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 learn 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

<p>| Author(s)               | Year | Article Title                                                                 | Journal | Vol. | Issue | Pages | Cluster                  | Topic and Findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Methodological Approach | Nationality (University) | Avenues for Future Research                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------|------|------------------------------------------------------------------------------|---------|------|-------|-------|--------------------------|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                        |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Tsimplikos Guonaris     | 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? 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 Program) | Commentary on Article                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Commentary on Article | Europe (Italy), New Zealand |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Julkunen, Koponen, Gabriisson | 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 Program) | Commentary on Article                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Commentary on Article | Europe (Finland)          | Commentary on Article                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |</p>
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<th>Methodological Approach</th>
<th>Nationality (University)</th>
<th>Avenues for Future Research</th>
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<tr>
<td>Murphy, Li</td>
<td>2015</td>
<td>Government, company, and dyadic factors affecting key account management performance in China: Propositions to provoke research</td>
<td>IMM</td>
<td>in</td>
<td>press</td>
<td></td>
<td>Effectiveness/Performance</td>
<td>China based KAM and factors for performance.</td>
<td>Conceptual</td>
<td>Northern America (Canada, USA)</td>
<td>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.</td>
</tr>
<tr>
<td>Lacoste, Blois</td>
<td>2015</td>
<td>Suppliers' power relationships with industrial key customers</td>
<td>JBIM</td>
<td>30</td>
<td>5</td>
<td>562-571</td>
<td>Relationship Management</td>
<td>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 &quot;perception&quot; 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.</td>
<td>Empirical – Qualitative</td>
<td>Europe (France, UK)</td>
<td>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.</td>
</tr>
<tr>
<td>Vafeas</td>
<td>2015</td>
<td>Account manager turnover and the influence of context: an exploratory study</td>
<td>JBIM</td>
<td>30</td>
<td>1</td>
<td>72-82</td>
<td>Relationship Management</td>
<td>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.</td>
<td>Empirical – Qualitative</td>
<td>Europe (UK)</td>
<td>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.</td>
</tr>
<tr>
<td>Tzempelkos</td>
<td>2015</td>
<td>Top management commitment and involvement and their link to key account management effectiveness</td>
<td>JBIM</td>
<td>30</td>
<td>1</td>
<td>32-44</td>
<td>Top Management Involvement</td>
<td>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.</td>
<td>Empirical – Quantitative</td>
<td>Europe (UK)</td>
<td>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.</td>
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</table>
**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. 
AliHussan, Al-Hussan, 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. 
LaPlace | 2014 | Special issue on relational key account management | IMM | 43 | 7 | 1109 | Commentary on Special Issue | Commentary on Special Issue | Commentary on Special Issue | Commentary on Special Issue | 
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 - Qualitative - 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.
Gounaris, Tzempelikos 2014 Relational key account management: Building key account management effectiveness through structural reformatations 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 - Quantitative Southern America (Chile) 1.) What are the antecedents of TMI. 2.) What circumstances might ensure more successful value creation with their business customers in the service sector. A future study could then be made of the KAM teams’ role in providing services.

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 and Quantitative 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, Ivenso, 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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<th>Methodological Approach</th>
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<tr>
<td>Wang, Brennan</td>
<td>2014</td>
<td>A framework for key account management and revenue management integration</td>
<td>IMM</td>
<td>43</td>
<td>7</td>
<td>1172-1181</td>
<td>Effectiveness/Performance</td>
<td>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.</td>
<td>Empirical - Qualitative - Case Study</td>
<td>Europe (UK)</td>
<td>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.</td>
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<tr>
<td>Wilson, Woodburn</td>
<td>2014</td>
<td>The impact of organizational context on the failure of key and strategic account management programs</td>
<td>JBIM</td>
<td>29</td>
<td>5</td>
<td>353-363</td>
<td>KAM Organization (KAM Program)</td>
<td>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 &quot;hard&quot; elements supporting K/SAM programs and the &quot;soft&quot;, more informal and partly cultural elements that &quot;moderate&quot; or &quot;intervene&quot; in implementation. A model is developed to illustrate the linkages between organizational elements in K/SAM.</td>
<td>Empirical – Qualitative</td>
<td>Europe (France, UK)</td>
<td>Further Research on K/SAM and how they contrive to succeed rather than to fail would be an interesting avenue for future research.</td>
</tr>
<tr>
<td>Non-Article</td>
<td>2014</td>
<td>Executive summary of “The impact of organizational context on the failure of key and strategic account management programs”</td>
<td>JBIM</td>
<td>29</td>
<td>5</td>
<td>Non-Article</td>
<td>Non-Article</td>
<td>Non-Article</td>
<td>Non-Article</td>
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<td>Non-Article</td>
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<td>Davies, Ryals</td>
<td>2013</td>
<td>Attitudes and behaviours of key account managers: Are they really any different to senior sales professionals?</td>
<td>IMM</td>
<td>42</td>
<td>6</td>
<td>919-931</td>
<td>KA Manager as an Individual</td>
<td>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 oriented and revenue generating activities, contrary to expectations, they display similar attitudes and behaviors to those in senior sales roles.</td>
<td>Empirical - Quantitative</td>
<td>Europe (UK)</td>
<td>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.</td>
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<td>Methodological Approach</td>
<td>Nationality (University)</td>
<td>Avenues for Future Research</td>
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<td>Pardo, Ivens, Wilson</td>
<td>2013</td>
<td>Assessing and strengthening internal alignment of new marketing units: An interpretative tool</td>
<td>IMM</td>
<td>42</td>
<td>7</td>
<td>1074-1082</td>
<td>KAM Organization</td>
<td>An interpretative tool on how to assess and strengthen internal alignment of new marketing units using the ‘differentiation &amp; integration approach’ (Lawrence and Lorsch, 1967) to state the level of alignment; and frame alignment processes (Snow et al. 1986) to facilitate internal alignment.</td>
<td>Conceptual</td>
<td>Europe (France, Germany)</td>
<td>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.</td>
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<td>Rehme</td>
<td>2013</td>
<td>Sales coordination and structural complexity: a national-international comparison</td>
<td>JBIM</td>
<td>28</td>
<td>6</td>
<td>514-522</td>
<td>KAM Organization</td>
<td>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.</td>
<td>Empirical – Qualitative – Longitudinal</td>
<td>Europe (Sweden)</td>
<td>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.</td>
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<tr>
<td>Ryals, Davies</td>
<td>2013</td>
<td>Where’s the strategic intent in key account relationships?</td>
<td>JBIM</td>
<td>28</td>
<td>2</td>
<td>111-124</td>
<td>Relationship Management (Strategy)</td>
<td>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.</td>
<td>Empirical – Qualitative</td>
<td>Europe (UK)</td>
<td>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.</td>
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<tr>
<td>Salojarvi, Saarenketo, Puumalainen</td>
<td>2013</td>
<td>How customer knowledge dissemination links to KAM</td>
<td>JBIM</td>
<td>28</td>
<td>5</td>
<td>383-395</td>
<td>KAM Knowledge Management</td>
<td>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.</td>
<td>Empirical – Quantitative - linear hierarchical Regression Analysis</td>
<td>Europe (Finland)</td>
<td>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.</td>
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<td>Lacoste</td>
<td>2012</td>
<td>&quot;Vertical coopetition&quot;: The key account perspective</td>
<td>IMM</td>
<td>41</td>
<td>4</td>
<td>649-658</td>
<td>Relationship Management</td>
<td>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, &quot;vertical coopetition&quot;. The results indicate that &quot;vertical coopetition&quot; 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, &quot;strengthening&quot;, &quot;correction&quot; and &quot;commuting&quot;. Finally, the study reveals that, increasingly, the key account’s brands or Business Unit (BU) values are explanatory forces of &quot;vertical coopetition&quot;.</td>
<td>Empirical - Qualitative</td>
<td>Europe (France)</td>
<td>The study of any specific dyadic relationship or any network perspective would be an interesting area for future research.</td>
</tr>
<tr>
<td>Sullivan, Peterson, Krishnan</td>
<td>2012</td>
<td>Value creation and firm sales performance: The mediating roles of strategic account management and relationship perception</td>
<td>IMM</td>
<td>41</td>
<td>1</td>
<td>166-173</td>
<td>Effectiveness/Performance</td>
<td>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 (SAMP) and the perception of the relationship held between buyer and seller.</td>
<td>Empirical - Qualitative</td>
<td>Northern America (USA)</td>
<td>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 &quot;darker side&quot; 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?</td>
</tr>
<tr>
<td>Speckman, Ryals</td>
<td>2012</td>
<td>Key account management: The inside selling job</td>
<td>JBIM</td>
<td>27</td>
<td>5</td>
<td>360-369</td>
<td>KA Manager as an Individual</td>
<td>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.</td>
<td>Empirical – Qualitative – Semi-structured Interviews</td>
<td>Europe (France, UK)</td>
<td>New training requirements for KA Managers to develop their understanding of conflict, its management together with their internal selling role.</td>
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<tr>
<td>Storbacka</td>
<td>2012</td>
<td>Strategic account management programs: alignment of design elements and management practices</td>
<td>JBIM</td>
<td>27</td>
<td>4</td>
<td>259-274</td>
<td>KAM Program</td>
<td>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</td>
<td>Empirical – Qualitative</td>
<td>Europe (Finland)</td>
<td>More understanding should be created on different types of SAMP configurations; are there possibly generic configurations?</td>
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<td>Author(s)</td>
<td>Year</td>
<td>Article Title</td>
<td>Journal</td>
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<td>Issue</td>
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<td>Cluster</td>
<td>Topic and Findings</td>
<td>Methodological Approach</td>
<td>Nationality (University)</td>
<td>Avenues for Future Research</td>
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<td>Atanasova, Senn</td>
<td>2011</td>
<td>Global customer team design: Dimensions, determinants, and performance outcomes</td>
<td>IMM</td>
<td>40</td>
<td>2</td>
<td>278-289</td>
<td>Effectiveness/Performance</td>
<td>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.</td>
<td>Empirical – 2 stages: Qualitative and Quantitative</td>
<td>Europe: Switzerland</td>
<td>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.</td>
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<tr>
<td>Pardo, Missirilian, Portier, Salle</td>
<td>2011</td>
<td>Barriers to the “key supplierization” of the firm</td>
<td>IMM</td>
<td>40</td>
<td>6</td>
<td>853-861</td>
<td>Key Supply Management Organization</td>
<td>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.</td>
<td>Empirical - Qualitative</td>
<td>Europe (France, Switzerland)</td>
<td>When can a company be considered as implementing KSM?</td>
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<td>Davies, Ryals, Holt</td>
<td>2010</td>
<td>Relationship management: A sales role, or a state of mind? An investigation of functions and attitudes across a business-to-business sales force</td>
<td>IMM</td>
<td>39</td>
<td>7</td>
<td>1049-1062</td>
<td>Relationship Management</td>
<td>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.</td>
<td>Empirical - Quantitative - Cluster Analysis</td>
<td>Europe (UK)</td>
<td>The degree to which top-performing sales people successfully transition into relationship management roles would be an interesting topic for future study.</td>
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<td>Salojärvi, Sainio, Tarkkainen</td>
<td>2010</td>
<td>Organizational factors enhancing customer knowledge utilization in the management of key account relationships</td>
<td>IMM</td>
<td>39</td>
<td>8</td>
<td>1395-1402</td>
<td>KAM Organization/ Relationship Management</td>
<td>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.</td>
<td>Empirical - Quantitative - linear Regression Analysis</td>
<td>Europe (Finland)</td>
<td>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.</td>
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