

# AKAM BULLETIN

The Association For Key Account Management

## What is KAM?

AKAM's definition

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AKAM Conference  
Berlin 3rd & 4th March

Events Calendar

Why is ABM the  
hottest topic in KAM?

plus  
Membership  
packages

February 2020



## Dr Diana Woodburn

AKAM Chairman  
February 2020

# editorial

## KAMaraderie

Welcome to the new look Bulletin! We sincerely hope you enjoy it and find it useful. AKAM's aim is to develop a community of professionals in KAM - of every kind - to form a mutually-supporting network. Because while KAM - treating your best customers best - is a commonsense concept that's been around for centuries, it never fails to amaze me how organisations can make it so difficult to operate. But with 'kamrades-in-arms' to back you up, you can gain strength and underpinning from their experience. So we want to be in contact with you and help you be in touch with each other.

It would be good for us to hear what you think about this first Bulletin in the new format – what you like, what else you'd like and what you don't like. Please connect with us via [info@a4kam.org](mailto:info@a4kam.org), [woodburn@marketingbp.com](mailto:woodburn@marketingbp.com), LinkedIn, Twitter and any of our other channels below. AKAM is still a fairly young professional association, so we are still able and keen to develop in ways that you want.

As not all subscribers to the Bulletin will know who we are and what we do, in this issue we have explained AKAM, our view of what KAM is and our upcoming events around Europe, where you can get together with like-minded KAM professionals. There are insightful articles as well, always with an emphasis on what you can learn from the authors and apply in your own situation. Future issues will bring you more knowledge and practical experience of KAM.

If you like the AKAM Bulletin, perhaps your colleagues will too? Why not get them to sign up for it? With news and KAM articles it's free to everyone – they just go to <http://www.A4KAM.org> and subscribe with name and email address at the bottom of any page.

I look forward to meeting up with you this year in Berlin, Warsaw or Lisbon!

Best wishes

Diana Woodburn

AKAM Key Account Manager  
of the Year 2019 is

**Amanda Strawbridge of Pfizer USA!**

The judges found 'a passionate key account manager who actively employs key account management to change customer perceptions and attention'.

**More about Amanda in the next Bulletin.**



# 2020 calendar

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We'd love to hear what you think of the new-look Bulletin.

Please email us on [info@a4kam.org](mailto:info@a4kam.org)

**Tuesday** AKAM Technical: Technology in KAM  
**3rd March** Dr Olivier Rivière  
Berlin, Pfizer Head Office Germany

**Wednesday** AKAM 3rd Annual Conference  
**4th March** Speakers from: Fujitsu, Technological University Dublin, Siemens, Yleracare, Business Improvement & Growth, Namics  
Berlin, Pfizer Head Office Germany

**Friday** Members Webinar on Technology in KAM  
**3rd April** Dr Olivier Rivière  
GoToMeetings

**Friday** Members Webinar on Reframing growth ambitions  
**8th May** Alistair Taylor  
GoToMeetings

**Tuesday** AKAM Technical: How to get a Diploma in KAM (by experience) for Key Account Managers  
**12th May** Warsaw, Ujazdowski Castle Centre for Contemporary Art

**Wednesday** What does trust mean in KAM? The most overlooked & critical element of KAM!  
**13th May** Speakers from: Walmark, Baltic States, Siemens, Technological University Dublin  
Warsaw, Ujazdowski Castle Centre for Contemporary Art

**Thursday** Programme Members: 1st Programme Directors' Forum  
**14th May** AKAM Programme Director Members and Board Members  
Warsaw, Airport Hotel Okęcie

**Friday** Members Webinar  
**5th June** Richard Ilsley  
GoToMeetings

**First Friday of every month** Members Webinar

**Tuesday** AKAM Technical: How to write a strategic account plan  
**3rd November** Dr Diana Woodburn  
Lisbon, ISEG Lisbon School of Economics and Management, University of Lisbon

**Wednesday** Strategic Account Planning: why it matters so much  
**4th November** Speakers: Pfizer Global & 212 Degrees  
Lisbon, ISEG Lisbon School of Economics and Management, University of Lisbon

# What is Key Account Management?

Well executed key account management delivers tangibly better results for suppliers and customers.

## Formal definitions

**Key account management** is a supplier-led process

- of interorganizational collaboration
- that creates value for both supplier and strategically important customers
- by offering individually tailored propositions
- designed to secure long-term profitable business
- through the coordinated deployment of multi-functional capabilities.

(Woodburn & Wilson, Handbook of Strategic Account Management, 2013)

A **key account** is a customer which is individually of strategic importance to the supplier.

**“ By definition, KAM requires “the coordinated deployment of multi-functional capabilities ”**

A **key account manager** is responsible for the supplier’s business with at least one key account (and less than 5).

## Rationale

Customers need expert suppliers to solve their complex problems and to help them develop opportunities; such support provides high value and is worth the customer’s investment.

These challenges call for the delivery of solutions including services, products, consultancy, advice and other kinds of support. Since business environments change, such solutions are required continuously.

Only by building collaboration across the businesses, involving different functions and management levels, can suppliers gain the deep understanding of their key customers required to coordinate their own capabilities to optimise such solutions.

This depth of relationship, tailoring of solutions and long-term approach separates key account management from traditional sales approaches that largely push an organisation’s products and services without focusing on individual customer requirements, payoffs or future status.

## Key characteristics of KAM

- The supplier has a strong customer orientation, focusing on best serving **strategically important customers** that are key to its success.
- The **number** of a supplier’s key accounts is limited and their identity is clear.
- A key account **manager will** manage one or two accounts and a maximum of five.
- Key account managers have a broad and deep **understanding** of a key account’s business, well beyond purchase decision-making.
- Key account managers understand their **own business**, its strategies, processes and capabilities.
- Activity with each key account is supported by a consistently-involved **team** from different functions, levels and areas in addition to the key account manager.
- Individually-tailored strategic **account plans** exist for short to long-term business with each key account.
- The **focus** is more on increasing profits and margins than sales revenue.

## Requirements for success

- **The KAM programme has active engagement of cross-functional senior management**
- **Targets and rewards are not heavily focused on short-term sales results: there is a balance between today and the future; internal and external relationships; and demonstration of skills.**
- **Multi-skilled, trained people drive success, supported by processes and enabling technologies.**
- **Processes are specifically adapted for key account management.**

## NextEvents

### AKAM Technical Workshop: Technology in KAM

**Tuesday, 3rd March, 13.00 to 17.30, Berlin**

**At Pfizer Head Office, Linkstraße 10, 10785 Berlin**

**Workshop lead: Dr Olivier Rivière, Powering/OR Consulting**



We all know that technology can be really powerful or a huge waste of time

and money, but which is which in KAM?

For key accounts you need technologies that support a one-to-few approach, not one-to-many, so you need approaches that deliver depth and quality, rather than being designed primarily to handle larger numbers of accounts. This workshop will explore key technologies and practices that can help you acquire, manage and develop top/key accounts. Dr Olivier Rivière will illustrate the principles with real-life examples.

- Taking advantage from the CRM and working around limitations
- Account Based Marketing: what does it cover exactly and how/where it's relevant for KAM
- Insights and Intent Data
- KAM specific applications: Why? What to look for, review of key players
- Practical advice for implementation

Register at [A4KAM.org](http://A4KAM.org) to reserve your place for **€140** (NB: this workshop starts at 13.00, after lunch, so lunch is not included).

### AKAM 3rd Annual Conference



**Wednesday, 4th March, 9.30 to 17.00, Berlin**

**At Pfizer Head Office, Linkstraße 10, 10785 Berlin**

Great lineup of experienced and extremely knowledgeable speakers! We bring you practitioners with real insights and examples and experts with researched knowledge to challenge or support your understanding, all about Key Account Management.

Whether you are a KAM Programme Director or Key Account Manager, you will meet encouraging new thinking and fresh ideas, and peers who understand your pain and your issues and have experience of the things you want to do. Plus you can start to build a network to help you from day to day, when you need advice and support from peers.

#### **Andrea Clatworthy, Fujitsu**

Account Based Marketing: What Key Account Managers need to know. Does a great KAM need an ABMer?

#### **René Jungbluth, Siemens**

KAM challenges in a changing environment

#### **Nigel Jenkins, Business Improvement & Growth**

Practical KAM implementation, from cross-sector case studies – Processes, cross-functional management, KPIs & targets, performance and rewards

#### **Dr Leslie Murphy, Technological University Dublin**

“There is nothing so practical as a good theory.” (Ludwig Boltzman) KAM research insights for practitioners

#### **Almut Ringleben and Florian Heidecke, Namics**

Is your KAM practice bipolar, too? Are you torn between two opposing approaches to KAM? Are the issues reconcilable?

#### **Cedric Roesler, Yleracare/ICE International/ Ecole des Ponts BS**

What makes KSAM programmes fail? Research into KSAM failures, causes and solutions

**Come and join us in Berlin! Register at [A4KAM.org](http://A4KAM.org) to reserve your place for €90. The conference opens at 9.00am for a 9.30am start, lunch included.**

#### Special offer:

Join AKAM today to attend the AKAM Technical workshop AND the Conference and all further AKAM events for the following 12 months at no extra cost! Plus access to our Member Resources on the website, all for only €180 (a saving of €50 compared with booking these events separately). Once you are a member, just log into Member Resources to book your free place.

# Why is Account-Based Marketing **the hott**



**Kate Owen,**  
Director Industry  
Marketing and ABM,  
Capita

## Customers are tuning out

Research has shown that sophisticated buyers and customers tune out from everything except the most relevant messages and content. For example, about 64% of senior executives don't believe a salesperson knows enough about their business to bring value to a meeting, and only 25% of them are prepared to take a second meeting! That means that 2 out of 3 sales meetings are a waste of time for both the customer and account manager. To change this dire situation Account Based Marketers and Key Account Managers must work together to make sure they achieve a hyper-personalised approach at the heart of all customer contacts.

## What is Account-Based Marketing? How does it differ from regular B2B marketing?

ABM treats individual accounts as if they are markets in their own right. At Capita we are currently employing two models of the three ABM methodologies in existence:

**One-to-one** Typified by deep dive research into a small number of key accounts, followed up by myriad programs designed to strengthen the company's competitive position in these accounts and ultimately to open up new opportunities. But delivering one-to-one customised marketing and activities programmes can be more labour-intensive.

**One-to-few** This new marketing technology takes the best/most

accessible elements of the one-to-one approach and applies it to small groups or clusters of important accounts.

Capita's one-to-one approach applies to our top 20 key accounts, public and private sector. Then our next tranche of customers receive a one-to-few approach where we apply best practice elements of one-to-one ABM.

By comparison, regular B2B marketing applies generic account targeting and personalisation at scale, using mass technology and relevant messaging. It's a much more broad-brush approach, so investment per account is much less.

## How do Account-Based Marketers work best with KAMs and key account teams?

At Capita the marketing team works with our Key Client Partners to develop an ABM 'playbook' both teams sign up to. Getting together, collaboration and partnering as a joint unit are core principles. Any marketing and strategies must be grounded in deep customer insight and real personalization. At the same time, they must be outcome driven in terms of enhancing our reputation, the client relationship and, ultimately, our business and revenue growth.

The playbook starts from a typical successful plan across 12 months and then works out what customised piece of thought leadership can be developed, designs the co-creation workshop, determines the content the customer wants, and specifies webinars for them (not broad industry 'pie in the sky', but tailored to that specific customer's strategic goals).

KAMs are the people meeting the customer so ABM should be raising their profile wherever possible, on social media, the company website, newsletters etc: and creating a portfolio of activity around them – not least because the insight they gain into what their customers really care about can be used in campaigns. ABM teams need KAMs to shape their massively personalised campaigns, because KAMs have a deep understanding of the customer's issues, know how the industry is changing and the impact on the client. Sadly, marketing teams often neglect this source and don't

## “ ABM teams should be raising their KAMs profile wherever possible ”

look in-house to get these insights.

Content marketing often makes the mistake of failing to match content to the buyer's stage of decision-making – it may be too sales-focused and 'over-pitchy' which strikes the wrong note with people who aren't ready to buy, while the KAM knows the customer's position. ABM should also address the longer term, relationship building and value for the client. It has a whole raft of approaches to help the KAM report value back to the client: by video, value reports, success stories conveyed by infographics and more.

In fact, both ABM and KAM and need to work with brand marketers, who are focused on overall markets rather than specific customers. Activity needs to straddle both, understanding that while broader-based brand teams are looking at the top of the brand perception funnel, others need to take those messages and hyper-personalise them, taking care to maintain authenticity across all communications. The most

# Hottest topic in KAM?

successful approach is always having all of the team working together across the full mix of marketing.

## Authenticity is critical for key customers

Key customers, often big companies with a lot to win in the world (but also a lot to lose), are exposed daily to alarming and potentially threatening news reports about child labour, corruption, pollution and more. Surviving and thriving is about more than just the business now, and key customers increasingly want to do business with trustworthy companies committed to similar values.

Recent research suggested that 90% of buyers would buy from a supplier just on the basis of how they dealt with social matters! And in 2025 – not far from now – 70% of the world's working population will be millennials. Together, these two statistics suggest that authenticity and how we market and take our message to customers has never been more important.

It's sensible business because customers will buy from companies seen to be doing the right thing. Corporate Social Responsibility has always been seen as a 'side of desk' piece by marketers, but today it needs to be the underbelly of everything – now every substantial organisation (i.e. any likely to be key accounts) has targets around the UN's sustainability goals.

But is Marketing telling customers how we share their values? Obviously, your product and capability offer should be aligned with the customer's strategic goals, but are you also acting as a true partner and caring about the same things? To quote a major facility provider customer, «You may supply something to our company if you don't share our values, but you'll never be a Key Supplier «.

## What characterises Best Practice ABM programmes?

### Value co-creation

This means helping the supplier to co-create value with their customers. ABM should be marketing to the customer's customers as well as the direct customer, indeed, the supplier's marketing team should be working with the customer's marketing team, the whole ecosystem should be working together. One company specifically targeted its marketers with KPIs on reaching out to customers, and afterwards demonstrating how they had applied the knowledge gained in a new initiative.

### Measuring effectiveness: 3 Rs

**Revenue goals:** what is in the pipeline and number of unweighted leads, but also feedback from KAMs, their input and their perception of how campaigns are working in bids and major renewals.

**Reputation:** perhaps how the bulk of ABM campaign success should be measured, in terms of positive mentions in mainstream and social media from key accounts, touch points with them, and people reading the content. You have to ask if people are genuinely reading all the thought leadership reports out there and listening to the video soundbites about industry challenges, and what is the resulting brand perception?

**Relationship:** relationship strength and how Marketing is helping KAMs to move the dial on the relationship.

But there is no point in measuring anything unless you do something about it. Data is essential in gaining a true reflection of how marketing is performing and impacting on the customer and creating better outcomes: It must be collated and what's working and what's

## 10 STEPS to ABM success

1. positioning for opportunities & pipeline growth
2. campaigns we can run
3. collateral we can use
4. research to help us stand out and communicate our USP
5. customer relationship building
6. helping the KAM with stakeholder profiling (where do C- suite and group heads interact on social media, what content do they actually care about?)
7. enabling the sales and account teams
8. promoting our KAMs
9. differentiating ourselves, talking to the USP
10. reporting value back to the client.

not captured. Then you do more of what's working and less of what's not - of course? But is that always the case? Having a good set of metrics mixed across the 3 Rs enables you to constantly refine your programs more perceptively – if it's used properly.

### AMB works

**Annual benchmark surveys have shown that companies applying ABM increase their ROI: a study in 2019 research reported nearly 50% companies achieving double their ROI through using ABM.**

**The same research found that over 70% of these customers were prepared to give the supplier a case study, which are notoriously hard to get. And 55% of ABM accounts had worked with suppliers in collaborative innovation, leading to valuable new solutions. That sounds like success!**

# Are you offering genuine partnership or j



**Richard Ilsley**  
Sales & Marketing  
Consulting Group

## Characteristics of partnership relationships

Different companies use different terminology for the supplier/customer relationship to mean the same things, and the same terminology to mean different things. Some companies over-use certain words and as a result, the meaning of these words becomes lost. Commonly there is widespread use of the terms strategic, partnership, value, world-class, without an accompanying definition of exactly what is meant.

Consequently, some senior managers believe that their company is applying a strategic customer/supplier partnership model simply because they have heard these terms used repeatedly. So a good place to start the discussion is a survey of the typical characteristics of the strategic partnership relationship, which will offer a better idea of what is meant by this type of relationship.

Every element will not occur in every case - relationships can still be rather different – but the list is intended to establish the overall vision, rather than being comprehensive. The specifics will be driven by the situation, objectives and constraints on both sides.

The list (right) shows the typical point of departure and the vision towards which we want to move. In most cases, there are significant differences between the concept of partnership characteristics and the traditional key account/supplier model.

Generally the change starts with mutual intent and a development plan which (ideally) proceeds by small steps. As experience and confidence grows and as both sides start to see commercial results coming from

Away from...		Towards
focusing on products/ services	•••	mutual value and competitive differentiation (rarely found in the product or service)
focusing on selling to the customer	•••	focus on selling to the user and customer's customer
supplier/customer focus	•••	focus on the total value chain
focusing on price	•••	focusing on cost elimination and efficiencies
short term selling/buying	•••	assumed ongoing business
supplier derived benefits	•••	mutual value development
separate operations	•••	separate operations joint working parties to address specific questions
restricting data and access	•••	sharing data and promoting access
single point of contact with additional managers as required	•••	towards multi-disciplined dedicated teams with regular formal communication
Account Manager and Buyer led discussions	•••	multi-level discussions coordinated and overseen by the Key Account Manager and Supplier or Purchasing Manager
middle-manager Key Account Managers/ Buyers with limited decision-making authority	•••	senior-level managers with the highest level decision-making authority
limited or ad hoc senior engagement	•••	regular full board active role
formulaic Account/ Supplier plan	•••	mutual strategic plan underwritten by both boards
separate measurement	•••	separate measurement joint measures and reporting
separate operations	•••	merged or mutually dependent parts of the operations
playing one customer/ supplier off its rivals	•••	long term commitment

their joint activity, commitment and activity increase.

### Changes in the internal management operation

In the traditional model of Key Account Manager/Buyer interaction. Strategic partnerships do not work

with ad hoc occasional input from other managers or with both sides separately setting objectives driven by their own corporate demands.

The way we think about and communicate with 'the other side' needs to change. That means moving away from the idea that the customer

# just rebranding Sales?

relationship is the sole responsibility of the Sales department and the supplier relationship is the sole responsibility of the Purchasing department, towards the idea that the supplier or customer is truly a strategic partner and therefore demands the full attention of the whole Board and an extended management group on a regular basis.

Both sides must recognise that they will have to change aspects of their current internal model to accommodate the legitimate requirements of the other side. Internal managers, uncomfortable with the changes, will object to the extra work, cost and disruption, typically in:

- provision and availability of data
- KPIs, measurement and reporting
- order processing
- supply chain and logistics
- new product development
- market and value chain knowledge
- user knowledge
- time commitment of senior managers and so on.

The active engagement of all senior managers is critical. Many decisions will demand Board level approval, at least at the start. There must be regular and active engagement from a wide set of managers, starting at the most senior level: unless the senior management team is engaged the model will not work.

The roles of the Key Account Manager and Buyer change significantly: the revised roles of both are elevated in stature, responsibility and authority.

## Extending the thinking beyond the immediate relationship

The traditional model used today sees the supplier considering a range of 'preferred' customers or key accounts typically based on volume (high volume customers typically become 'strategic' accounts), and the customer considering a range of 'preferred' suppliers based on their

ability to meet specifications and their price.

In a partnership relationship, the thinking is extended beyond the simple supplier/customer interface with its focus on the short term, to embrace the complete value chain and the medium to long term. That implies an interest in where the two parties fit into the value chain and how the chain develops in both directions, particularly taking in the final users and routes to the final users.

From focusing on the complete value chain we can discover all sorts of insight to inform our thinking about value at different levels and about the total offer presented to the user by upstream players in the chain. Early wins in the initial stages of the partnership relationship development can be gained by jointly studying the supply chain, where initial wins on cost reduction and efficiencies and to be found.

In the partnership model the focus for the supplier is on selling to the customer's customer or user with and through the customer, not simply selling to the customer. Similarly the Buyer must be buying with a focus on his or her own company's customer and the user, not simply concentrating on the price using a standardised specification.

Which is often a very difficult issue for many supplier and customer managers to grasp, particularly those suppliers focused on the measurement of volume sales and customers focused on price. So understanding the value chain and core influencers is an important aspect of the process.

## The nature of the relationship

This is important because, whilst many senior managers on both sides understand the idea of using collaboration to increase the pot, they balk at the idea of changing a

model of relationship which they have known for many years. Intellectual understanding and emotional acceptance are not the same thing.

There are four main stages in the simplified, traditional view of the relationship:

1. RFP/RFQ and selling
2. haggling (often not much in the way of negotiation – more just haggling over price)
3. agreement
4. implementation of the agreement (the operational aspect of the deal).

In the partnership model there are rather more stages, which can be broadly summarised as:

1. establishing intent and mutual objectives
2. research and analysis
3. identifying and agreeing mutual opportunities for gain
4. negotiating the collaborative operational framework
5. creating the joint plan
6. joint action
7. measurement and reporting
8. review and changes.

As an image, the traditional model may be seen as two sides on opposing sides of the table, and in the collaborative or partnership model the two sides should be on the same side, facing the mutual issues.

## Final Question

How much have you really changed your thinking around and approach to your key customers? Is it still fundamentally the same, an intense glare from Sales that goes no further along the value chain and fails to involve other managers in either organisation? Are you actually developing value for your customer as well as your company - because you will get very little co-operation from them if you are not, and definitely no partnership.

# Why join AKAM?

We joined AKAM 3 years ago. Without the input of AKAM we can't generate the forward-looking thinking in KAM that we need, we can't gather best practice and we don't have access to really insightful academic information.

Geoff Quinn, Corporate Member, Pfizer Global

AKAM offers a unique opportunity to network with other key account managers, to share insight in challenges and pick up a host of invaluable tools and information to apply to our day-to-day work lives.

Caroline Ouseley, Individual Member, e-serv

We joined AKAM two years ago and we believe it's the only vehicle out there to give us the support that we need, for our upcoming key account managers and for me, by assisting in the development of our KAM program.

John Bailey, Programme Member, Hiab Sweden

AKAM is a not-for-profit association of professionals who share a passion for Key Account Management. We have a mission to boost standards of KAM practice by providing access to KAM experts and practitioners and qualifications, plus an on-demand resource centre and network for all members, both through the website and events.

AKAM is a mixed community of five constituencies:

- corporate companies pursuing KAM programs in their organisations
- individual key account managers seeking support for a challenging job
- colleges interested in business and customers, who recognise that practice has moved away from traditional sales and marketing and seek to develop a new, in-demand offering in KAM
- individual academics looking for new links and participants in their research
- consultants and trainers with multi-company experience to offer, also seeking a new, in-demand offering in KAM.

**Join AKAM** and build your strength with peers and experts from around the world!

## For Individuals

## For Organisations

### Membership packages

As people and organisations involved in Key Account Management have different circumstances and different needs, AKAM offers a flexible range of annual memberships

**Subscription to the Bulletin is FREE for EVERYONE! Just go to [A4KAM.org](http://A4KAM.org) and enter your name and email address – that's all!**

#### Full individual membership gets you:

- workshops/conference meetings, normally 3 AKAM Technical workshops alongside 3 full-day participative meetings around Europe
- member-only webinars, monthly from April
- access to Member Resources, over 120 items on the website and growing
- email networking among peers
- and more support and advice ....

All for just **€180pa**, everything then FREE (not just discounted!).

#### Programme Membership gets your organisation:

- 10 Full individual memberships, with all the benefits above
- 2 memberships of the Programme Directors Forum, meeting in person 1/2 times pa plus bimonthly virtual meetings.

Designed to give expert and peer support to KAM Programme Directors to help them develop KAM in their organisations. You will benefit from the experience and practical advice of peers on issues chosen by the members. Tangible benefits for **€2500pa**.

#### What is AKAM doing?

- communicating with business, academia and the wider world to gain proper understanding and recognition of KAM
- professionalising key account managers' skills through defining required competencies; a development curriculum; and certifying development programmes leading to an independent, recognised formal qualification in KAM. PLUS our Key Account Manager of the Year Award!
- facilitating the sharing of KAM knowledge and the latest research, learning, practices and variations from around the world.
- sponsoring research into under-explored aspects of KAM and linking practitioners and academics to the benefit of both.

#### Online individual membership gets you:

- ALL of the above EXCEPT workshops/conference/ meetings.

Even if you are unlikely to ever reach an event in person you don't have to miss out on all the other benefits.

Online membership is just **€90pa**.

#### Special offer: 'Cluster' membership - 4 for the price of 3.

If there are 3 people in your organisation who would like to join as Full members, we'll give you one extra Full membership FREE.

**Go to [A4KAM.org](http://A4KAM.org)/ Join AKAM, easy sign up with a any credit or debit card.**

#### Corporate Membership gets your organisation:

- Virtually unlimited number of Full individual memberships, with all the benefits above (max. 6 per workshop/meeting)
- 2 memberships of the Programme Directors Forum as above
- seat on the AKAM Board with opportunity to influence its direction
- close engagement with and support from AKAM

Designed for large companies wishing to reach and support their KAM people spread across multiple organisations and regions, alongside gaining support for their KAM programme in complex situations. An opportunity to make corporate membership meet your needs for **€5000pa**.

**Let's talk:** please email first to [info@a4kam.org](mailto:info@a4kam.org) or to the Chairman Dr Diana Woodburn on [woodburn@marketingbp.com](mailto:woodburn@marketingbp.com).

**DR DIANA WOODBURN**

*BSc, MSc, MBA, PhD, FCIM: AKAM Chairman*

Since 1998 researcher and lecturer in KAM at Cranfield School of Management; author, consultant and company coach dedicated to KAM since 2005. Co-author with Malcolm McDonald of 'Key Account Management: the definitive guide', and the 'Handbook of Strategic Account Management' with Kevin Wilson. A marketing practitioner in various sectors globally.

**DR ANTHONY BUCKLEY**

*PhD, Assistant Head - School of Marketing, Technological University Dublin; MSc Program Director. AKAM Secretary & Treasurer*

**RICHARD ILSLEY**

*B.Sc, B.Eng, MBA, Fellow Strategic Planning Society, AKAM Deputy Chairman*

Managing Partner with the Key Account Management Group. Leads sales strategy and account management projects with major corporations around the world. Conference speaker and author of 'Best Practice – A Manager's Guide' and co-author of the PocketBooks Key Account Management. Manager of the largest global network of Account Managers.

**MIKE GREEN**

*Account Director, Capita, AKAM Deputy Chairman*

**GEOFF QUINN**

*MBA DMS PGCert (Education) BSc (Hons), Director KAM Centre of Excellence for Global Marketing within Pfizer World Wide Commercial Operations*

**DR OLIVIER RIVIERE**

*Engineer in Material Science, Dr-Ing in Physical Metallurgy, MBA*

20+ years' management experience with global companies (Dassault Systems, Intel, IXOS/OpenText, Text 100). Helps organisations of all sizes drive sustainable improvement on Sales & Marketing Effectiveness, KAM and Influence-focused Sales & Marketing. Speaker and author in 3 languages. Founder of OR Consulting, Partner, KAM practice lead at Powering.

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Jewellery industry Sales Manager before joining academia. Research interests include I/KAM, B2B Marketing, Strategic Purchasing and International Management, particularly researches and publishes on KAM in emerging economies.

**DR ANTONELLA LA ROCCA**

*BSc, MSc, PhD, Associate Professor ESC Rennes School of Business (France), Adjunct Researcher BI Norwegian Business School (Oslo)*

Research interests: B2B marketing, innovation and new business development. Co-author of articles and book chapters e.g. 'Customer involvement in NPD: the role of sales', 'Value in strategic account management'

**DOMINYKAS CIBULSKAS**

*General Manager for Baltic States, Walmark. Master degree in International Trade.*

**JOHN BAILEY**

*Director – International Key Accounts, Hiab AB.*

40+ years in International sales and Key Account Management. The majority of his career has been in sales and account management within Hiab AB, a global provider of on-road load handling equipment. A firm believer in the development and ever changing world of KAM and keen to share his passion and experience with individuals that want to make KAM their chosen career.

**ALISTAIR TAYLOR**

*MBA. KAM Programme Director and Director Brightbridge Consulting*

**ARMELLE DUPONT DAUPEYROUX**

*Master's Degree in Engineering of Food & Beverage industries. Global Key Account Manager at Amcor Flexibles*

**FREDDY COUCHY**

*Master's degree in International purchasing management. Key Account Manager*

10+ years' experience developing business with major companies in industrial, automotive, aerospace and business industrial supplies markets. Developed expertise in new B2B buying behaviours and negotiates with all management levels in managing key accounts & complex sales.

**DR JAKOB REHME**

*Professor of Industrial Economics and Management at Linköping University.*



# AKAM

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