The theory of Key Account Management

For AKAM Diploma students

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BSc, MSc, MBA, PhD, FCIM
Dr Diana Woodburn & KAM

- Specialising in Key Account Management (KAM) since 1996/7
- People and company development in KAM, research, writing, new concepts, teaching and consultancy
- Founded Cranfield KAM Best Practice Club in 1998, Warwick in 2005
- Best-selling book ‘Key Account Management: The definitive guide’ and the ‘industry’ reference, the ‘Handbook of Strategic Account Management’
- Multi-sector and multi-country: taught over 2,500 key account managers and over 500 directors

What is KAM?

Is it worth it?

How does KAM work?

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info@a4kam.org
1. Defining Key Account Management (KAM)
2. Key Account selection and categorisation
3. KAM relationships
4. Value creation and strategic account planning
5. Implementing KAM
6. The Key Account Manager job
1. Defining Key Account Management
An integrated approach to the profitable development of individual customers of strategic importance to the supplier.

Building close relationships between the supplier and customer organisations that add superior value to the customers’ businesses as well as to yours.

A process of growing, managing and harvesting the supplier’s strategic customer assets.

Who gets KAM?

Prioritised customers

Differentiated offers

What do they get?

Who gets KAM?

Prioritised customers

Differentiated offers

What do they get?
Complete KAM definition

- A supplier-led process of inter-organisational 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 co-ordinated deployment of multi-functional capabilities.
Who is a Key Account, who gets KAM?

- By number of accounts:
  - Small accounts
  - Medium accounts
  - Large accounts

- By volume, contribution or potential:
  - Status
  - Focus
  - Streamline
  - Star

Medium accounts
Small accounts

KAM: The Association for Key Account Management
a4kam.org
<table>
<thead>
<tr>
<th>Account Management</th>
<th>Key Account Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business as usual</td>
<td>Managed for growth and change</td>
</tr>
<tr>
<td>1 year supplier strategy-led action plans</td>
<td>3-5 year complete strategic business plans unique to customer, closely aligned with customer strategy*</td>
</tr>
<tr>
<td>Works within normal organisation</td>
<td>Corporate responsiveness, engagement and activity</td>
</tr>
<tr>
<td>Good business</td>
<td>Substantial potential, aligned with corporate strategy</td>
</tr>
<tr>
<td>No investment or not much</td>
<td>Readiness to invest</td>
</tr>
<tr>
<td>Coordinated approach to account</td>
<td>Holistic, holistic, customer</td>
</tr>
<tr>
<td>Necessary relationships</td>
<td>Many, multi-level, multi-function and senior relationships</td>
</tr>
<tr>
<td>Opportunity-focused understanding</td>
<td>Deep understanding of customer’s business</td>
</tr>
<tr>
<td>Requires Account Manager</td>
<td>Requires Key Account/ Business Manager and KAM team</td>
</tr>
</tbody>
</table>

* not just personal plan/only sales & marketing aspects
‘Customer engagement’

Hi-tech company

‘Integrated customer-driven enterprise’

Hi-tech company
Scope of KAM

**Why? Core offer**
- Alternative use of capital
- Help the business

**How? Integrated offer**
- Total cost of ownership

**What? How much?**
- Service levels

**Price & performance**
- Operational/transactional

**Value**
- Business relationship

**Profit**
- Strategic

**KAM**
- Selling

Supplier  Customer
Strategies for key accounts

**Business strategy**
- What will happen?
- What value can we offer?
- Why should we get the business?
- What do we need to do?
- What will the result be? €/£/$

**Relationship strategy**
- How will we make it happen?
- How will the relationship help the business strategy?
- With whom do we need relationships and why?
- What will we say to them?
- Why will they care?

**Internal strategies**
- How can we align our KPIs with our key customer objectives?
- How can we maintain efficient processes that are flexible when needed?
- How can we measure progress and delivery to key customers specifically?
- How are non-sales functions involved?

Deep understanding of the customer
The journey to KAM

- Strategy and planning
- Organisation and culture
- Processes

Woodburn, 2006
2. Key Account selection and categorisation
Who gets what kind of KAM?

- **Star** (High Key account attractiveness, Selective investment)
- **Strategic** (High Key account attractiveness, Strategic investment)
- **Streamline** (Low Key account attractiveness, Manage for cash)
- **Status** (Low Key account attractiveness, Pro-active maintenance)

Supplier’s business strength: account’s view

Account’s spend
Account attractiveness criteria

‘Hard’ ———————— ‘Soft’

**Outcomes**
Financial outcomes/profit
- Spend
- Turnover
- Volume
- Cost to serve
- Contribution
- Price
- Growth

**Customer needs**
Opportunities for product/service differentiation
- Member of targeted segment
- Strategic fit (e.g. platforms, global)
- Want non-standard solutions (what?)
- Specifics (e.g. speed, compatible systems)

**Customer attributes**
Risk reduction: working together
- Strategically important purchase
- Appropriate decision-making structure
- Right attitude to relationships
- Prepared to pay for value
- Prepared to invest

Potential for profit
## Assessing account attractiveness

### Account attractiveness criteria

<table>
<thead>
<tr>
<th>Account attractiveness criteria</th>
<th>Weight</th>
<th>Account A</th>
<th></th>
<th>Account B</th>
<th></th>
<th>Account C</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Rating</td>
<td>Score</td>
<td>Rating</td>
<td>Score</td>
<td>Rating</td>
<td>Score</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
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</tr>
</tbody>
</table>

Score = weight x rating (0 – 10)
### Account attractiveness criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Account A</th>
<th></th>
<th>Account B</th>
<th></th>
<th>Account C</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Rating 0-10</td>
<td>Score</td>
<td>Rating 0-10</td>
<td>Score</td>
<td>Rating 0-10</td>
<td>Score</td>
</tr>
<tr>
<td>Size of wallet</td>
<td>25</td>
<td>9</td>
<td>225</td>
<td>5</td>
<td>125</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moves small valuable items (= need for new, valued-added services)</td>
<td>25</td>
<td>4</td>
<td>100</td>
<td>8</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central decision-making</td>
<td>20</td>
<td>3</td>
<td>60</td>
<td>9</td>
<td>180</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global operator</td>
<td>15</td>
<td>6</td>
<td>90</td>
<td>3</td>
<td>45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry growth rate</td>
<td>15</td>
<td>3</td>
<td>45</td>
<td>7</td>
<td>105</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td></td>
<td><strong>520</strong></td>
<td></td>
<td><strong>655</strong></td>
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</tbody>
</table>

Score = weight x rating (0 – 10)
Customer critical success factors

What does the customer really care about?

Different for each key account
Exclude ‘givens’ or qualifying factors

Observation
• What have they talked about?
• What are they struggling with?
• What gets their attention?

Analysis
• What is happening in their marketplace?
• What is their competition doing?
• What do their customers want?

Enquiry
Ask them!
### Customer's critical success factors (CSFs)

<table>
<thead>
<tr>
<th>Customer’s critical success factors (CSFs)</th>
<th>Weight</th>
<th>Your company</th>
<th>Best competitor</th>
<th>Other competitor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rating 0-10</td>
<td>Score</td>
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</table>

**Total** 100

\[
\text{Score} = \text{weight} \times \text{rating (0 – 10)}
\]
Who gets KAM?

<table>
<thead>
<tr>
<th>Supplier’s business strength</th>
<th>Key account attractiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

**Relationship level:**
- Basic
- Co-operative
- Interdependent
- Integrated

**Customer’s spend:**
- Streamline
- Star
- Strategic
- Status

**From the customer’s perspective:**

- Basic
- Co-operative
- Interdependent
- Integrated
VERIFY with the customer

- Their actual attractiveness
- Their real critical success factors for you
- Their view on how they rate you currently
- Their attitude to a close relationship with you

- You can’t make anyone have a close relationship with you
- KAM won’t work if you can’t build the relationship
- You must not waste resources on the wrong accounts
Matching strategies and expectations

G=Growth
CR=Cost Reduction
KAM=KAM input/cost

Relationship level:
- Basic
- Co-operative
- Interdependent
- Integrated

Supplier’s business strength from the customer’s perspective

Key account attractiveness

Profitability possibly low

Matching strategies and expectations

Growth
Cost Reduction
KAM = KAM input/cost
3. KAM relationships
Multi-layered relationships

Layers of involvement

Activity links
Co-ordination

Resource ties
Change

People bonds
Facilitation

Gedde & Snehota, 1999
Relationship stages

- **Basic**
- **Co-operative**
- **Interdependent**
- **Integrated**

Levels:
- **Simple**
- **Complex**
Basic relationships

- Single/limited significant points of contact
- Probably one of several suppliers
- Easy to exit
- Price and the reward structure are often the principal drivers
- Minimum information sharing
- Reactive rather than proactive
- Not seen as business partner
- Small chance of improving business
- Can be stable state or trial stage
- **Transactional: emphasis on efficiency**

Cranfield, 1996
Co-operative relationships

- Wider range of functions loosely involved but few consistently, relationship still mainly with buyer and order processing team
- Not really under control, ‘blind spots’ in relationship manager’s visibility
- One of preferred few suppliers, but minor share of spend
- Exit not particularly difficult
- Limited access especially to senior people
- Limited information sharing
- Forecasting rather than joint strategic planning
- Not seen as business partner, supplier ‘making the running’
- Not yet trusted by customer
- Danger of losing money!

Woodburn, 2000
Interdependent KAM relationships

Woodburn, 2000

- Wide range of functions and senior people consistently involved
- Relationship manager positioned to manage entire relationship
- Sole supplier or major share of two
- Fully satisfactory access, including key people
- High level of information exchange, including sensitive business information
- Deep understanding of customer and customer's business
- Pro-active
- Wider range of joint and innovative activity and projects
- Streamlined processes
- Joint strategic planning with a focus on the future
- Increasingly seen as business partnership, both invest in relationship
- Both acknowledge importance to each other, exit difficult
- Trust on both sides
- Wide-ranging opportunities to improve and develop business
Integrated relationships

- Rare
- High exit barriers, exit is traumatic
- Dedicated, cross-boundary functional/project teams with individual organisations subsidiary to team
- Open information sharing including sensitive subjects
- Transparent costing systems
- Assumption of mutual trustworthiness, at all levels
- Abstention from opportunistic behaviour
- Lowered protection against opportunism
- Joint long-term strategic planning
- **Real partnership: complementary, mutually dependent**
- Better profits for both

Cranfield, 1996
To what extent does this statement apply to your relationship with your customer? | Score
---|---
If our relationship ended, both parties would find it difficult and complicated to exit |
There is a real spirit of partnership and trust between our two companies |
Together we have produced long-term strategic plans for the development of our relationship and business together |
Any information at all relevant to our business together is passed straight on to the customer |
People at all levels in both organisations are in constant communication with each other |
We have both realised substantial benefits through working together |
**Total Score**
Matching relationships with customer potential

Supplier’s business strength from the customer’s perspective

Key Account attractiveness

Star customers
Strategic customers
Status customers
Selective customers
Pro-active maintenance
Co-operative
Status customers
Basic
High
Low
KA’s spend
Supplier’s business strength from the customer’s perspective
Do you really understand the relationship?

- Co-operative
- Interdependent
- Integrated

Selling company strategic intent

Basic

Supplier delusion

Buying company strategic intent

- Selling company
- Buying company
• Relationships cost money to run.
• Relationships require investment to develop.
• Relationship levels need to be managed and monitored.

Don’t develop *Basic* relationships unless you can/want to reach *Interdependent*
• Don’t prolong the *Co-operative* stage.
• If a relationship is stuck at *Co-operative*, move it forwards or backwards.

**ALERT!**

66% of suppliers’ top 3 accounts are at no more than co-operative stage
4. Value creation & strategic account planning
Strategies for key accounts

Business strategy
- What will happen?
- What value can we offer?
- Why should we get the business?
- What do we need to do?
- What will the result be? €/£/$

Relationship strategy
- How will we make it happen?
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Internal strategies
- How can we align our KPIs with our key customer objectives?
- How can we maintain efficient processes that are flexible when needed?
- How can we measure progress and delivery to key customers specifically?
- How are non-sales functions involved?

Deep understanding of the customer
Analysis & business strategy development process

**Key Account**

- **External**
  - Environment & market analysis
- **Internal**
  - Account’s value chain analysis
  - Account’s opportunities & threats
  - Account’s strengths & weaknesses
  - Account’s SWOT & strategies

**Your organisation**

- **External**
  - Competitors & suppliers
- **Internal**
  - Your value chain analysis
  - Your opportunities & threats
  - Your strengths & weaknesses
  - Your SWOT & strategies

---

**Key Account Management**

The Association for Key Account Management

a4kam.org
Develop strategies via a 9-box SWOT

From your organisation's capabilities

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key strengths</th>
<th>Key weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>S1</td>
<td>W1</td>
</tr>
<tr>
<td>Profit</td>
<td>S2</td>
<td>W2</td>
</tr>
<tr>
<td>Mkt share</td>
<td>S3</td>
<td>W3</td>
</tr>
</tbody>
</table>

From the key account's strategies

<table>
<thead>
<tr>
<th>Key opportunities</th>
<th>S/O Leverage strengths to address opportunities</th>
<th>W/O Address weaknesses that undermine offensive strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1</td>
<td>Offensive - business developing</td>
<td>Mitigating - eliminating underminers</td>
</tr>
<tr>
<td>O2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key threats</th>
<th>S/T Leverage strengths to attack threats</th>
<th>W/T Take action to eliminate weaknesses relevant to threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Capitalising - pro-active response</td>
<td>Defensive - avoiding loss</td>
</tr>
<tr>
<td>T2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Differentiated Value Propositions

**1. Differentiated**
- Why your company, why not competitors?
- How is it different for this customer?

**2. Value**
- Value = perceived benefit – perceived sacrifice
  - benefit = attributes of importance to customer
  - sacrifice = total costs as seen by customer

**3. Proposition**
- Superior value propositions must be:
  - achieved
  - communicated to customers
Leveraging ALL your organisation's capabilities

Differentiated Value Propositions

- Service development
- Pricing
- Channels
- Promotion
- Communication
- Relationships

- Marketing
- Sales
- Operational
- Project management
- Internal/HR
- Cost-cutting
- Risk

- Customer service
- Teams
- Resources
- Cash flow
- Transactions
- IT

Differentiated Value Propositions
What does a VP need?

- **Impact**: How you will help the customer succeed in its business
- **Value proposition**: What you have and what you can do for the customer
- **Cost**: What the customer must pay or sacrifice for the privilege

Rackham & Kotler, 2005
“A value proposition must be both compelling and believable”

Bud Hyler

Compelling but not believable

“Our world-leading expertise will double your business, save your marriage and make your children clever and charming, all for the price of a cup of tea.”

Believable but not compelling

“Our capability in this area is OK. It’s as good as competitors and it costs about the same.”

Neil Rackham, 2008
### Value Propositions for Key Accounts

You have to write VPs into key account plans

- if you don’t, they probably don’t exist, and even if they do, you won’t be able to explain them to the key account or your own company.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Your capability/ strength &amp; strategy</th>
<th>Benefit to customer</th>
<th>Cost/ sacrifice for customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Structure for strategic account plans

Executive summary

The plan
A. Where are we now?
B. Customer understanding
C. Accord strategies & objectives
D. High level action & review

Appendices
Background detail
Business analysis
Development of thinking
Critical importance of the plan

Added value

The customer

3-5 years

Key account team

Corporate business plan

Delivering the vision

Peers and functions

Shared learning

Team success

Professor Patrick Godfrey,
Halcrow Strategic Relationship Director
5. Implementing KAM
KAM strategic processes

- Key customer selection
- Customer portfolio management
- Communication of customer strategy
- Contribution to corporate planning cycle
- Risk assessment
- Resource allocation/prioritisation
- Cross-boundary co-ordination
- Organisational learning

Key Account Manager contributes
Operational processes with KA impact

Key Account Manager monitors

- Strategy
- Value-add
- Operations

Future
Change
Present

E.g.
- Selling
- Order processing
- Production/operations
- Customer service
- Delivery
- Payment
Value-adding KAM processes

Key Account Manager responsible

- Strategy (Future)
  - Key account analysis, strategy development and planning
  - Relationship development
  - Business development
  - Marketing
  - Pricing
  - R&D/product development
  - Product customisation
  - Product mix management
  - Supply chain development
- Value-add (Change)
  - Transaction handling development
  - Information provision
  - Training
- Operations (Present)
  - Transaction handling development
  - Information provision
  - Training

Measurement
Understanding KAM processes through mapping

The Association for Key Account Management

Continue as necessary until complete

Inputs?
Outputs?
Tools & forms?
Meetings?
Approval points?
Links to other processes?
KAM measurement model

- Strategy
  - PROFIT
  - VALUE
    - Operations (Transactions/Process/Project)

- Price/Performance
- Supplier
- Customer

Making the right strategic decisions
Aligning implementation with strategy
Improving efficiency and productivity

Alignment of measurement
Measurement: Strategic level

Who cares?
- Boards
- Shareholders

About what?
**Profit**
- ROI
- Asset value (customers)
- Risk
- Opportunity

Relative to what: benchmarks
- Performance against business plan (short-term)
- Growth in shareholder value (long-term)
Measurement: Operational level

Who cares?
- Line Mgmt
- Buyer
- Users

About what?
- Performance
  - Service levels
  - Price
  - Revenue
  - Volume
  - Failure rates etc

Relative to what: benchmarks
- Performance against previous period
- Performance against agreement
Measurement: Realisation level

Who cares? (supplier side)

About what?

Value
- Customer attractiveness
- Customer risk
- Customer satisfaction
- Sales?
- Business extension
- Customer retention
- Customer profitability
- KAM input
- KA portfolio contribution growth

Relative to what: benchmarks
- Customer expectation
- Account plan
- Portfolio contribution plan
### Customers measure key suppliers: example

<table>
<thead>
<tr>
<th>Headline criteria</th>
<th>Breakdown</th>
<th>Score 0-5</th>
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<tbody>
<tr>
<td>Assured supply</td>
<td>• Product quality management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Supply management</td>
<td></td>
</tr>
<tr>
<td>Values/trust based business relationship</td>
<td>• Teamwork</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Openness, honesty, fair play</td>
<td></td>
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<tr>
<td>Management excellence</td>
<td>• Quality management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Environmental management</td>
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<tr>
<td></td>
<td>• Management depth</td>
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<tr>
<td>Low cost- best value</td>
<td>• Competitive validation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Process optimisation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Financial strength</td>
<td></td>
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<tr>
<td>System player</td>
<td>• Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Best practices</td>
<td></td>
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<tr>
<td></td>
<td>• Customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>Technical competencies</td>
<td>• Health &amp; safety</td>
<td></td>
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<tr>
<td></td>
<td>• Product consistency</td>
<td></td>
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<tr>
<td><strong>Overall score</strong></td>
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</table>

Soft (judgment) metrics matter as much to KAs as hard (quantitative) metrics – you’d better believe it!
Aligning with customers via KAM measurement

Supplier
- Supplier strategy
- Supplier expectations
- Supplier observations
- Supplier responses

KAM organisation
- A. OBJECTIVE SETTING
  - KAM strategy
  - KA plans

- B. FRAMEWORK DEVELOPMENT
  - Measurement framework

- C. MEASUREMENT PROCESS
  - Monitoring & reporting
  - Review & action

Customer
- Customer strategy
- Customer expectations
- Customer observations
- Customer responses
6. The Key Account Manager job
The key account manager job

- Relationship development
- Risk management
- Resource management
- Retention/business strategy
Who gets what kind of Key Account Manager?

Supplier’s business strength: account’s view

- **Star**
  - Selective investment
  - Manage for cash

- **Strategic**
  - Strategic investment
  - Pro-active maintenance

- **Streamline**
  - Low
  - Tactician

- **Status**
  - High
  - Developer

Business manager
Customer manager
## Exploring the nature of the job by activity

<table>
<thead>
<tr>
<th>Key Account Manager Activity</th>
<th>As is</th>
<th>Should be</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing relationships</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Implementing and motivating the deal operationally</td>
<td>25-30%</td>
<td>15%</td>
</tr>
<tr>
<td>Developing industry knowledge/ understanding strategy/ planning</td>
<td>0%</td>
<td>5-15%</td>
</tr>
<tr>
<td>Selling/achieving sales result, bid sign-off</td>
<td>30-50%</td>
<td>5-10%</td>
</tr>
<tr>
<td>Internal alignment for deal commercially</td>
<td>0-15%</td>
<td>5-10%</td>
</tr>
<tr>
<td>Internal day-to-day problem solving</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>Reporting/providing information</td>
<td>0-10%</td>
<td>5%</td>
</tr>
<tr>
<td>Training and education</td>
<td>0-5%</td>
<td>5%</td>
</tr>
<tr>
<td>Internal understanding of capability</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Promoting brand/business</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Team management</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>?</td>
<td>10%</td>
</tr>
</tbody>
</table>

- Too much time
- About right
- Not enough time
The roles of the key account manager

**Supplier perspective**
- Understands the customer’s business
- Develops strategy and value
- Defines, briefs and coordinates commitments

**Joint perspective**
- Expert in the customer
- Value developer
- Point of accountability

**Customer perspective**
- Understands our business
- Anticipates customer needs, adds value
- Ensures delivery

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**Facilitation**
- Builds relationships in the customer
- Represents supplier, builds the brand
- Reference point

**Boundary spanner**
- Leverages relationships in supplier organisation
- Reflects customer into supplier, ambassador
- Single point of contact

**LEADER**
- Conduit
- Focal point of contact
Three leadership roles for KAMs

- Key customer
- Internal organisation
- Peers & managers
- KA team
- KAM as leader
Many Key Account Managers fall into the trap of executing the role just as salespeople and/or trouble-shooters, but it requires so much more.

This and other sessions in this series offer concepts that should underpin and inform what you do as a Key Account Manager every day. “Nothing is as useful as a good theory”.

They will also help you to demonstrate your understanding and application of the concepts in your competency write-ups for the Diploma.

Wishing you every success in your career,

Diana Woodburn, AKAM Chairman