

## Diploma-relevant theory and sources

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Qualified key account managers should be aware of the body of knowledge which underpins good KAM practice. Your submission of competencies for the Diploma should demonstrate some application of underlying theory. You are not asked to give references or detail any theory, but you should be able to show how theory has informed your practice.

For example, you may say that your account was categorised as a 'star' account and you therefore expected and gained significant growth, which was partly achieved by developing a value proposition around a product augmented by specific barcoding which reduced costs in handling for the customer and therefore added to its value in use.

The table below gives a far from exhaustive list of books that could help you add to your knowledge and understanding of the subjects listed.



Subject	Some sources
<p><b>General Key account management</b></p> <ul style="list-style-type: none"> <li>• Key account relationships</li> <li>• Key account selection and categorization</li> <li>• Metrics</li> <li>• Key account manager role</li> <li>• Constituents of successful KAM programs</li> <li>• Business relationships and networks</li> </ul>	<ul style="list-style-type: none"> <li>• Capon, 'Key account management and planning: the comprehensive handbook for managing your most important strategic assets', 2010, Free Press, USA</li> <li>• Marcos, Davies, Gueselaga and Holt 'Implementing Key Account Management', 2018, Kogan Page UK</li> <li>• Woodburn and McDonald, 'Key Account Management: the definitive guide', 2011 (3<sup>rd</sup> Ed.), Wiley, UK. (Also in Spanish: 'El Management de las Cuentas Clave', 2013 (3<sup>rd</sup> Ed.), Granica, Argentina)</li> <li>• Woodburn and Wilson (Eds), 'Handbook of Strategic Account Management: a comprehensive resource' 2014 Wiley, UK.</li> </ul>
<p><b>1. Business and customer understanding</b></p> <ul style="list-style-type: none"> <li>• Knowledge of your own company</li> <li>• Customer understanding</li> <li>• Value creation</li> <li>• Strategic planning for key accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Christopher, 'Logistics &amp; Supply Chain Management', 2016, Financial Times Prentice Hall, UK.</li> <li>• Farrington and Lysons, 'Purchasing and Supply Chain Management', 2012, Pearson Education, UK.</li> <li>• Gould, 'Creating the Strategy: Winning and Keeping Customers in B2B Markets', 2012, Kogan Page</li> <li>• Johnson, Whittington, Scholes, Angwin and Regner, 'Exploring strategy', 2017, Pearson</li> <li>• Johnson &amp; Scholes, 'Exploring Corporate Strategy', 2001, Financial Times Prentice Hall, UK.</li> <li>• Schultz and Doerr, 'Insight Selling', 2014, Wiley</li> <li>• Kotler and Armstrong, 'Principles of Marketing', 2015, Pearson Education, Harlow, UK</li> <li>• Ryals and McDonald, 'Key Account Plans: The Practitioners Guide to Profitable Planning', 2007, Butterworth Heinemann, UK</li> <li>• Slack, Brandon-Jones and Johnston, 'Operations Management', 2013, Pearson Education, Harlow, UK</li> </ul>
<p><b>2. Selling and business development</b></p> <ul style="list-style-type: none"> <li>• Product/ service and application</li> <li>• Consultative selling</li> <li>• Financial understanding</li> <li>• Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Baily, Farmer, Crocker, Jessop &amp; Jones, 'Procurement, Principles &amp; Management' (11<sup>th</sup> Ed.), 2015, Pearson Education, UK</li> <li>• Barnes, Blake and Howard, 'Selling Your Value Proposition' 2017, Kogan Page, UK</li> <li>• Berman &amp; Knight, 'Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean' (Revised Edition) Harvard Business Review Press, Business Literary Institute, USA</li> <li>• Fisher &amp; Ury, 'Getting to Yes', 2012, Routledge</li> <li>• Hill, 'Pricing for profit', Kogan Page, UK.</li> </ul>

	<ul style="list-style-type: none"> <li>• Rackham and De Vincentis, 'Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value', 1999, McGraw- Hill, US</li> <li>• Steele &amp; Beasor, 'Business Negotiation': Routledge (Taylor and Francis Group), UK &amp; USA</li> </ul>
<p><b>3. Organisational Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Project management</li> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Burgess, &amp; Munn, 'A Practitioner's Guide to Account-Based Marketing: Accelerating Growth in Strategic Accounts', Kogan Page, UK &amp; USA</li> <li>• Harvard Business Review on Effective Communications, Harvard Business School Press</li> <li>• Smith &amp; Zook, 'Marketing Communications: Integrating Online and Offline, Customer Engagement, and Digital Technologies', Kogan Page, UK</li> <li>• Maxwell, 'The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization,' Thomas Nelson, USA</li> <li>• Smith, King, Sidhu and Skelsey, 'The Effective Change Manager's Handbook: Essential Guidance to the Change Management Body of Knowledge', 2014, Kogan Page</li> <li>• Newton, 'Project Management Step by Step: How to Plan and Manage a Highly Successful Project' Pearson Education, UK</li> <li>• Lencioni, 'The five dysfunctions of a team', 2002, Jossey-Bass, US</li> </ul>
<p><b>Relationships and interaction</b></p> <ul style="list-style-type: none"> <li>• Customer Categorisation</li> <li>• Relationships</li> <li>• Internal relationships</li> <li>• Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Cheverton, 'Key account management', (6th Ed.) 2015, London, UK</li> <li>• Covey &amp; Merrill 'The Speed of Trust: The One Thing that Changes Everything', Simon &amp; Schuster, UK</li> <li>• Maister, Galford, &amp; Green, 'The Trusted Advisor', Simon &amp; Schuster, UK</li> <li>• Ferrazzi 'Leading without authority' Penguin Books 2020</li> <li>• Townsend, 'The Financial Times Guide to Business Networking: How to use the power of online and offline networking for business success', Pearson Education, UK</li> <li>• Eades and Sullivan, 'Collaborative Sale' Wiley 2014</li> </ul>