAM initiative? 2.) Key information technique from the supplier's side.
Guenzi, Storbacka	2015	The organizational implications of implementing key account management: A case-based examination	IMM	45	Feb	84-97	KAM Program	This article investigates the development of a comprehensive understanding of organizational issues that firms need to consider when implementing a KAM program. It includes the change management process which often is necessary when implementing a KAM program. The 7S Model is elucidated in detail.	Empirical - Qualitative – Case Study	Europe (Italy), New Zealand	To improve the understanding of the configurational fit of the 7Ss would be valuable. Most of the causal connections among the 7Ss have never been investigated in the specific context of KAM adaption and implementation.
Guenzi, Storbacka	2015	Guidelines for future research on KAM implementation	IMM	45	Feb	100	Commentary on Article (KAM Organization)	Commentary on Article	Commentary on Article	Europe (Italy), New Zealand	Commentary on Article
Julkunen, Koponen, Gabrielsson	2015	Commentary on article, 'The organizational implications of implementing Key Account Management: A case-based examination'	IMM	45	Feb	98-99	Commentary on Article (KAM Organization)	Commentary on Article	Commentary on Article	Commentary on Article [Europe (Finland)]	Commentary on Article

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Murphy, Li	2015	Government, company, and dyadic factors affecting key account management performance in China: Propositions to provoke research	IMM	in press			Effectiveness/ Performance	China based KAM and factors for performance.	Conceptual	Northern America (Canada, USA)	To fully understand the KAM landscape in China, an examination of issues to include the effects on KAM of the ever-present Chinese government would be valuable.
Lacoste, Blois	2015	Suppliers' power relationships with industrial key customers	JBIM	30	5	562-571	Relationship Management	This paper aims to incorporate material derived from four case study analyses of industrial business-to-business relationships. Although there is a substantial amount of literature on the concept of power, there is little academic research studying the “perception” of power – especially the one of key customers’ suppliers – relative to that of the buying company. This paper develops a framework which provides a different set of perceptions regarding the nature of supplier-key customer relationship. The study develops a power framework which can be used in the analysis of buyer/supplier power and points out the risk that can arise when one or more of the parties involved operate on the basis of perceptions that are incorrect.	Empirical – Qualitative	Europe (France, UK)	A longitudinal study in this field would be valuable for future research. Another track of research would be to find out how such major internal or external change impact the relationship and create another power balance perception.
Vafeas	2015	Account manager turnover and the influence of context: an exploratory study	JBIM	30	1	72-82	Relationship Management (Effectiveness/ Performance)	The purpose of this study is to investigate the contextual factors that influence the impact of account manager turnover on the client–agency relationship, an under-researched area of relationship management literature. The findings identify both organizational and individual contextual factors that influence the outcome of turnover. Categorized into three core contexts (client-specific knowledge, multiple relationship ties and turnover process management), factors such as agency structure and culture, agency knowledge management policies and client experience were all found to impact on account manager turnover.	Empirical – Qualitative	Europe (UK)	Future research examining the influence of demographic profile and personality traits of account managers and clients would be beneficial. A longitudinal study might provide greater insight into events and their effects.
Tzempelikos	2015	Top management commitment and involvement and their link to key account management effectiveness	JBIM	30	1	32-44	Top Management Involvement	The purpose of this study is to examine the role of top management in effective KAM relationships, making a distinction between top management commitment and top management involvement. Results show that top management commitment positively affects top management involvement. In addition, top management involvement totally mediates the relationship between top management commitment and relationship quality. Finally, relationship quality positively relates to financial performance.	Empirical – Quantitative	Europe (UK)	Future research that considers top management’s role simultaneously with either internal characteristics, such as organizational culture, market characteristics, such as competitive intensity, or customers’ characteristics, such as customer purchasing strategy, and explores their potential interaction, would contribute to a more comprehensive understanding of the antecedents to effective KAM. Future research using dyads as a research setting and comparing perspectives from both suppliers and KAs will offer a more comprehensive view of the relational outcomes of KAM relationships. In addition, as previously discussed, there might be tension between top management and KAM. Focusing therefore only on managers responsible for the KAM function, as the present study does, it might be a little one-sided. Future research using both top managers and KAM managers as the unit of analysis will provide a more balanced and objective view of the role of top management in KAM.

Author(s)	Year	Article Title	Journal	Vol.	Issue	Pages	Cluster	Topic and Findings	Methodological Approach	Nationality (University)	Avenues for Future Research
Friend, Johnson	2014	Key account relationships: An exploratory inquiry of customer-based evaluations	IMM	43	4	642-658	Relationship Management	Unique positive and negative drivers of KA relationship evaluations are identified in a thematic categorization, along with a subsequent content analysis highlighting their patterned associations with positive and negative relationship evaluations, future business intentions, and business referral behaviors.	Empirical - Qualitative - 99 in-depth Interviews across 52 KA cases	Northern America (USA)	Longitudinal data may provide insights into the development of the customer evaluation process and its outcomes at different phases of the customer–supplier relationship, such as the process of relationship ending, while dyadic data may provide the opportunity to integrate the effects of other actors and relationships into this research stream.
AlHussan, AL-Husan, Fletcher-Chen	2014	Environmental factors influencing the management of key accounts in an Arab Middle Eastern context	IMM	43	4	592-602	KAM Organization (in an Arab Middle Eastern context)	The purpose of this study is to explore the influence of the external environment on KA relationships, especially within the context of emerging economies. This study draws on the network approach and contingency theory to identify and highlight the influence of external environmental factors on the management of inter-organizational relationships with key customers in emerging economies in the Arab Middle East region. It concludes that KA practices within an Arab context are shaped by a number of contingencies that are embedded in broader institutional contexts and the business environment, which may challenge the adoption of company-wide universal KAM policies across borders.	Empirical - Qualitative - 50th in-depth semi structured Interviews	Europe (France, UK)	Given that there is a lack of research in KAM in Arab and emerging economies, there is substantial scope for conducting comparative studies in the Middle East region and other emerging economies to adequately explore the important features of KAM in different contexts, and the factors that shape their implementation processes and approaches.
<i>LaPlace</i>	<i>2014</i>	<i>Special issue on relational key account management</i>	<i>IMM</i>	<i>43</i>	<i>7</i>	<i>1109</i>	<i>Commentary on Special Issue</i>	<i>Commentary on Special Issue</i>	<i>Commentary on Special Issue</i>	<i>Commentary on Special Issue</i>	<i>Commentary on Special Issue</i>
Davies, Ryals	2014	The effectiveness of Key Account Management practices	IMM	43	7	1182-1194	Effectiveness/ Performance	The extent to which KAM programs are achieving a range of financial and non-financial measures of effectiveness for implementing companies.	Empirical - Quantitative - Analysis of Regression	Europe (UK)	Topics for future research are: senior management buy-in, individual KA plans, higher service level and performance measurement to be amongst the most frequently reoccurring unique signifiers of effectiveness. Also future quantitative analysis of the role that these play in KAM effectiveness and, possibly, company performance, could be valuable.
Friend, Curasi, Boles, Bellenger	2014	Why are you really losing sales opportunities? A buyers' perspective on the determinants of key account sales failures	IMM	43	7	1124-1135	Effectiveness/ Performance	Extant literature lacks a clear understanding of the process-based determinants of sales failure within a KA context. The result is a model which outlines the determinants of sales failures: adaptability, relationship potential and cost considerations.	Empirical - Qualitative - 35 semi-structured Interviews	Northern America (USA)	First, researchers could compare the sales failure phenomenon across buyer and seller organizations. Second, researchers could compare the buyer's perspective of the sales failure outcome with the sales success outcome. Finally, looking at differences between sales failures at different stages of the buyer–seller relationship would be an interesting avenue for future research.

Author(s)	Year	Article Title	Journal	Vol.	Issue	Pages	Cluster	Topic and Findings	Methodological Approach	Nationality (University)	Avenues for Future Research
Gounaris, Tzempelikos	2014	Relational key account management: Building key account management effectiveness through structural reformations and relationship management skills	IMM	43	7	1110-1123	Relationship Management; Effectiveness/ Performance	Drawing from 304 cases of different suppliers, this article seeks to start filling this gap in the literature and offer empirical evidence regarding the structural and relational implications from a KAM program. In summary the findings suggest that adopting a relational perspective through the development of key account management orientation (KAMO) will result in certain, necessary, structural reformation while allowing for specific relational skills to develop. Consequently, supplier's performance also improves. Moreover, this chain of effects remains strong independently of resources available to the supplier, suggesting that KAM can be a significant basis for developing a competitive advantage irrespectively of the supplier's size.	Empirical - Quantitative	Europe (UK)	The first considerable limitation is the focus on the supplier's internal environment. Competitive intensity, technology change rate and technological turbulence are some of the external environment characteristics this investigation does not address. Another interesting direction for future research entails the effort to produce models of optimization. For instance, centralization/decentralization is not a “black–white” situation. Hence, the effect of centralization on, for instance relationship quality is not necessarily neither linear nor monotonic. Likewise the amount of information sharing that allows the supplier to benefit from the relationship with a KA is probably subject to similar concerns. Hence, future research designed to unveil the optimum levels for such factors will allow managers to fine tune their efforts towards collaborative KAM relationships and thus is highly recommended.
Guesalaga	2014	Top management involvement with key accounts: The concept, its dimensions, and strategic outcomes	IMM	43	7	1146-1156	Top Management Involvement	A new conceptualization of top management involvement (TMI) in KAM – i.e. the breadth and nature of the construct and the specific ways in which senior executives are involved in KAM.	Empirical- Qualitative and Quantitative	Southern America (Chile)	1.) What are the antecedents of TMI. 2.) What circumstances would be appropriate to formally assign a top manager as the main responsible for a KA.
Hakanen	2014	Co-creating integrated solutions within business networks: The KAM team as knowledge integrator	IMM	43	7	1195-1203	Service Orientation in KAM; Effectiveness/ Performance	The study investigates how to increase knowledge of how KAM teams might ensure more successful value co-creation with their business customers in the service sector. The purpose of this study is to analyze the KAM teams' absorptive capacity — that is, how knowledge is acquired, assimilated, and applied in the co-creation of integrated solutions	Empirical - Qualitative - 30 in-depth Interviews in nine Supplier Companies	Europe (Finland)	This study therefore calls for more research on applying the KAM approach to service sectors and to industrial companies where the role of services is increasing within formerly product-oriented offerings. A future study could then be made of the KAM teams' role in providing services.
Marcos-Cuevas, Nätti, Palo, Ryals	2014	Implementing key account management: Intra-organizational practices and associated dilemmas	IMM	43	7	1216-1224	KAM Organization	This article provides a longitudinal study of the intra-organizational decisions and dilemmas faced by leaders when implementing KAM programs. The findings demonstrate that deploying KAM involves the continual balancing and harmonization of strategic and operational practices. In particular, we show that KAM programs become embedded when firms create structural as well as individual support systems and when long-term aims can be reconciled with the need for short term deliverables.	Empirical - Qualitative - Case Study	Europe (UK, Finland)	Future research might study organizations that abandon their KAM programs and compare and contrast their practices with those of organizations that succeed.
Pardo, Ivens, Wilson	2014	Differentiation and alignment in KAM implementation	IMM	43	7	1136-1145	KAM Organization	Internal alignment of KAM.	Empirical - Qualitative	Europe (France, Germany)	Frame Alignment Processes by the viewpoint of a Support System.
Pressey, Gilchrist, Lenney	2014	Sales and marketing resistance to Key Account Management implementation: An ethnographic investigation	IMM	43	7	1157-1171	Effectiveness/ Performance	In this article a 18-month longitudinal ethnographic study following one organization's endeavors to implement KAM. In detail, the approaches adopted by organizational members to resist KAM implementation were examined. The understanding of how and why actors might resist KAM implementation reveals a continuum of resistance strategies that vary in severity (spanning disengagement to hostility). Further, a number of explanations that actors draw on to justify their resistance to KAM implementation were found.	Empirical - Qualitative - Case Study	Europe (UK)	Understanding why organizational actors might resist the introduction of KAM would seem valuable.

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Wang, Brennan	2014	A framework for key account management and revenue management integration	IMM	43	7	1172-1181	Effectiveness/Performance	This article draws upon three issues: first, a framework for KAM and Revenue Management (RevM) integration that aligns the potentially conflicting management priorities of the two. Second, to understand better how RevM can contribute to KAM decisions that have a long-term perspective. Third, to argue for a change of focus of RevM away from maximizing daily revenue to optimizing profit yield from a company's relatively fixed capacity, while sustaining valuable long-term client relationships.	Empirical - Qualitative - Case Study	Europe (UK)	Greater attention needs to be directed to understanding how service organizations can address some of the negative effects of RevM on KAM and thus pave the way for a more sustainable customer-centric operations management approach. Also, cross-cultural research across several countries would be valuable to examine the impact of any contextual and cultural factors on KAM and RevM.
Wilson, Woodburn	2014	The impact of organizational context on the failure of key and strategic account management programs	JBIM	29	5	353-363	KAM Organization (KAM Program)	This paper aims to explore some of the contextual reasons for the failure of key or strategic account management (K/SAM) programs. It will discuss how organizational context impacts the implementation and effective operation of such programs in business-to-business markets. The paper looks at the issues affecting K/SAM programs rather than the management of individual relationships. Two broad categories of factors were identified as elements of organizational context: what might be called the formal or “hard” elements supporting K/SAM programs and the “soft”, more informal and partly cultural elements that “moderate” or “intervene” in implementation. A model is developed to illustrate the linkages between organizational elements in K/SAM.	Empirical – Qualitative	Europe (France, UK)	Further Research on K/SAM and how they contrive to succeed rather than to fail would be an interesting avenue for future research.
Non-Article	2014	<i>Executive summary of "The impact of organizational context on the failure of key and strategic account management programs"</i>	JBIM	29	5		Non-Article	Non-Article	Non-Article	Non-Article	Non-Article
Davies, Ryals	2013	Attitudes and behaviours of key account managers: Are they really any different to senior sales professionals?	IMM	42	6	919-931	KA Manager as an Individual	This study investigates the range of attitudes and behaviors exhibited by KA Managers in their roles as customer relationship managers. Specifically, it is tested whether KAMs exhibit different behaviors and attitudes towards relationship management compared to other sales professionals based on a range of assumptions currently theorized but untested in the KAM literature. Utilizing the existing theoretical models of a KAM role, six major areas of relational behavior are identified assumed in the literature to separate KAM from the sales professional. Also goal orientation, planning, customer embeddedness, strategic prioritization, adaptability and internal management behaviors of our groups are explored. It was found that in certain managerial tasks, KA Managers do indeed exhibit many of the different behaviors and attitudes predicted in the literature. However, in many customer-facing, goal orientated and revenue generating activities, contrary to expectations, they display similar attitudes and behaviors to those in senior sales roles.	Empirical - Quantitative	Europe (UK)	The focus on the attitudes and behaviors of KA Managers and the look at the knowledge, skills and abilities that might affect those behaviors might be an avenue for future research. Future research could develop a conceptual model of the influence of the attitudes on the behaviors of the KAMs and sales people, exploring whether the paths linking attitudes to behaviors in the two sub-samples are statistically different.



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Pardo, Ivens, Wilson	2013	Assessing and strengthening internal alignment of new marketing units: An interpretative tool	IMM	42	7	1074-1082	KAM Organization	An interpretative tool on how to assess and strengthen internal alignment of new marketing units using the 'differentiation & integration approach' (Lawrence and Lorsch, 1967) to state the level of alignment; and frame alignment processes (Snow et al. 1986) to facilitate internal alignment.	Conceptual	Europe (France, Germany)	1.) Apply the framework on KAM or Category Management. 2.) Investigate costs associated to integrate units. 3.) Find out about outcome variables that are influenced by alignment.
Rehme	2013	Sales coordination and structural complexity: a national-international comparison	JBIM	28	6	514-522	KAM Organization	The purpose of this paper is to explore how sales activities can be coordinated to accommodate national and international KAM programs. The diversity associated with geography and product complexity creates demands for a more flexible organization that can provide a more complete offering portfolio across national boundaries and still handle the demands of local organizations. In addition to internal organizational contingencies, the key factors and driving forces for the development of KAM programs are the marketing and purchasing strategies that buyer and seller firms perceive and encounter.	Empirical – Qualitative – Longitudinal	Europe (Sweden)	Coordination of purchasing and selling as an issue of organizational structure and of the strategy for how to direct purchasing and selling activities. The strategic and structural fit between buyers and sellers in the different KAM programs is particularly interesting.
Ryals, Davies	2013	Where’s the strategic intent in key account relationships?	JBIM	28	2	111-124	Relationship Management (Strategy)	Despite the use of strategic intent in conceptualizing KAM relationship types, the role of strategic intent has not previously been empirically tested. This paper aims to address this issue. The research found a misalignment of strategic intent between supplier and customer, which suggested that strategic intent is unrelated to relationship type. In contrast, key buyer/supplier relationships were differentiated not by the level of strategic fit or intent, but by contact structure and differentiated service.	Empirical – Qualitative	Europe (UK)	One avenue for research is performance consequences, financial or relational, of different KAM relationships for the organization; more research is also needed into the impact of changing the structure of a KAM relationship on the performance of that relationship.
Salojärvi, Saarenketo, Puumalainen	2013	How customer knowledge dissemination links to KAM	JBIM	28	5	383-395	KAM Knowledge Management	This study aims to identify the organizational antecedents of intra-organizational customer knowledge dissemination in the context of KAM. The findings show that 'esprit de corps' among employees and the formalization of KAM facilitate customer knowledge dissemination in industrial KA organizations. Moreover the findings show that the intra-organizational dissemination of customer knowledge is positively related to the supplier’s KAM performance; and dissemination fully mediates the relationship between ‘esprit de corps’ and KAM performance.	Empirical – Quantitative - linear hierarchical Regression Analysis	Europe (Finland)	Future studies should examine in more detail the effect of the nature of knowledge on the dissemination of customer knowledge and its relationship with KAM. Future studies could also consider other factors possibly affecting KAM performance besides customer knowledge dissemination, such as the supplier's ability to make use of customer knowledge and create added value to the customer, as well as external factors such as the dynamism of the business environment and economic development in the industry.

Author(s)	Year	Article Title	Journal	Vol.	Issue	Pages	Cluster	Topic and Findings	Methodological Approach	Nationality (University)	Avenues for Future Research
Lacoste	2012	“Vertical coopetition”: The key account perspective	IMM	41	4	649-658	Relationship Management	This article provides a new hybrid form of supplier relationship management, which combines cooperation and price-competitive transactions and reflects the tension between value creation and value appropriation, “vertical coopetition. The results indicate that “vertical coopetition” occurs in two forms: when the price-competitive approach is predominant but some cooperation features are still to be found; and when cooperation is predominant, but appeals to competition are still made. Mutually opposed aspects of each form are linked and explained by three pivotal mechanisms which the author calls, “strengthening”, “correction” and “commuting”. Finally, the study reveals that, increasingly, the key account's brands or Business Unit (BU) values are explanatory forces of “vertical coopetition”.	Empirical - Qualitative	Europe (France)	The study of any specific dyadic relationship or any network perspective would be an interesting area for future research.
Sullivan, Peterson, Krishnan	2012	Value creation and firm sales performance: The mediating roles of strategic account management and relationship perception	IMM	41	1	166-173	Effectiveness/ Performance	In this study, the authors define the value creation competence concept and find empirical evidence for its positive effects on firm sales performance (e.g., new customer leads, close rates, retention, revenue, etc.). The results suggest this effect is mediated by strategic account management (SAM) and the perception of the relationship held between buyer and seller.	Empirical - Quantitative	Northern America (USA)	1.) Buyers' voice would be interesting. 2.) An extension of this study could propel this research into the value co-creation perspective and ascertain how both, the seller and buyer, should interact to create outcomes that independently could not be achieved. 3.) The “darker side” of value creation could also be a focal point of future studies. What happens when misalignment and failures inhibit the attempt to create value between the business partners?
Speakman, Ryals	2012	Key account management: the inside selling job	JBIM	27	5	360-369	KA Manager as an Individual	This paper explores one aspect of the key account manager's internal selling role. Hereby 112 incidents of conflicts are identified. The findings provide further insight into the complexity perspective on conflict management, suggesting that conflict episodes do not occur at discrete, isolated, incidents; rather incidents occur simultaneously requiring a combination of behaviors in their management. The findings show that the KA Manager has an extensive and time-consuming internal selling role to perform which is vital in meeting their customers' demands and ultimately achieving their sales objectives.	Empirical – Qualitative – Semi-structured Interviews	Europe (France, UK)	New training requirements for KA Managers to develop their understanding of conflict, its management together with their internal selling role.
Storbacka	2012	Strategic account management programs: alignment of design elements and management practices	JBIM	27	4	259-274	KAM Program	The paper aims at generating a better understanding of the design elements and related management practices of strategic account management program (SAMP) in order to assist firms wishing to design such programs. A SAMP is defined as a relational capability, involving task-dedicated actors, who allocate resources of the firm and its strategically most important customers, through management practices that aim at inter- and intra-organizational alignment, in order to improve account performance (and ultimately shareholder value creation). The research identified four inter-organizational alignment design elements: account portfolio definition, account business planning, account-specific value proposition, account management process and four intra-organizational design elements: organizational	Empirical – Qualitative	Europe (Finland)	More understanding should be created on different types of SAMP configurations; are there possibly generic configurations?

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								integration, support capabilities, account performance management, account team profile and skills.			
Atanasova, Senn	2011	Global customer team design: Dimensions, determinants, and performance outcomes	IMM	40	2	278-289	Effectiveness/ Performance	This study reveals an integrative framework of Global Customer Team (GCT) design and performance. It comprehends (1) design: role and definition, customer coverage, empowerment, heterogeneity, adequate skills, leadership; (2) organization: organizational context, top management involvement, training; (3) GCT processes: communication and collaboration, conflict management, pro-activeness; (4) GCT performance.	Empirical – 2 stages: Qualitative and Quantitative	Europe: Switzerland	Future avenues for research would be: (1) the customer perspective; and (2) a multilevel analysis to clarify the individual-, group-, and organizational-level variables that may influence team performance.
Pardo, Missirilian, Portier, Salle	2011	Barriers to the “key supplierization” of the firm	IMM	40	6	853-861	Key Supply Management Organization	This study examines the difficulties these companies come up against when implementing such programs and proposes to organize these difficulties around three dimensions: 1) the difficulties in implementing real supplier portfolio approaches; 2) the narrow view of value co-creation with suppliers; and 3) the persistent lack of integration of the purchasing function with other internal functions within the company. The conclusion of the article is that KSM is far from being a mere symmetric phenomenon of KAM. Several implications are then discussed in relation to the implementation of KSM programs within companies.	Empirical - Qualitative	Europe (France, Switzerland)	When can a company be considered as implementing KSM?
Davies, Ryals, Holt	2010	Relationship management: A sales role, or a state of mind? An investigation of functions and attitudes across a business-to-business sales force	IMM	39	7	1049-1062	Relationship Management	This research explores attitudes towards various aspects of relationship management across an entire international business-to-business sales force in a service industry context. It could be found that attitudes towards relationship management do not in fact align with job role.	Empirical - Quantitative - Cluster Analysis	Europe (UK)	The degree to which top-performing sales people successfully transition into relationship management roles would be an interesting topic for future study.
Salojärvi, Sainio, Tarkiainen	2010	Organizational factors enhancing customer knowledge utilization in the management of key account relationships	IMM	39	8	1395-1402	KAM Organization/ Relationship Management	This study adds to the understanding in focusing on the relationships between various intra-organizational factors and customer knowledge utilization in the context of key account management. The results of the study show, that the use of teams, top management involvement, KAM formalization and Customer Relationship Management (CRM) technology enhance the utilization of customer knowledge in the management of large industrial KA customers.	Empirical - Quantitative - linear Regression Analysis	Europe (Finland)	Whether customer knowledge is utilized differently in the management of KAs compared to regular accounts would be an interesting avenue for future research. Moreover future studies should examine the relationship between its utilization and KAM performance.