



The Association for  
**Key Account Management**

# 2<sup>nd</sup> AKAM Workshop Outputs of discussions

Queen Mary University  
London

*Better practice through collaboration*



The Association for  
Key Account Management

# Creating Value that counts

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# Q1 What Academic research has or should take place in this area to advance thought leadership? What is value?

What is value? Ref. (Literature and cases, Customer Service Institute)

**Commodities**  
(no KAM)



Internal segmentation  
Different levels and types  
of value  
KAM role is coordination  
Process – analysis  
(compare best practices)

**Individualisation**  
(organisational brand building,  
not so much product and  
service branding)



Where are the limits to still  
create value for both?

\*\* State of play of KAM in SMEs rather than large multinationals: worthy of research

## Q2 What best practices are there in this area and how can corporates best harness them?

### Creating value in relationships

- focus on and quantify value customers seek.
- consulting
- need to trust in both individual and organisation (not automatically present for both)
- process for learning and input with customer.
- account plan written with customer (listening to customer)
- get beyond buyer but also create/show value for buyer.
- multi-contact for supplier although one person has full visibility.
- regular contact, not just around business opportunities, don't wait until renewal/sales time
- needs sales management systems for full visibility: need to have rigour and obligation to complete (incentivise participation?)
- balanced scorecard for PDPs
- relationship matrix based on customer value

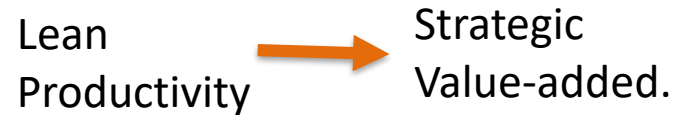
### Value creation/route to value

- supply-side does not necessarily get higher price, more likely to get more and longer term business.
- professional services issue: potential value creation opportunities can be lost where contacts are with technical experts, because of their difficulties in sharing
- opportunity to introduce other products/services.
- difference between products and services?
- trust important (danger of transition – build interorganisational relationships)
- matrix of contacts

# Q3 What does all this mean for the role of the KAM and its interaction with Procurement?

## Key account management

- What level?
- Coverage?
- Coordinate top to bottom procurement relationships?



## Segmentation

### Procurement

- What level?
- What drivers?
- What targets?





# Key Account Management (KAM) Between Internal and External Networks

## Results from two studies & Workshop



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# Q1. How does the increasing digitisation of business processes influence the key account manager's network role and work?

## Group A

### Is digitisation (social selling) strategic for KAM?

- Yes... But... Depends on **segments**
- Country dependent/ culture/ even customer by customer.
- In 'tech developed' markets.
- Lots of social media EEs ('everyone social')
  - Use of video.
  - Live polling.
- Skype
- But should only augment face-to-face relationship, by giving greater accessibility

# Q1. How does the increasing digitisation of business processes influence the key account manager's network role and work?

## Group B What is digitisation for in the key account managers role? What is potentially positive and negative about it?

### Communication

- wider target audience.
- consistency
- selectivity.
- completion
- who?
- unintentional exclusion.
- high volumes.
- suitability.
- consistency/visibility

- Potentially positive outcomes
- Potentially negative outcomes

### Data gathering and analysis

- instant and wide access.
- network analysis
- record keeping.
- data meaning.
- destructive of process?
- lack of human interface.
- rubbish in/out
- substitute for thinking.
- data insecurity

### Teambuilding

- maintain access across space/time.
- builds relationships (not easily).
- possible to have virtual teams.
- cheaper.
- more face time.
- hasty messages.
- misunderstandings
- less interaction and challenge/engagement
- absenting



# Q1. How does the increasing digitisation of business processes influence the key account manager's network role and work?

## Group B Continued

### Operations and planning

- speed
- flexibility
- involve in real time.
- cross links
- risk of catastrophic loss of information.
- opportunity for covert operations
- stops thinking

- Potentially positive outcomes
- Potentially negative outcomes

### Inclusion

- exploring impact
- consulting
- intrusion
- lot to learn

### Promoting KAM internally

e.g. internal launch (Marriott) more than external

- easier to deliver too many.
- reach more people.
- flexibility
- speed: instant messaging and earlier geographical reach

## Q2. How does the increasing digitisation of business processes influence key account management as an organisational concept?

### Group C

1. Digital opinion leaders are different from traditional opinion leaders.
  - They must be fed with content at a higher speed. They are typically consultants.
  - They perform digital listening and produce reports for customers.
  - Siemens train their personnel on blogging in UK
  - Digital Marketing teams assess this type of content but it does not enter the KAM CRM system.
  - A doctor needs e-permission to contact somebody electronically (?)
2. Digitization can encourage contacts and exchanges between KAMs within the company
  - Sharing videos...
3. It fosters some changes in KAM activities
  - KAMs used to be providers of infos
  - Now they are more and more listeners.
4. Emergence of Account-based Marketing
  - Considers a strategic customer as a market segment in itself
  - Marketing processes (mostly digital) are involved, but in cooperation with KAMs
  - Nestlé (300 000 collaborators): decisions are taken in Vevey (HQ) but execution is done everywhere in the world : difficult to lend ones' ear to that customer: need for extensions.  
This is part of the rationale for ABM
5. Most customers have their own commercial network
  - .. Yet often they don't know much about it
  - Telling them about it gives you an edge in becoming their preferred supplier...

## Q2. How does the increasing digitisation of business processes influence key account management as an organisational concept?

### Group D

#### How digitalisation impacts a company internally.

##### Data management

- Planning
- Decision-making.

##### Network management

- Skype
- Videoconference
- Intranet
- Mind map/SharePoint
- CRM
- Emails

##### Organisation

- Less hierarchy.
- Change management
- Less physical presence